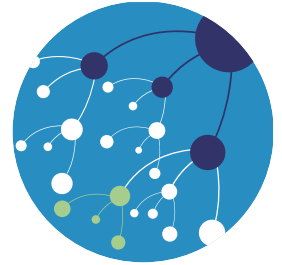


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ASSOCIATES



Ripe for Social Business -  
Mapping Bahrain's Most Pressing  
Socio-Economic Issues to Solutions

2013

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## ACRONYMS & ABBREVIATIONS

BDB.....	Bahrain Development Bank
CSR.....	Corporate Social Responsibility
EDB.....	Bahrain Economic Development Board
GCC.....	Gulf Cooperation Council
LMRA.....	Labour Market Regulatory Authority
MDGs.....	Millennium Development Goals
MOSD.....	Ministry of Social Development Bahrain
QAAET.....	Quality Assurance Authority for Education & Training
RCO.....	Royal Charity Organization
SCE.....	Supreme Council for Environment
SDGs.....	Sustainable Development Goals
UNDP.....	United Nations Development Programme
UNEP ROWA.....	United Nations Environment Programme – Regional Office for West Asia
UNESCWA.....	United Nations Economic and Social Commission for Western Asia
UoB.....	University of Bahrain

## EXECUTIVE SUMMARY

This study sought to identify Bahrain's most pressing socio-economic issues that are ripe for social entrepreneurial solutions. By looking at successful social business or enterprise models around the world, the study also analyzes how such models can be applied in Bahrain to contribute to the wider National Economic Vision 2030 and Sustainable Development Goals (SDGs) agendas.

We reviewed a number of local, regional and international reports, as well as local government and international organizational priorities and activities to determine the main socio-economic issues facing Bahrain. These were:-

- |                     |                           |
|---------------------|---------------------------|
| 1. Children         | 8. Housing                |
| 2. Civic Engagement | 9. Labor & (Un)Employment |
| 3. Disabilities     | 10. Poverty               |
| 4. Education        | 11. Social Cohesion       |
| 5. Elderly          | 12. Women's Empowerment   |
| 6. Environment      | 13. Youth                 |
| 7. Health           |                           |

We compiled a Social Issues Bulletin based on this research, which was presented to a number of stakeholders, along with a survey as part of a stakeholder consultation. The stakeholders consulted were all strategic partners involved in developing a national Social Business strategy for Bahrain, as well as the Supreme Council for Environment, and the United Nations Environment Programme, since none of the Social Business strategy stakeholders were representative of environmental sustainability sectors.

We also reviewed Tamkeen's Market Gap study, and conducted a consultation with Mumtalakat, the Kingdom's sovereign wealth fund, to identify priority market sectors that are underdeveloped. This enabled us to map pressing social issues to solutions in market-ready sectors. For example, health was a pressing social issue, and healthcare was a priority market sector.

**Bahrain's most pressing social issues ripe for social entrepreneurial solutions are Education, Social Cohesion and Health.**

Based on the results of the stakeholder consultations, the top three most pressing issues facing Bahrain are: Social cohesion, Education, and Health. Youth and the Environment closely followed as being both pressing social issues that were also deemed the easiest to address by a social entrepreneur, according to the stakeholder consultation survey. Poverty was also considered a pressing social issue with influence over socio-economic development and political stability. Since poverty also has a large influence on social cohesion, and represents a key sector for social entrepreneurs, we have included case studies on Poverty in this research.

The Environment is also particularly important in both a local and global context and often has irreversible long-term implications if not addressed immediately (See *Social Issues Bulletin*).

Sustainability is one of the three pillars of Bahrain's Economic Vision 2030. Moreover, no social or economic development can withstand the devastating effects of natural disasters or climate change. Therefore this study also includes case studies on social enterprise and business models addressing environmental issues.

Since the main Youth issues are related to Education, Social Cohesion, Health, and Entrepreneurship (See *Social Issues Bulletin*); and recognizing that Youth is a pressing social issue for Bahrain within a regional socio-political and socio-economic context, we have included case studies for the five social issues (Education, Social Cohesion, Health, Poverty, Environment) that also target Youth.

Below is an overview of our findings in terms of mapping the pressing social issues to priority market sectors:-

- Healthcare is a priority sector for both Tamkeen and Mumtalakat.
- Education is the top priority sector for Tamkeen; and can be addressed through both Media and IT, which are Mumtalakat priority sectors.
- Agriculture and Food; and Tourism or Travel and Hospitality, are sectors prioritized by Tamkeen and Mumtalakat. These can address Environment i.e. food security, eco-tourism.
- Whereas; Social Cohesion can be addressed through a number of sectors, which are prioritized by both Tamkeen and Mumtalakat, such as: Education, IT, Media, Financial Services, and Healthcare.

We collated four of the most appropriate social business and social enterprise case studies for each of the five issues. The latter can be easily modified to adopt a non-dividend distributing model to comply with Prof. Yunus's definition of a "social business".

## INTRODUCTION

Based on the successful inaugural Social Business Week 2012, which was organized by the Bahrain Ministry of Social Development and Family Bank, and was attended by Nobel Laureate and world renowned social entrepreneur, Prof. Muhammad Yunus, the Ministry has been driving the development of a national strategy for social business in Bahrain.

In alignment with these noble efforts, we conducted a study which sought to identify Bahrain's most pressing socio-economic issues that are ripe for social entrepreneurial solutions. Through our research, we attempted to answer questions such as:-

- What are some of Bahrain's most pressing socio-economic issues?
- Which issues are inter-connected and over-lapping?
- How can we apply (and tailor) successful social business or enterprise models in Bahrain to contribute to the wider Vision 2030 and Sustainable Development Goals (SDGs) agendas?
- Who would be the key actors and drivers—in addition to the social entrepreneur—in creating those models and systems?
- Which of the issues lend themselves to a scalable and replicable solution across the region?

## DEFINING SOCIAL BUSINESS & SOCIAL ENTREPRENEURSHIP

Prof. Muhammad Yunus's definition of a social business is a zero dividend company operating according to the following principles<sup>1</sup>:-

1. Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization.
2. Financial and economic sustainability.
3. Investors get back their investment amount only. No dividend is given beyond investment money.
4. When investment amount is paid back, company profit stays with the company for expansion and improvement.
5. Environmentally conscious.
6. Workforce gets market wage with better working conditions.
7. ...do it with joy.

At the Schwab Foundation for Social Entrepreneurship at the World Economic Forum, they define a social business as a for-profit entity, which provides a social or ecological product or service. While

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<sup>1</sup> "The 7 Principles of Social Business." *Grameen Creative Lab – Passion for Social Business*. N.p., n.d. Web. 21 July 2013. <<http://www.grameencreativelab.com/a-concept-to-eradicate-poverty/7-principles.html>>.

profits are ideally generated, the main aim is not to maximize financial returns for shareholders but to grow the social venture and reach more people in need. Wealth accumulation is not a priority and profits are reinvested in the enterprise to fund expansion. The entrepreneur of a social business venture seeks investors who are interested in combining both financial and social returns on their investments.<sup>2</sup>

The Schwab Foundation deems the following key characteristics of social entrepreneurship:-

1. About applying practical, innovative and sustainable approaches to benefit society in general, with an emphasis on those who are marginalized and poor.
2. A term that captures a unique approach to economic and social problems, an approach that cuts across sectors and disciplines grounded in certain values and processes that are common to each social entrepreneur, independent of whether his/ her area of focus has been education, health, welfare reform, human rights, workers' rights, environment, economic development, agriculture, etc., or whether the organizations they set up are non-profit or for-profit entities.

According to the Skoll Centre on Social Entrepreneurship at Said Business School, Oxford University, social entrepreneurship is the practice of combining **innovation, resourcefulness** and **opportunity** to address critical social and environmental challenges. Social entrepreneurs focus on *transforming systems* and practices that are the root causes of poverty, marginalization, environmental deterioration and accompanying loss of human dignity. The key concepts of social entrepreneurship are:-

1. Innovation;
2. Market orientation; and
3. Systems change.

The Skoll Centre has noted that there is no one official or standardized definition of social entrepreneurship. Diverse understandings of the term exist across the world, due to different local context, based upon diverse socio-historical, political, and economic foundations.<sup>3</sup>

The European Commission has defined social business based on a description of shared characteristics. These include:

- having **primarily social objectives** as opposed to profit objectives, producing social benefits that serve the general public or its members;
- being primarily not-for-profit, with **surpluses principally being reinvested** and not being distributed to private shareholders or owners;

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<sup>2</sup> "What Is a Social Entrepreneur ?" *Schwab Foundation for Social Entrepreneurship*. World Economic Forum, n.d. Web. 20 July 2013. <<http://www.schwabfound.org/content/what-social-entrepreneur>>.

<sup>3</sup> " Defining Social Entrepreneurship ." *Defining Social Entrepreneurship*. University of Oxford- Said Business School, Skoll Centre for Social Entrepreneurship, n.d. Web. 20 July 2013. <<http://www.sbs.ox.ac.uk/centres/skoll/about/Pages/whatisse2.aspx>>.

- having a **variety of legal forms and models**: e.g. cooperatives, mutuals, voluntary associations, foundations, profit or non-profit companies; often combining different legal forms and sometimes changing form according to needs;
- being economic operators that **produce goods and services** (often of general interest), often with a strong element of social innovation;
- operating as **independent entities**, with a strong element of **participation** and **co-decision** (staff, users, members), **governance and democracy** (either representative or open);
- often stemming from or being associated with a **civil society organisation**.<sup>4</sup>

## SOCIO-ECONOMIC ISSUES SECONDARY RESEARCH

### ORGANIZATIONS & REPORTS

To identify the main socio-economic issues facing Bahrain, we reviewed the projects, activities, publications, and priorities of the following organizations: -

1. Bahrain Ministry of Social Development (MOSD)
2. Bahrain Economic Development Board (EDB)
3. United Nations Environment Programme (UNEP) – Bahrain Office
4. United Nations Development Programme (UNDP) – Bahrain Office
5. Supreme Council for the Environment (SCE) - Bahrain
6. Royal Charity Organization (RCO) - Bahrain

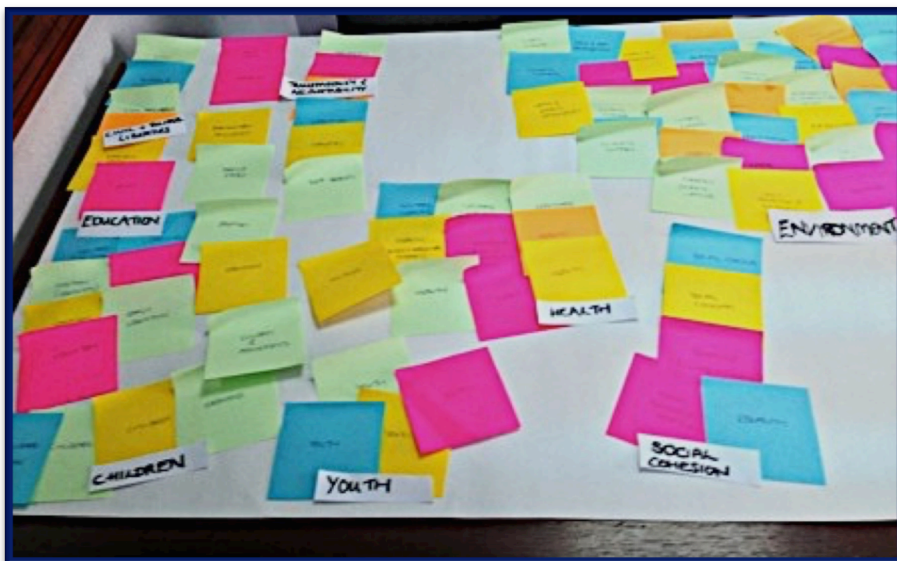
We also reviewed the following reports comprising social, economic and environmental sectors; with local, regional and international coverage: -

**Table 1: Reports Reviewed to Identify Socio-economic Issues**

	Social	Economic	Environmental
<b>Local</b>	<ol style="list-style-type: none"> <li>1. MOSD Annual Report 2011</li> <li>2. Strategy &amp; National Plan for the Rights of Persons With Disabilities in the Kingdom of Bahrain</li> </ol>	<ol style="list-style-type: none"> <li>1. EDB Vision 2030</li> <li>2. Drivers of Bahrain's Economic growth 2000-2011</li> <li>3. Role of Women in Bahrain 2013</li> <li>4. Bahrain Key Economic Indicators 2013</li> </ol>	<ol style="list-style-type: none"> <li>1. Towards a Greener Bahrain 2012</li> <li>2. Bahrain 2nd National Communications Report to the UN Framework Convention on Climate Change</li> </ol>

<sup>4</sup> Rodert, Ariane, comp. *Opinion of the European Economic and Social Committee on Social Entrepreneurship and Social Enterprise*. Brussels: European Commission, 2011. Print.

	2012-2016 3. Annual Report Center for NGO Support 2009 4. Strategy & National Plan for the Elderly Kingdom of Bahrain 2012-2016 5. National Strategy for Childhood Kingdom of Bahrain 2013-2017	<b>EDB Sector Fact Sheets:</b> 5. Automotive 2013 6. Business Services 2013 7. Education and Training 2013 8. Healthcare 2013 9. ICT 2013 10. Logistics 2013 11. Manufacturing 2013 12. Oil and Gas 2013 13. Real Estate 2013 14. Tourism 2013	2012
	1. UN World We Want survey 2013 2. 3BL Responsible Business Survey 2012/13		
<b>Regional</b>	1. Arab Human Development Report 2005 2. UN Human Development Youth Security Forum 2008 3. Arab Human Development Report 2009 4. Middle East Youth Initiative- Social Entrepreneurship in the Middle East 2010		
<b>Global</b>	1. UN Human Development Report 2013		
	1. World Economic Forum Global Threats 2013 2. An Action Agenda for Sustainable Development 2013		



**Figure 1: Issues Clustering**

We clustered the recurring issues to identify overlaps and commonly recurring themes, then tabulated them by category (tabulation can be found in *Appendix*).

Based on our tabulation, we identified 13 recurring socio-economic issues: -

- |                     |                           |
|---------------------|---------------------------|
| 1. Children         | 8. Housing                |
| 2. Civic Engagement | 9. Labor & (Un)Employment |
| 3. Disabilities     | 10. Poverty               |
| 4. Education        | 11. Social Cohesion       |
| 5. Elderly          | 12. Women's Empowerment   |
| 6. Environment      | 13. Youth                 |
| 7. Health           |                           |

Each issue was researched in greater depth to create the following 'Social Issues Bulletin'.



## SOCIAL ISSUES BULLETIN

**Table 2: Socio-Economic Issues Bulletin**

### Health ( Diabetes & Obesity)

According to UNESCWA, Bahrain is working to control HIV/AIDS, which is considered a major concern, in addition to controlling the incidence rates of hereditary blood diseases, sexually transmitted diseases (STDs) and non communicable diseases (such as cardiovascular ailments, cancer and diabetes) all of which pose an increasing economic burden on government health expenditures.<sup>5</sup>

According to the Ministry of Health, the top registered chronic disease cases at health centres in 2011 were diabetes, hypertension, and hyperlipidaemia (all of which carry an increased risk for those suffering from obesity).<sup>6</sup>

Five of the 10 countries with the highest diabetes prevalence are located in the GCC, according to the International Diabetes Federation (IDF). Bahrain ranks eighth with almost 15 percent of its more than one million population suffering from diabetes—an illness that accounts for approximately five percent of deaths in the country.<sup>7</sup> Bahrain is also in the top 5 countries with the highest percentage of health expenditure going towards diabetes (19 per cent).<sup>8</sup>

While child mortality is low, child obesity and non-communicable diseases such as diabetes are of increasing importance to the Gulf states. According to the American Mission Hospital, the level of obesity in Bahrain is higher than neighboring countries.<sup>9</sup> The World Health Organization (WHO) estimated obesity prevalence at 33 per cent, which means 1 in 3 people in Bahrain is medically obese.<sup>10</sup>

According to the International Diabetes Federation, diabetes is also the leading cause of blindness in adults worldwide (Diabetic Retinopathy) and also the leading cause of loss of limbs (Amputations due to Diabetic Neuropathy).<sup>11</sup> This is of concern due to Bahrain's high prevalence of diabetes per capita.

<sup>5</sup> United Nations Economic Commission for Western Asia, Bahrain Profile  
<http://www.escwa.un.org/popin/members/bahrain.pdf> 10

<sup>6</sup> "Chapter 7 Public Health 2011." Kingdom of Bahrain Ministry of Health, n.d. Web. 24 Sept. 2013.  
<[http://www.moh.gov.bh/PDF/Publications/statistics/HS2011/PDF/CH07-publichealth\\_2011.pdf](http://www.moh.gov.bh/PDF/Publications/statistics/HS2011/PDF/CH07-publichealth_2011.pdf)>.

<sup>2</sup> Bahrain Promotes Healthy Lifestyles as Country Eyes Health Tourism Industry. N.p., 28 Apr. 2013. Web. <<http://english.alarabiya.net/en/life-style/healthy-living/2013/04/28/Bahrain-promotes-healthy-lifestyles-as-country-eyes-health-tourism-industry.html>>.

<sup>8</sup> Zhang, Ping, Xinzhi Zhang, Jonathan Brown, Dorte Vistisen, Richard Sicree, Jonathan Shaw, and Gregory Nichols. "Global Healthcare Expenditure on Diabetes for 2010 and 2030." *Diabetes Research and Clinical Practice* 87.3 (2010): 293-301. Print. 299

<sup>4</sup> " Bahrain Promotes Healthy Lifestyles As Country Eyes Health Tourism Industry."

<sup>10</sup> "NonCommunicable Diseases Country Profile." World Health Organization, 2011. Web.  
<[http://www.who.int/nmh/countries/bhr\\_en.pdf](http://www.who.int/nmh/countries/bhr_en.pdf)>.

<sup>6</sup> "What Is Diabetes?" International Diabetes Federation. N.p., n.d. Web.  
<<http://www.idf.org/diabetesatlas/5e/what-is-diabetes>>.

## Education

The World Economic Forum's Global Competitiveness Report 2012-2013 ranks Bahrain 35th out of 144 countries worldwide for the quality of its educational system.<sup>12</sup>

The World Economic Forum's Global Gender Gap Report 2012 also noted Bahrain's commitment to education and states that "the secondary and tertiary education enrolment rates for women are higher than those of men...while the primary education enrolment rate is exactly the same for both genders."<sup>13</sup>

Yet, education reform was the top-ranking issue in a local survey, chosen by 81 per cent of respondent,<sup>14</sup> and also chosen by 61 per cent of respondents in the UN's World We Want survey.<sup>15</sup>

Despite near 100 per cent youth literacy (ages 15-24) concerns exist about the quality of education and learning achievements in Bahrain. Teaching methods—much like the rest of the region—favor rote learning over critical thinking.<sup>16</sup> Moreover, according to results from the Trends in International Mathematics and Science Study 2011, none of the participating Gulf countries reached the international achievement benchmark level of 500 in math or science.<sup>17</sup>

Only a third of government schools reviewed by the Quality Assurance Authority for Education and Training (QAAET) in 2011 were 'good' or 'outstanding', and 20 per cent were judged to be 'inadequate'. Of the 14 private schools reviewed in 2011-12, just over one third were 'outstanding' or 'good', while the rest were 'satisfactory' or 'inadequate'.<sup>18</sup>

Several reports and organizations, including the UNDP, EDB, MOSD and SCE have cited the importance of human capital development and the mismatch between education and labor, within the context of a growing youth demographic. There are substantial opportunities for social entrepreneurs—particularly in informal education, and in using technology—to promote education.

## Environment (Climate Change, Energy, Water, Food Security, Biodiversity)

<sup>12</sup> Bahrain Economic Development Board. Bahrain Education & Training (May 2013). Issue brief. N.p.: EBD, 2013. 2

<sup>13</sup> Ibid.

<sup>14</sup> *Bahrain Responsible Business Survey*. Rep. 3BL (Triple Bottom Line) Associates Consultancy, 2013. Web. <<http://3blassociates.com/thinking.html>>. 33

<sup>15</sup> "World We Want 2015." United Nations, 2013. Web. 22 Sept. 2013. <<http://map.worldwewant2015.org/>>.

<sup>16</sup> *Education for Employment: Realizing Arab Youth Potential*. Rep. International Finance Corporation, E4e, Islamic Development Bank, n.d. Web. 29 Sept. 2013.

<<http://www.e4earabyouth.com/pdf/MGLPDF136022536640.pdf>>. 25

<sup>17</sup> *Gulf Area Subregional Programme. Issue brief. United Nations Children's Fund, 3 July 2013. Web.* <[http://www.unicef.org/about/execboard/files/2013-PL17-Gulf\\_Area\\_subregional\\_programme-3Jul13.pdf](http://www.unicef.org/about/execboard/files/2013-PL17-Gulf_Area_subregional_programme-3Jul13.pdf)>. 3

<sup>18</sup> *Qualifications and Quality Assurance for Education and Training Annual Report*. Rep. Qualifications and Quality Assurance for Education and Training, 2012. Web. 22 Sept. 2013. <<http://en.qaa.bh/AnnualReportEn2012.pdf>>. 22

Climate change was named one of the top five global threats by a 2013 World Economic Forum Report.<sup>19</sup> As a low-lying island, Bahrain is particularly vulnerable to climate change. The total land area that would be inundated due to sea-level-rise (SLR) under the various climate change scenarios was found to be substantial. Even a low SLR scenario will result in an inundation of about five per cent (36 km<sup>2</sup>) of the total land area of Bahrain by 2100.<sup>20</sup>

The loss of agricultural land due to a one-meter rise in sea level is likely to be around five km<sup>2</sup>, or about 11 per cent of the total arable land in the country. Furthermore, agricultural and green lands in Bahrain have been decreasing—mainly due to two inter-related factors: (1) the salinization of the land because of the deterioration of groundwater quality used for irrigation; and (2) the transformation of agricultural lands to urban complexes for higher economic returns.<sup>21</sup>

Deterioration of coral reef habitats will negatively affect associated fauna and fish stocks, and eventually threaten the viability of Bahrain's fishing industry, and therefore food security.<sup>22</sup> Although some marine biota survive just below their maximum tolerance levels despite a harsh physical environment, human activities such as coastal development, fishing, sewage and industrial discharges as well as oil pollution are continuously threatening the marine environment.<sup>23</sup>

Bahrain is located in one of the world's most water-stressed regions, with extremely poor endowment of natural water resources. It has one of the lowest per capita renewable freshwater resources in the world—which continues to rapidly decline due to population growth.<sup>24</sup> Water desalination remains both costly and energy intensive.

Statistics shows that 60–70 per cent of the total energy consumption in Bahrain is for buildings and construction (worldwide average is nearly 45 per cent)--generating around 55 per cent of Bahrain's CO<sub>2</sub> emissions (worldwide average is nearly 50 per cent). At present, renewable energy sources contribute virtually nil to Bahrain's total primary energy requirements.<sup>25</sup> Deteriorating air quality as a result of energy generation and transmission, car exhausts, and industries is also a major cause of concern.<sup>26</sup>

Organizations such as the UNEP ROWA regional office that is based in Bahrain have made environmental governance, climate change and ecosystem management their priorities due to the devastating and often irreversible long-term implications.

<sup>19</sup> *Global Risks 2013*. Rep. World Economic Forum, 2013. Web. 23 Sept. 2013.  
<[http://www3.weforum.org/docs/WEF\\_GlobalRisks\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_GlobalRisks_Report_2013.pdf)>.

<sup>20</sup> Supreme Council for The Environment. *Towards A Green Bahrain*. Publication. Bahrain: n.p., 2012. Print. 58

<sup>21</sup> Ibid. 61

<sup>22</sup> Ibid. 64

<sup>23</sup> Ibid. 168

<sup>24</sup> Ibid. 104

<sup>25</sup> Ibid. 282

<sup>26</sup> Ibid. 74

## Labor & (Un)Employment

Several reports and organizations, including the UNDP, EDB, MOSD and SCE have cited the importance of human capital development and employment, as well as the mismatch between education and labor, within the context of a growing youth demographic.

According to the UN's World We Want Survey 2013, 46 per cent of respondents in Bahrain want 'Better Job Opportunities', and this issue is ranked in the top five most important issues.<sup>27</sup> Similarly, a local survey showed 73 per cent of respondents regarding 'Job Creation and Innovation' a pressing social issue.<sup>28</sup>

According to the Labour Market Regulatory Authority (LMRA) In Q2 2013, Bahrainis made up less than one quarter (23 per cent) of the total working population. Bahraini women make up almost 50 per cent of the local working population.<sup>29</sup> The official unemployment rate was 4.7 per cent with a slight increase attributed to the large number of university graduates that have applied for jobs at the end of the academic year.<sup>30</sup>

According to the UNDP Millennium Development Goals (MDGs) website, most of the unemployed fall between the 15-24 age group.<sup>31</sup> The high incidence of unemployment among national youth risks overall social cohesion and stability.<sup>32</sup> In addition to youth unemployment, the Supreme Council for Women pegged the unemployment rate for women at 76 per cent in 2012.<sup>33</sup>

Bahrain needs to create some 35,000 additional jobs up until 2015 and an additional 38,000 jobs during 2015-2020. These estimates diverge a little from the job forecast of the IMF at 43,000 jobs.<sup>34</sup>

Since employment is inter-connected with so many other issues such as socio-economic and political stability, education, social cohesion, equality, youth, women and poverty, we regard this as an extremely pressing issue.

## Poverty

<sup>27</sup> "World We Want 2015."

<sup>28</sup> *Bahrain Responsible Business Survey*. 33

<sup>29</sup> "Bahrain Labour Market Indicators." Labour Market Regulatory Authority, 2013. Web. 29 Sept. 2013. <[http://blmi.lmra.bh/2013/06/mi\\_dashboard.xml](http://blmi.lmra.bh/2013/06/mi_dashboard.xml)>.

<sup>30</sup> "Bahrain Unemployment Rate Edges up in Q2." *Bahrain Unemployment Rate Edges up in Q2*. TradeArabia News Service, 06 Aug. 2013. Web. 29 Sept. 2013. <[http://www.tradearabia.com/news/EDU\\_240638.html](http://www.tradearabia.com/news/EDU_240638.html)>.

<sup>31</sup> "Eradicate Extreme Poverty and Hunger." United Nations Development Programme Bahrain, n.d. Web. 29 Sept. 2013. <<http://www.undp.org/bh/MdgGoal=1.html>>.

<sup>32</sup> "Employment and Unemployment in the GCC." *GIC Economic Review* (2012): n. pag. Gulf Investment Corporation, Sept. 2012. Web. <[http://www.gic.com.kw/site\\_media/uploads/eng\\_unemployment.pdf](http://www.gic.com.kw/site_media/uploads/eng_unemployment.pdf)>. 4

<sup>33</sup> *Bahraini Women in Numbers 2013*. Rep. Supreme Council for Women Kingdom of Bahrain, 2013. Web. 29 Sept. 2013. <[http://www.scw.bh/UploadFiles/pdf/BahrainiWomen\\_inNumbers2013.pdf](http://www.scw.bh/UploadFiles/pdf/BahrainiWomen_inNumbers2013.pdf)>.

<sup>24</sup>

<sup>34</sup> "Employment and Unemployment in the GCC." 18

According to the UNDP MDGs website, based on the indicator of people living under US\$ 1 per day, Bahrain does not suffer from extreme poverty. Income inequality however, exists with the richest 20 per cent of the population capturing 41.6 per cent of the total income earned.<sup>35</sup>

In 2010, the MOSD further enabled economic empowerment of low-income individuals through the Productive Home Project, which allows producing families to work from their homes; and also provided 5 commercial outlets for their products.<sup>36</sup> This is in addition to supporting their participation in numerous exhibitions across the GCC, capacity building, and micro enterprise development.

In 2011, MOSD provided social assistance of over BD 16.8 million covering 34,367 individuals, and BD 1.2 million in grants to subsidize water and electricity.<sup>37</sup> More than 13,000 Bahraini citizens received direct cash from the Government, and at least 55 per cent of those being assisted are elderly.

The MOSD launched an economic and social empowerment program for citizens receiving social assistance to help them graduate from relative poverty, and spends around BD 75 million a year in direct cash transfer programs.<sup>38</sup>

## Women's Empowerment

Women's economic and political rights have been prioritized by several organizations and reports. The Supreme Council for Women in particular is very active in promoting women's economic and political participation.

Despite having two female ministers, women hold just 10 per cent of parliamentary seats<sup>39</sup>. Bahraini women make up almost 50 per cent of the local working population.<sup>40</sup> Nevertheless, according to the Supreme Council for Women, in 2012 around 76 per cent of the registered unemployed were women.<sup>41</sup>

According to UNICEF, although the Gulf countries have invested in increasing women's education levels in the last decades, and the tertiary education enrolment rates for women are higher than those of men, the countries have not been as successful at integrating women into economic activities in order to reap the benefits of this investment.<sup>42</sup>

<sup>35</sup> "Eradicate Extreme Poverty and Hunger.

<sup>36</sup> *Annual Report 2011: Economic Empowerment*. Rep. N.p.: Ministry of Social Development Kingdom of Bahrain, 2011. Print. 32

<sup>37</sup> *Ibid.* 35-36

<sup>38</sup> "Bahrain Addresses Relative Poverty." *Bna.bh*. Bahrain News Agency, 21 Oct. 2011. Web. 22 Sept. 2013. <<http://www.bna.bh/portal/en/news/477723>>.

<sup>39</sup> "Proportion of Seats Held by Women in National Parliaments (%)." World Bank, 2012. Web. 29 Sept. 2013. <<http://data.worldbank.org/indicator/SG.GEN.PARL.ZS>>.

<sup>40</sup> "Bahrain Labour Market Indicators." Labour Market Regulatory Authority, 2013. Web. 29 Sept. 2013. <[http://blmi.lmra.bh/2013/06/mi\\_dashboard.xml](http://blmi.lmra.bh/2013/06/mi_dashboard.xml)>.

<sup>41</sup> *Bahraini Women in Numbers*. 24

<sup>42</sup> *Gulf Area Subregional Programme*. 4

The UNDP has placed the political empowerment of women as a priority area, while the UNDP 10 Year National Review of Bahrain cited social and cultural challenges faced by women in Bahrain as obstacles to their political and economic empowerment.<sup>43</sup>

## Social Cohesion

Social cohesion is a cross-cutting issue which is affected by economic equality, social inclusion i.e. of women, disabled, other marginalized communities, youth and children; equal access to basic rights such as healthcare and education; equal political participation etc. Overall, it is the glue that binds a cohesive peaceful and tolerant society.

During an impromptu interview on national television on 21 February HRH the Crown Prince Salman bin Hamad Al Khalifa stated that many countries slipped into civil war because moderates did not stand up and protect stability and social cohesion. MOSD launched a National Unity Campaign "Wehda Wahda" in an attempt to strengthen social cohesion following the events of February 14, 2011.<sup>44</sup>

Social cohesion is very difficult to measure and there is a lack of data and statistics on this issue in Bahrain. However, since social fragmentation ultimately spills over into economic development and political stability; and is interlinked with access to education, healthcare, housing, political and civil rights; and affects human rights and political development; and is majorly influenced *by*—and also influential *over*—youth, we regard this an extremely pressing social issue for Bahrain's economic and socio-political stability and peaceful co-existence.

## Youth

According to the UN Population Division 2010 Bahrain counted almost 190,000 youth (aged 15-24), which represents around a third of the local population.<sup>45</sup>

Despite 100 per cent youth literacy (ages 15-24) concerns exist about the quality of education and learning achievements, and according to the UNDP most of the unemployed are youth.<sup>46</sup> The official unemployment rate was 4.7 per cent with a slight increase attributed to the large number of university graduates that have applied for jobs at the end of the academic year in 2013.<sup>47</sup>

<sup>43</sup> *Human Development Achievements of the Kingdom of Bahrain A Ten-year Review*. Rep. United Nations Development Programme, 2010. Web.

<<http://www.undp.org.bh/Files/BAHPlusTen/2010BahrainPlusTenE%20.pdf>>. 22

<sup>44</sup> "National Unity Campaign." Ministry of Social Development Kingdom of Bahrain, 25 July 2013. Web. 22 Sept. 2013.

<sup>45</sup> Roudi, Farzaneh. *Youth Population and Employment in the Middle East and North Africa: Opportunity or Challenge?* Issue brief. United Nations, 2011. Web. 6

<sup>46</sup> "Eradicate Extreme Poverty and Hunger."

<sup>47</sup> "Bahrain Unemployment Rate Edges up in Q2."

The UNDP Youth Strategy identified the following key areas regarding youth<sup>48</sup>: -

- a. Youth Healthy Lifestyle
- b. Youth Entrepreneurship
- c. Development of a Youth Center
- d. Capacity Building of Youth NGOs

A UNICEF report cited the need to channel the momentum and energies of adolescents and youth, in a positive direction and to prepare them for future leadership roles.<sup>49</sup> Youth represent a priority segment of the population in terms of tackling employment, fostering social inclusion, and promoting human rights. They also represent the future of the Kingdom's economic growth, environmental sustainability, and social stability.

## Children

According to the MOSD's Child Strategy 2013-2017, children make up 47 per cent of the population.<sup>50</sup> The strategy focuses on health, protection and rights, education and development, and inclusion and non-discrimination. Wider government child related policies and activities by MOSD and RCO have also focused on children's rights such as those who are abused, disabled, orphaned or otherwise vulnerable and marginalized.

In 2007 MOSD opened a Child Protection Center and in 2011 the center received 124 cases of mentally, sexually and physically abused children.<sup>51</sup> The services provided by the center include physical and psychological care for abused children, medical treatment, social, psychological and educational services, legal services, foster care and rehabilitation.

Efforts have also focused on providing access to education that enhances innovation, technological and scientific skills to break inter-generational disadvantage or cycles of poverty. Nevertheless, early childhood development remains inaccessible due to affordability and this has led to low school readiness. According to results from the Trends in International Mathematics and Science Study 2011, Bahrain did not reach the international achievement benchmark level of 500 in math or science.<sup>52</sup>

<sup>48</sup> "Support and Capacity Development for the Review and Implementation of the National Youth Strategy and Action Plan 2010-2014." United Nations Development Programme Bahrain, n.d. Web.

<sup>49</sup> *Gulf Area Subregional Programme*. Issue brief 4

<sup>50</sup> *National Strategy for Childhood Kingdom of Bahrain 2013-2017*. Rep. N.p.: Ministry of Social Development, 2013. Print. 9

<sup>51</sup> *Annual Report 2011: Economic Empowerment*. 11

<sup>52</sup> *Ibid*. 3



While child mortality is low, emerging health issues such as child obesity and non-communicable diseases such as diabetes are of increasing importance to the Gulf states.<sup>53</sup>

In 2011, the UN Committee on the Rights of the Child recommend further action on Bahrain's domestic laws with regards to: low minimum legal ages of criminal responsibility and marriage of girls (which is also an issue raised by the Committee on the Elimination of Discrimination Against Women); absence of updated juvenile justice laws; and inadequate skills of personnel dealing with children in conflict with the law.<sup>54</sup>

## Elderly

In 2011, the percentage of elderly of people in Bahrain was 3.8 per cent of the total population.<sup>55</sup> Given rising life expectancy (currently an average of 74.8 years in Bahrain), the government has developed a strategy for the elderly within the context of an aging world population. By 2025 and 2050, the elderly are expected to represent 14.2 per cent and 24.3 per cent of the population, respectively.<sup>56</sup>

Although not currently pressing, this rapid demographic change necessitates that policies be put in place to meet the challenges raised by an ageing population in the future. Moreover, the elderly are at a greater risk for health issues, and are particularly vulnerable to cardiovascular and respiratory disease due to climate change.<sup>57</sup>

There are several elderly day care homes and organizations like MOSD, RCO, and also NGOs that care for the elderly. In 2011, there were 1,177 people in government elderly day care homes,<sup>58</sup> and according to MOSD, at least 55 per cent of the 13,000 citizens receiving Government assistance are elderly.<sup>59</sup>

MOSD is spending more than BD 2.2 million to implement the 2013-14 Elderly strategy. In addition to planning services and programs to meet their needs, including: transportation, nutrition, special needs, health, housing, welfare, rights and protection, security, economic empowerment, and continuing education; MOSD also cites the integration of the elderly into society as a key area of development.<sup>60</sup>

<sup>53</sup> *Ibid.*

<sup>54</sup> *Gulf Area Subregional Programme*. Issue brief 4

<sup>55</sup> *Strategy & National Plan for the Elderly Kingdom of Bahrain 2012-2016*. Rep. N.p.: Ministry of Human Rights & Social Development, 2011/12. Print. 5

<sup>56</sup> *Ibid.* 6-7

<sup>57</sup> "Climate Change and Health." *World Health Organization*. N.p., n.d. Web.  
<<http://www.who.int/mediacentre/factsheets/fs266/en/>>.

<sup>58</sup> *Annual Report 2011: Economic Empowerment*. 44

<sup>59</sup> "Bahrain Addresses Relative Poverty."

<sup>60</sup> *Strategy & National Plan for the Elderly Kingdom of Bahrain 2012-2016*.



Their expertise and knowledge is currently under-utilized in contributing to developing society.<sup>61</sup> This encompasses the social, cultural and public spheres, as well as inter-generational integration, and also raising public awareness and a positive image of aging.<sup>62</sup> MOSD is supporting NGOs that provide services to the elderly as part of its strategy.

## Civic Engagement

MOSD and UNDP place importance on civic participation and engagement and the capacity building of NGOs—particularly youth NGOs. In 2007, MOSD opened the National NGO Support center to strengthen the civil society sector. MOSD offers financial and capacity building support for Bahrain's 600 NGOs—and also provides assessments on their internal democratic governance, public and financial administration, and projects and programming.<sup>63</sup>

The UNDP deems an active civil society with healthy levels of civic engagement as essential for inclusive growth, successful development and participatory governance.<sup>64</sup> However, according to the Gallup Global Civic Engagement survey, Bahrain scored just 33 out of 100 with 38 per cent of people likely to donate money, only 15 per cent likely to volunteer time, and 45 per cent likely to help a stranger.<sup>65</sup>

Social entrepreneurs—and the private sector—can contribute to increasing the institutional capacity of NGOs and also providing civic engagement opportunities—particularly for youth. A Middle East Youth Initiative Social Entrepreneurship Report cited community development based on active civic engagement as a key area of activity for regional social entrepreneurs.<sup>66</sup>

## Disabilities

In 2011 there were 7,447 persons with disabilities—almost half of whom have mental disabilities.<sup>67</sup> This is the most challenging sector to economically empower due to the social stigma surrounding their abilities, as well as the need for lengthy training and rehabilitation.

<sup>61</sup> "Challenges."

<sup>62</sup> *Strategy & National Plan for the Elderly Kingdom of Bahrain 2012-2016*.

<sup>63</sup> *Annual Report Center for NGO Support*. Rep. N.p.: Ministry of Social Development Kingdom of Bahrain, 2009. Print. Arabic. 15

<sup>64</sup> "Civic Engagement." *United Nations Development Programme*. N.p., n.d. Web. <[http://www.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus\\_areas/topics\\_civic\\_engagement/](http://www.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/topics_civic_engagement/)>.

<sup>65</sup> English, Cynthia. "Civic Engagement Highest in Developed Countries." GALLUP World, 18 Jan. 2011. Web. 22 Sept. 2013. <<http://www.gallup.com/poll/145589/civic-engagement-highest-developed-countries.aspx>>

<sup>66</sup> Abdou, Ehaab, Amina Fahmy, Diana Greenwald, and Jane Nelson. *Social Entrepreneurship in the Middle East Towards Sustainable Development for the Next Generation*. Rep. Wolfensohn Center for Development at Brookings, 2010. Web.

<[http://www.brookings.edu/~media/research/files/reports/2010/4/social%20entrepreneurship/04\\_social\\_entrepreneurship.pdf](http://www.brookings.edu/~media/research/files/reports/2010/4/social%20entrepreneurship/04_social_entrepreneurship.pdf)>.15

<sup>67</sup> *Annual Report 2011: Economic Empowerment*. 55

Financial independence of persons with disabilities is impacted by factors such as limited educational opportunities. In 2010/11 disabled children made up just 5.5 per cent of government school students.<sup>68</sup> And in 2011 there were only 17 disabled students at the University of Bahrain. Whereas, 57 per cent (540 disabled persons) of those seeking employment are unemployed.<sup>69</sup>

Based on a joint strategy between UNDP and MOSD on the Rights of Persons With Disabilities, the main focus areas are: health and rehabilitation, education, economic empowerment and labor market integration, social inclusion, physical accessibility (to public buildings, places of employment, housing etc.) women with disabilities, and public awareness of disability rights and issues.<sup>70</sup> MOSD also prioritized integrating persons with disabilities into Bahrain's Economic Vision 2030.

Bahrain's high prevalence of diabetes per capita is of concern in terms of developing disabilities like blindness and physical disabilities (*see section on Health*). Also, climate change will disproportionately impact vulnerable and marginalized groups. According to the UN, people with disabilities and their families need adaptation strategies and robust systems and mechanisms that can minimize the harmful effects of environmental damage / climate change.<sup>71</sup>

## Housing

Access to housing and land distribution is a contentious socio-political issue. Low-income Bahrainis rely upon state-subsidized housing, and based on 54,000 housing requests, this represents almost 10 per cent of the Bahraini population.<sup>72</sup>

According to a Housing Ministry official, almost half of Bahrain's 54,000 requests for government homes date back 20 years to 1993. While the Ministry is trying to respond to backdated requests, new requests have risen from 4,000 a year to around 6,000.<sup>73</sup> Assuming the Housing Ministry was able to provide 12,000 houses per year, it would take 8 years to respond to backdate and current requests (by 2021).

Many have criticized government-housing policies for delays and favoritism in the distribution of housing units.<sup>74</sup> In a local survey, 'Housing' was named one of the top five important issues facing Bahrain.<sup>75</sup>

<sup>68</sup> *Strategy & National Plan for the Rights of Persons With Disabilities in the Kingdom of Bahrain 2012-2016*. Publication. Manama: Ministry of Social Development Kingdom of Bahrain, 2012. Print. Arabic 119

<sup>69</sup> *Ibid.* 87

<sup>70</sup> *Ibid.*

<sup>71</sup> "Information Brief: Options for Inclusion of Disability in the Rio+20 Zero Outcome Document." United Nations, 2012. Web. 29 Sept. 2013. <[www.un.org/disabilities/documents/information\\_brief\\_rio+20.doc](http://www.un.org/disabilities/documents/information_brief_rio+20.doc)>.

<sup>72</sup> Central Informatics Organisation Kingdom of Bahrain, 2011. Web. 29 Sept. 2013.

<[http://www.cio.gov.bh/cio\\_ara/English/Publications/Statistical%20Abstract/ABS2011/CH2/1.pdf](http://www.cio.gov.bh/cio_ara/English/Publications/Statistical%20Abstract/ABS2011/CH2/1.pdf)>.

<sup>73</sup> "Bahrain to Build 6,000 Houses in 6 Months." TradeArabia News Service, 5 Mar. 2013. Web. 22 Sept. 2013. <[http://www.tradearabia.com/news/CONS\\_231713.html](http://www.tradearabia.com/news/CONS_231713.html)>.

<sup>74</sup> Al A'ali, Mohammed. "Favouritism." Gulf Daily News, 12 Mar. 2012. Web. 23 Apr. 2012.

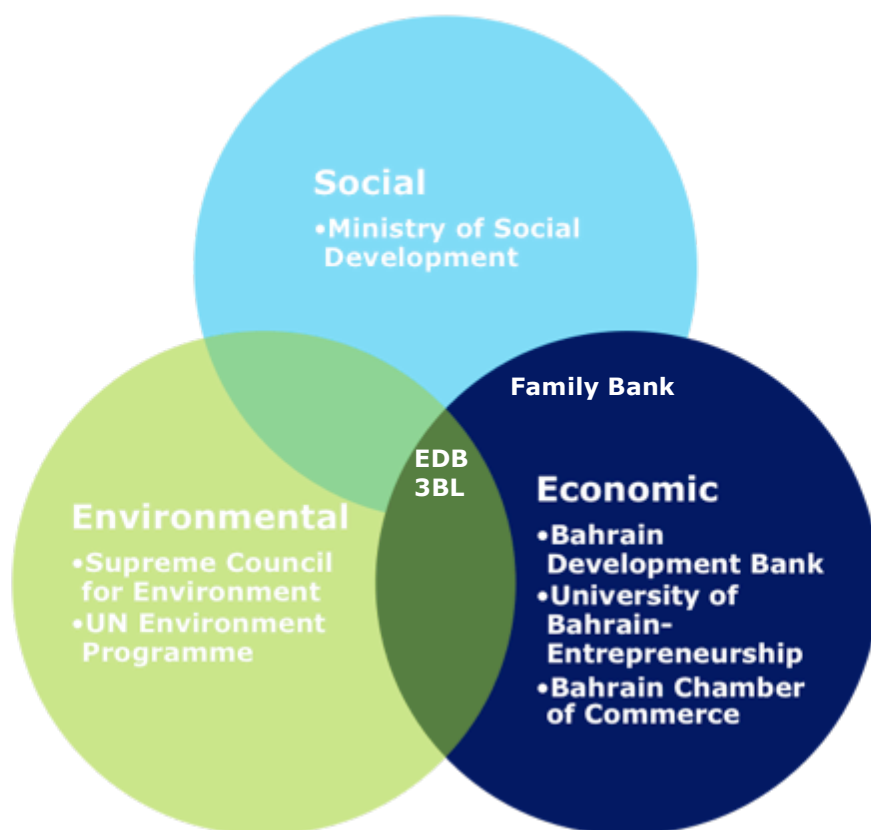
<<http://www.gulf-daily-news.com/NewsDetails.aspx?storyid=325573>>.

<sup>75</sup> *Bahrain Responsible Business Survey* 33

## STAKEHOLDER CONSULTATIONS

We presented the Social Issues Bulletin as part of a consultation with the following stakeholders. This was not a public survey and all the stakeholders consulted have been involved as partners in the development of a National Strategy for Social Business since the inaugural Social Business Week in 2012—except for the Supreme Council for the Environment and the United Nations Environment Programme. The latter two organizations were consulted to represent the environmental sector.

**Figure 2: Stakeholders Consulted**



### Questions to Stakeholders

- What percentage of Bahrain's population does this issue affect?
- Is there public discontent/concern over this issue?
- Does this issue consume a disproportionately higher amount of public resources (time, human, financial etc.)?
- To what extent does this issue affect Social Progress/Development? Economic Development/Competitiveness? Political Stability? Environmental Sustainability?
- How urgent is this issue?
- How much influence does this issue have over other social issues?
- How difficult do you think it would be for a social entrepreneur to address this issue?

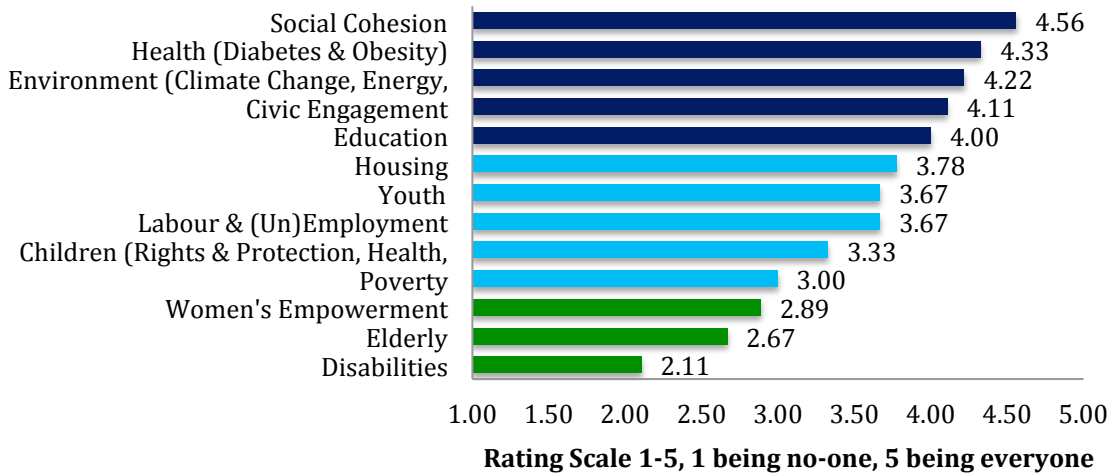
*(The stakeholder survey can be found in the Appendix.)*

## OVERVIEW OF FINDINGS

**Table 3: Social Issues Score by Question, rated 1-5 (highest)**

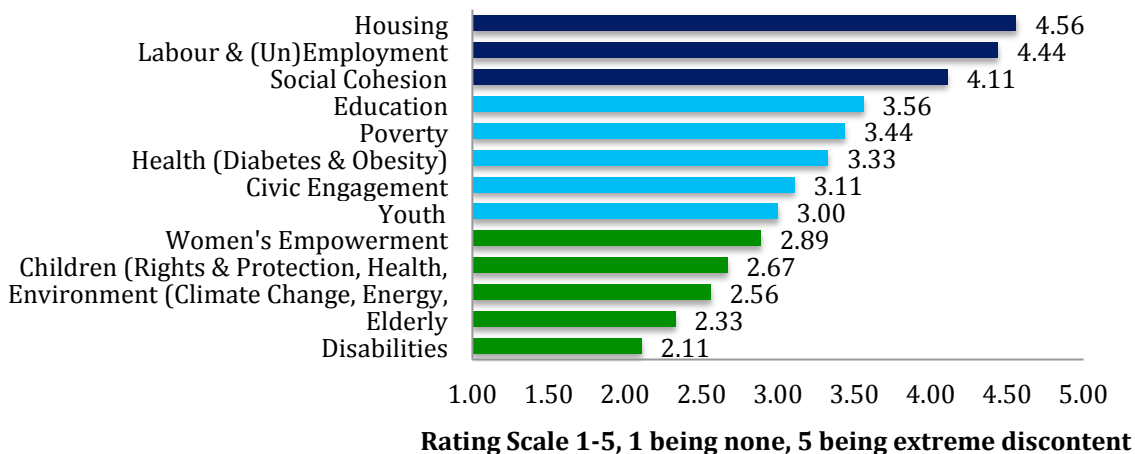
	Children	Civic Engagement	Disabilities	Education	Elderly	Environment	Health	Housing	Labor & (Un)Employment	Poverty	Social Cohesion	Women's Empowerment	Youth
Q1. Percentage of Population Affected by Issue	3.33	4.11	2.11	4	2.67	4.22	4.33	3.78	3.67	3	<b>4.56</b>	2.89	3.67
Q2. Level of Public Discontent Over Issue	2.67	3.11	2.11	3.56	2.33	2.56	3.33	<b>4.56</b>	4.44	3.44	4.11	2.89	3
Q3. Public Resource Consumption	2.33	3.11	2.89	3.22	2.33	2.22	3.22	<b>4.22</b>	3.78	2.78	2.78	2.89	2.89
Q4. Extent it Affects Social Development	3.78	3.44	2.56	4.56	2.56	3.67	4.11	4.33	4.44	4.11	<b>4.67</b>	3.22	3.67
Q5. Extent it Affects Economic Development	3	3	1.89	4.56	2.22	3.44	3.67	3.11	<b>4.67</b>	4.11	4.22	3.44	3.89
Q6. Extent it Affects Political Stability	2	3.3	1.56	3.67	1.56	2.67	2.67	4.11	<b>4.78</b>	4.33	4.67	2.67	3.56
Q7. Extent it Affects Environmental Sustainability	2.44	4.67	1.89	4.22	1.78	<b>5</b>	2.56	3.56	2.78	3.56	3	2.44	3.33
Q8. Urgency of Issue	3.56	3.56	2.89	<b>4.78</b>	2.78	4.33	<b>4.78</b>	4.22	4.67	4.11	<b>4.78</b>	3.22	4.22
Q9. Influence Over Other Issues	3.44	3.67	2.44	4.33	2.11	3.56	4	3.67	<b>4.56</b>	4.22	4.33	3.33	3.89
<b>Score out of 45</b>	<b>26.55</b>	<b>31.97</b>	<b>20.34</b>	<b>36.9</b>	<b>20.34</b>	<b>31.67</b>	<b>32.67</b>	<b>35.56</b>	<b>37.79</b>	<b>33.66</b>	<b>37.12</b>	<b>26.99</b>	<b>32.12</b>

### Exhibit 1: What Percentage of Bahrain's Population Does This Issue Affect?



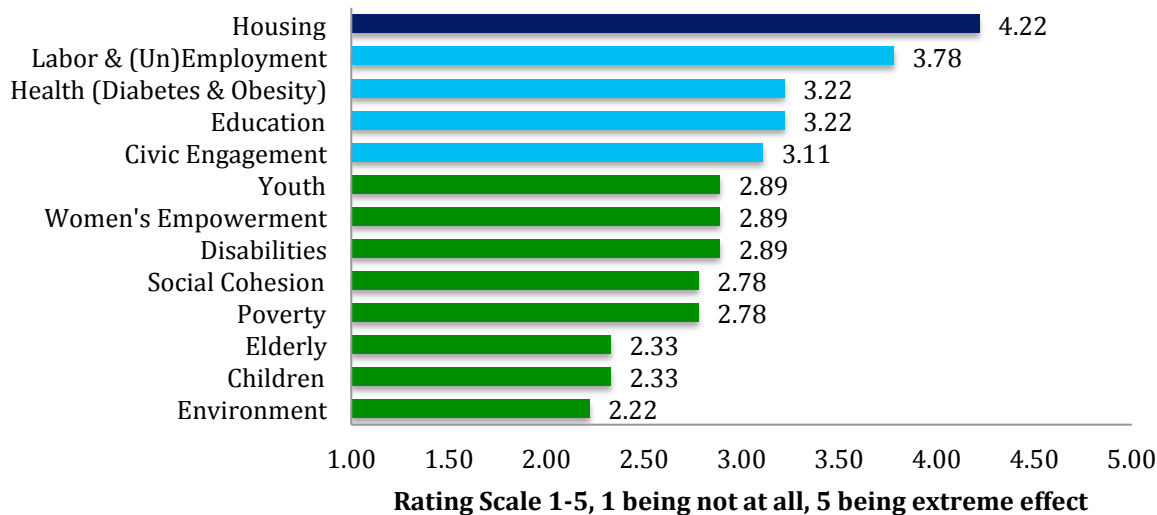
The issue that affects the largest percentage of the population according to the stakeholder consultations is: Social Cohesion, which is followed by Health and Environment. Whereas, the Elderly and Disabilities were deemed to affect the smallest percentage of the population.

### Exhibit 2: Is There Public Discontent Over This Issue?



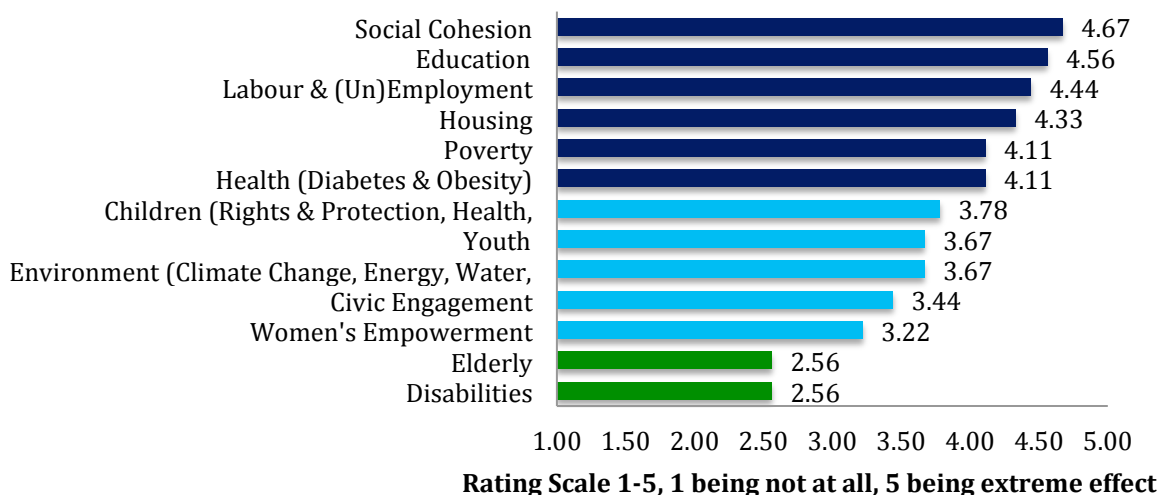
The issue that elicited the greatest amount of public discontent is Housing, which is very closely followed by Labour and (Un)employment, and Social Cohesion. Disabilities and the Elderly were the least contentious issues of concern.

### Exhibit 3: Does This Issue Consume a Disproportionately Higher Amount of Public Resources (time, human, financial etc.)?



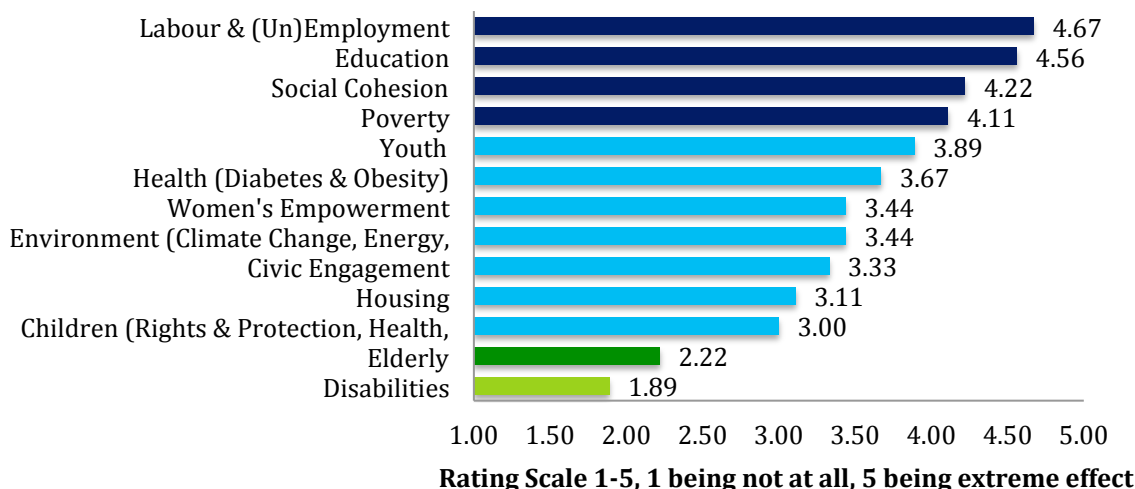
Housing was viewed as disproportionately consuming the highest amount of public resources while the Environment, Children and the Elderly consumed the least.

### Exhibit 4: To What Extent Does This Issue Affect Social Progress/Development?



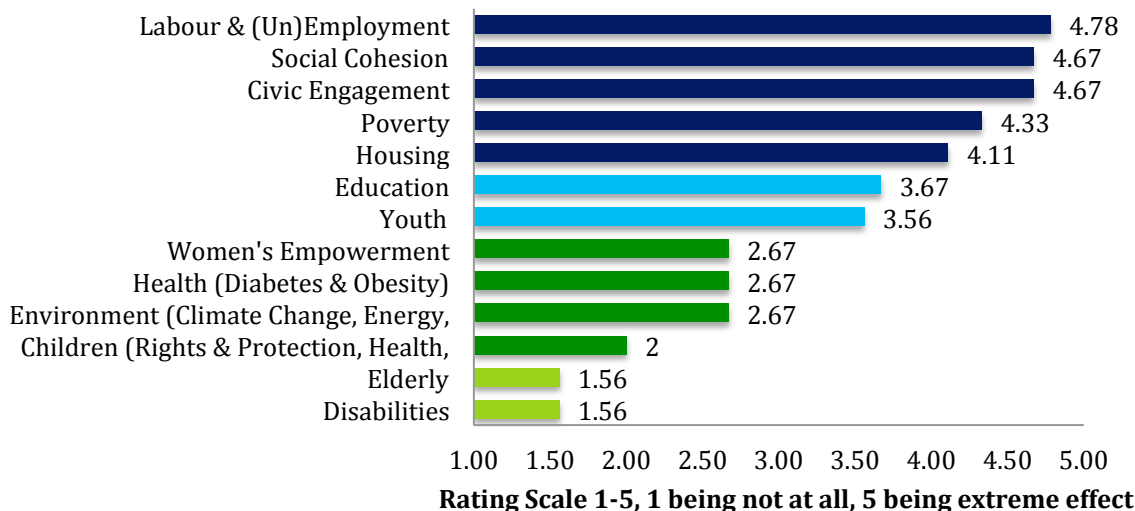
Social Cohesion was the issue that was viewed as having the most extreme effect on social progress and development closely followed by Education, then Labor and (Un)employment. The issues seen as having the least effect were Disabilities and the Elderly.

### Exhibit 5: To What Extent Does This Issue Affect Economic Competitiveness/Development?



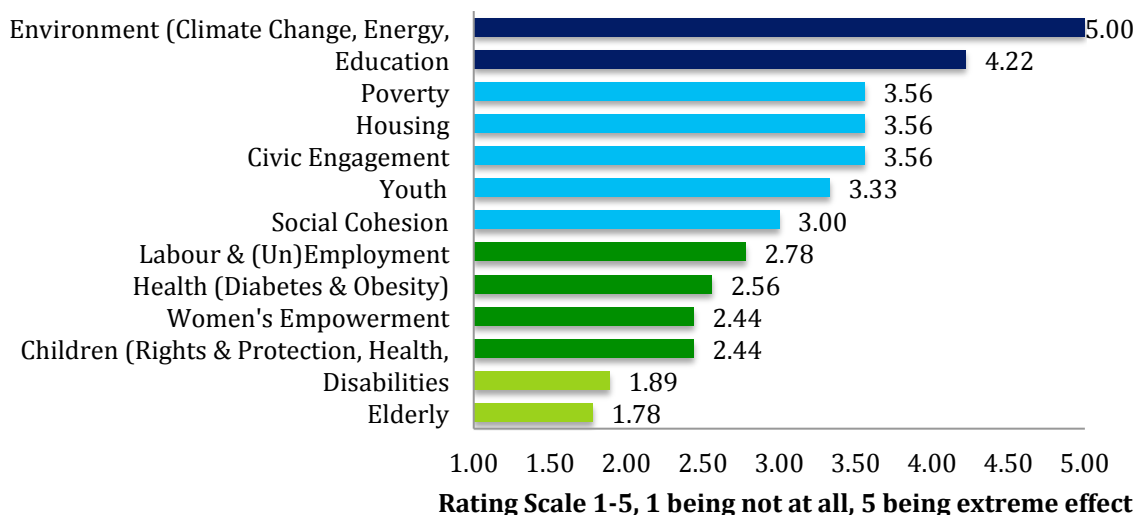
Labor and (Un)employment was viewed as having the most extreme effect on economic development, closely followed by Education, then Social Cohesion. The issue seen as having the least effect on economic development was Disabilities.

### Exhibit 6: To What Extent Does This Issue Affect Political Stability?



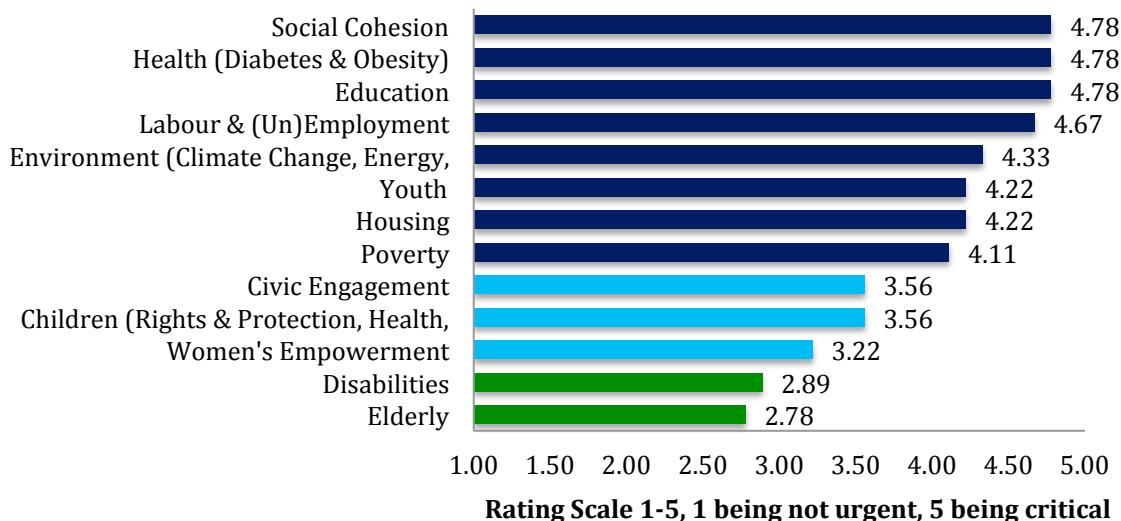
Labor and (Un)employment was viewed as having the most extreme effect on political stability, closely followed by Social Cohesion and Civic Engagement. The issues seen as having the least effect on political stability were the Elderly and Disabilities.

### Exhibit 7: To What Extent Does This Issue Affect Environmental Sustainability?



In addition to the Environment, Education was viewed as having the most extreme effect on environmental sustainability. The issues seen as having the least effect on environmental sustainability were the Elderly and Disabilities.

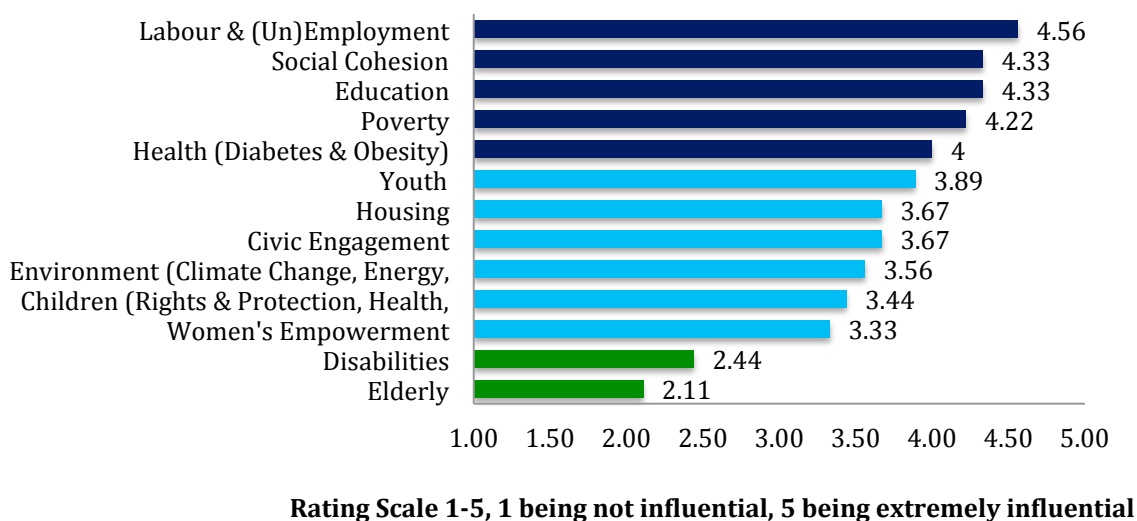
### Exhibit 8: How Urgent Is This Issue?



Social Cohesion, Health and Education were equally viewed as the most urgent issues. The issues seen as being the least urgent were the Elderly and Disabilities.

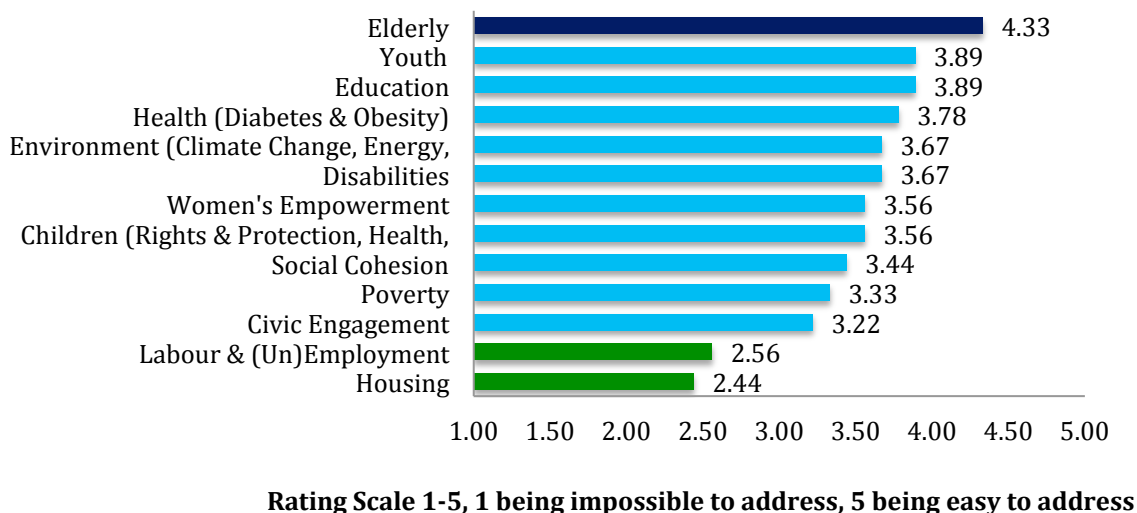


### Exhibit 9: How Interconnected & Influential Is This Issue Over Other Issues?



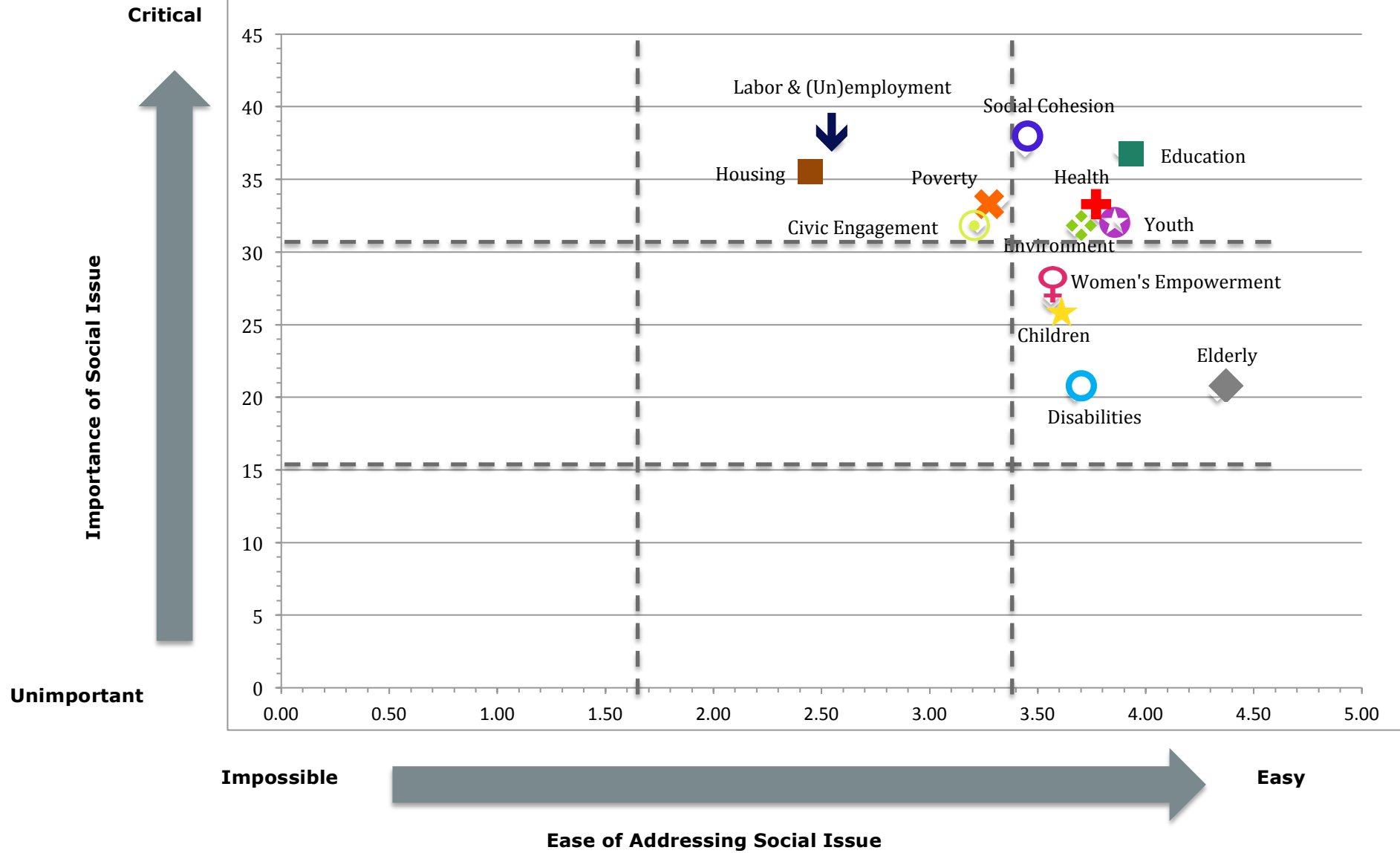
Labour and (Un)employment, Social Cohesion, and Education were viewed as being the most interconnected and influential over other socio-economic issues. The issues seen as being the least interconnected and influential were the Elderly and Disabilities.

### Exhibit 10: How Difficult Would it Be For A Social Entrepreneur to Solve This Issue?



The Elderly was perceived as the easiest issue to address for a social entrepreneur, bearing in mind factors like how decentralized the issue is from government, as well as market opportunity. The most difficult to solve according to stakeholders are Housing and Labor and (Un)employment.

**Exhibit 11: Social Issues Matrix: How Pressing vs. Ease of Addressing**

















Social Cohesion 	<b>SOCIAL ISSUES LEGEND</b>		
Health 	Youth 	Environment 	Children 
Women's Empowerment 	Civic Engagement 	Poverty 	Elderly 
Education 	Disabilities 	(Un)Employment 	Housing 



Exhibit 11 shows how pressing an issue is against how easy it is for a social entrepreneur to address. The upper right-hand quadrant of the matrix is the area in which issues are both the most pressing *and* the easiest to address by a social entrepreneur.

For example, while Housing and Labor and (Un)employment are pressing issues, they are not as easy to address as Social Cohesion and Education. Nevertheless, by virtue of being a socially entrepreneurial venture, all the case studies we present in the following section will contribute to job creation on some level.

Conversely, while the Elderly is deemed the easiest issue for a social entrepreneur to address, it is not regarded as pressing.

According to the upper-right hand quadrant the top three issues that are deemed the most pressing and easiest to address are:-

Issue	Comments
<b>1. Social cohesion</b>   <b>Pressing Score:</b> 37.12  <b>Ease of Addressing:</b> 3.44	<ul style="list-style-type: none"> <li>• An extremely current and pressing issue—for Bahrain and the region—that can impede overall progress, development and stability. Urgency score of 4.78 out of 5.</li> <li>• Among top 3 issues that cause public discontent (3.56 out of 5).</li> <li>• Extremely interconnected with other social issues—scoring 4.33 out of 5 for the level of influence over other social issues.</li> <li>• Comprises social inclusion of vulnerable and marginalized groups, which covers: Disabilities, Children, Youth, Elderly, Women, Poverty. Includes equal access to Education, Housing, Health, and Labor opportunities. Affects Civic Engagement.</li> </ul>

<p><b>2. Education</b></p> <p><b>Pressing Score:</b> 36.9</p> <p><b>Ease of Addressing:</b> 3.89</p> 	<ul style="list-style-type: none"> <li>• Tied as the most urgent social issue, scoring 4.78 out of 5, and is also a regional issue.</li> <li>• Perceived to consume greater public resources than other issues (3.22 out of 5 compared with an average of 2.82).</li> <li>• Extremely interconnected with other social issues—scoring 4.33 out of 5 for the level of influence over other social issues.</li> <li>• Affects: Disabilities, Children, Youth, Women. Influential over: Social Cohesion, Civic Engagement, Poverty, Housing, Health, Labor opportunities, and Environment.</li> <li>• Scored highly--4.56 out of 5—for the effect it has on both social and economic development.</li> </ul>
<p><b>3. Health</b></p> <p><b>Pressing Score:</b> 32.67</p> <p><b>Ease of Addressing:</b> 3.78</p> 	<ul style="list-style-type: none"> <li>• Tied as the most urgent social issue, scoring 4.78 out of 5. Regional issue—particularly in the Gulf Cooperation Council (GCC) states.</li> <li>• Affects a substantial part of the population scoring 4.33 out of 5 and ranking second.</li> <li>• Perceived to consume greater public resources than other issues (3.22 out of 5 compared with an average of 2.82).</li> <li>• Very interconnected with other social issues—scoring 4 out of 5 for the level of influence over other social issues.</li> <li>• Affects: Disabilities, Children, Youth, Women. Can impact Labor opportunities and (Un)employment, and also the Environment (climate change, food security).</li> </ul>

Poverty was also considered a pressing social issue with influence over socio-economic development and political stability. Since poverty also has a large influence on social cohesion, and represents a key sector for social entrepreneurs, we have included case studies on Poverty in this research.

Youth and the Environment are also both very close in terms of being pressing social issues and also considered the easiest to address by a social entrepreneur.

The Environment is particularly important in both a local and global context and often has irreversible long-term implications if not addressed immediately (*See Social Issues Bulletin*). Sustainability is one of the three pillars of Bahrain's Economic Vision 2030. Moreover, no social or economic development can withstand the devastating effects of natural disasters or climate change. Therefore we have included case studies on the Environment in the following section.

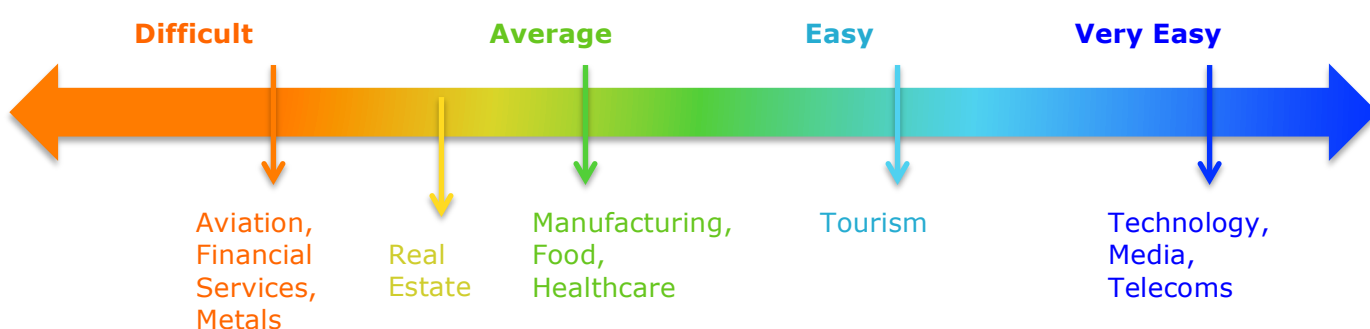
Since the main Youth issues are related to Education, Social Cohesion, Health and Entrepreneurship (*See Social Issues Bulletin*); and recognizing that Youth is a pressing social issue for Bahrain within a regional socio-political and socio-economic context, we have included case studies for the five social issues (Education, Social Cohesion, Health, Poverty, Environment) that also target Youth.

## MARKET SECTOR GAPS

Bahrain's sovereign wealth fund, Mumtalakat Holding Company, currently manages a US\$7.1 billion portfolio of companies spanning a variety of sectors, including aluminium production, financial services, telecommunications, real estate, tourism, transportation, and food production.

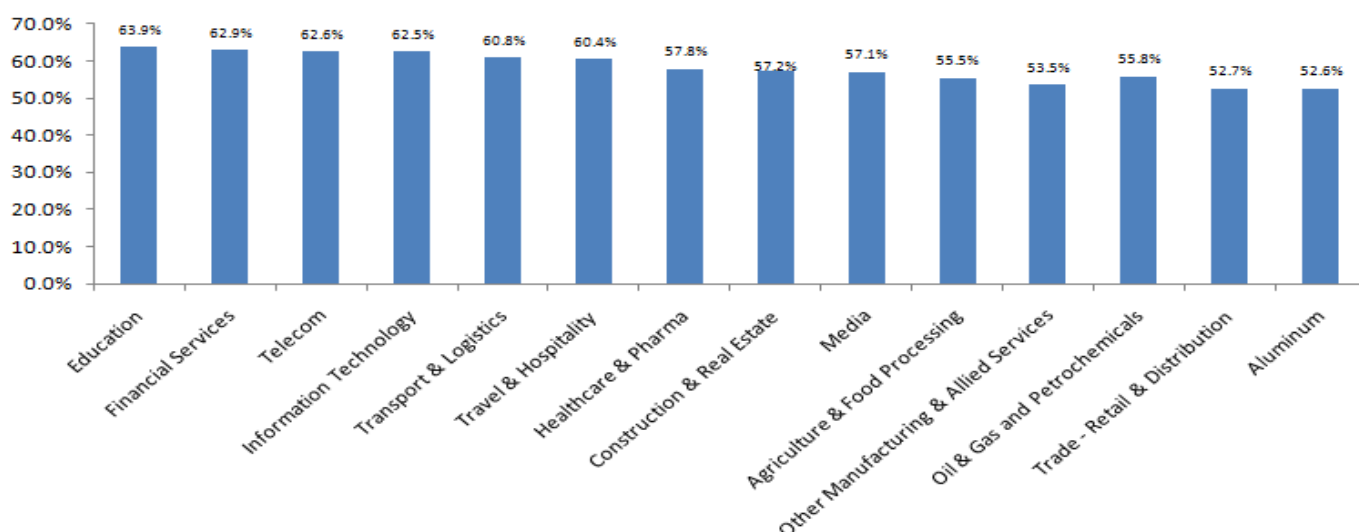
Based on a consultation with Mumtalakat's Vice President of Investments, Damien Balmet, we identified 8 priority investment sectors Mumtalakat is looking to develop within their portfolio, and through new projects in Bahrain. Each is rated for difficulty of market penetration.

**Figure 3: Mumtalakat Priority Investment Sectors & Ease of Market Penetration**



A 2010 Market Gap Study conducted by Tamkeen (Labour Fund) presented a thorough scan of 18 sectors entailing over 200 sub-sectors (that make up the economic landscape of Bahrain)—99 of which are identified as market gaps.<sup>76</sup>

**Figure 4: Tamkeen Overall Priority Market Sectors**

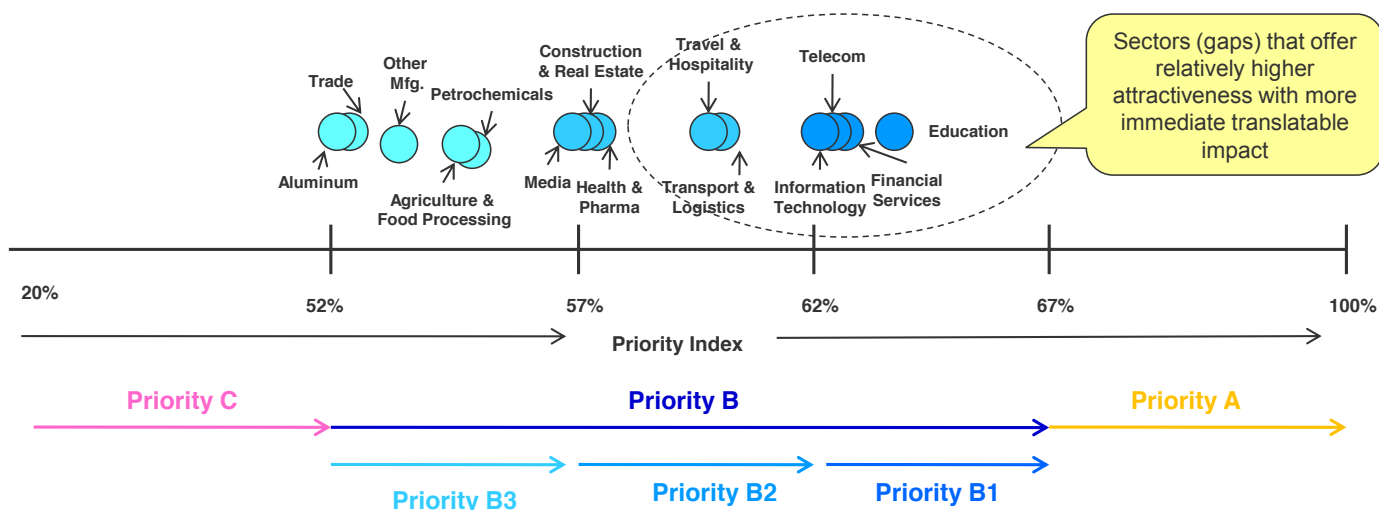


<sup>76</sup> *Market Gap Report*. Rep. Tamkeen (Labour Fund), Apr. 2010. Web. 9 May 2013. <<http://www.tamkeen.bh/reports/The%20Market%20Gaps%20Study.pdf>>. 494-5

The Overall Priority Sectors (In Order Of Priority) Are: -

1. Education
2. Financial Services
3. Telecom
4. Information Technology
5. Transport & Logistics
6. Travel & Hospitality
7. Healthcare & Pharma
8. Construction & Real Estate
9. Media
10. Agriculture & Food Processing
11. Other Manufacturing & Allied Services
12. Oil & Gas & Petrochemicals
13. Trade- Retail & Distribution
14. Aluminium

**Figure 5: Tamkeen Market Sector Priority Index**



- Healthcare is a priority sector for both Tamkeen and Mumtalakat.
- Education is the top priority sector for Tamkeen; and can be addressed through both Media and IT, which are Mumtalakat priority sectors.
- Agriculture and Food; and Tourism or Travel and Hospitality, are both sectors prioritized by Tamkeen and Mumtalakat. These can address Environment i.e. food security, eco-tourism.
- Whereas; Social Cohesion can be addressed through a number of sectors, which are prioritized by both Tamkeen and Mumtalakat, such as: Education, IT, Media, Financial Services, and Healthcare.

## DATA PACKS

The following section contains 'Data Packs' providing further local, regional and/or international statistics that would be useful for a social entrepreneur trying to solve the five issues we have identified in this study.

- **EDUCATION**
- **SOCIAL COHESION**
- **HEALTH**
- **POVERTY**
- **ENVIRONMENT**

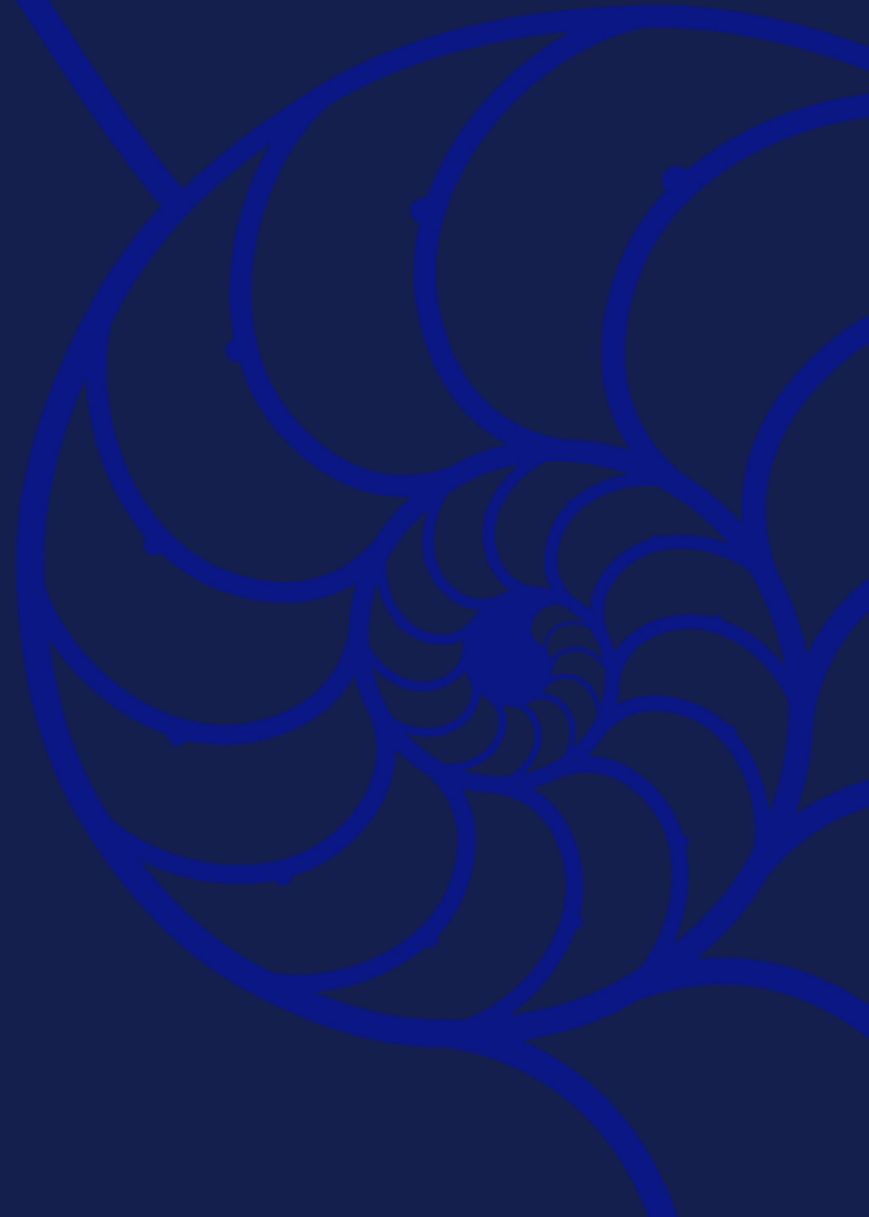
Since Social Cohesion is very difficult to measure and there is limited data available on this issue, we have instead provided the definitions and components of Social Cohesion to guide social entrepreneurs in potential areas of focus. For example, economic inequality, access to housing, social inclusion etc.

The data packs were originally created in PowerPoint to facilitate ease of distribution to social entrepreneurs. They have been inserted into this report in the following section.



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ASSOCIATES

# Data Pack: Education





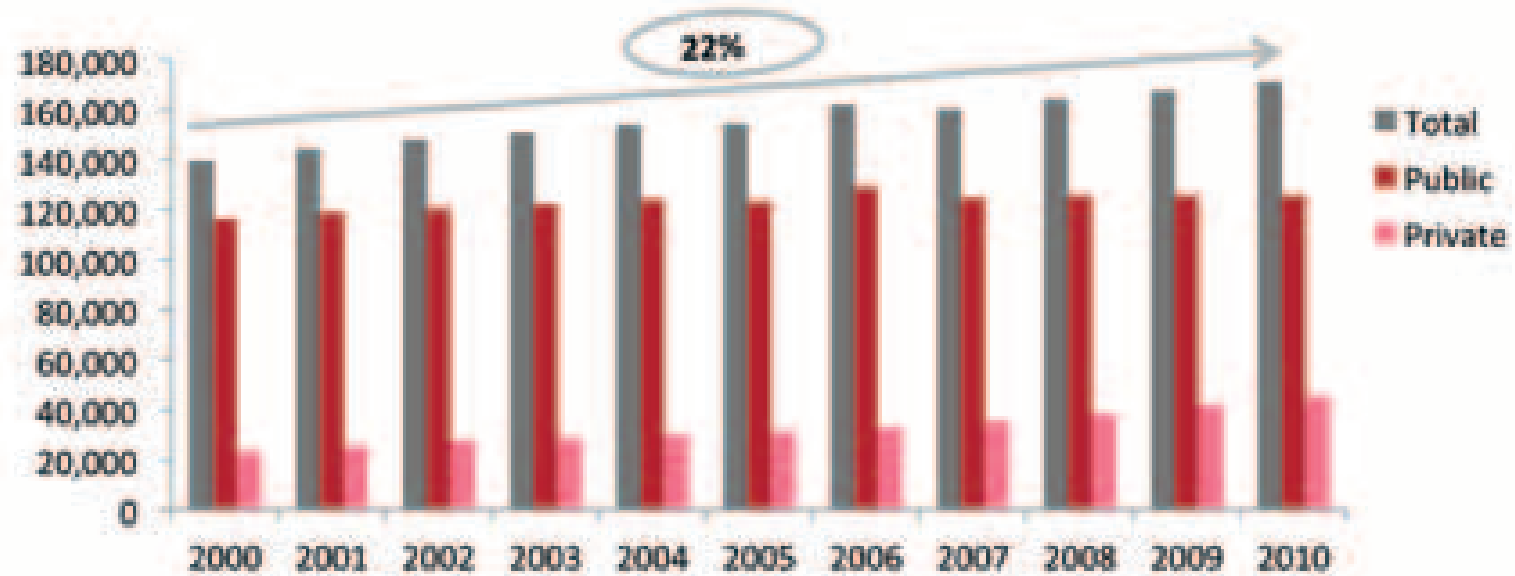
# *Education Key Facts*

## **Key facts**

- Bahrain was the first amongst the GCC members to introduce a public education system in 1919
- Compulsory, state-funded education was introduced in 2005
- 11% of total government expenditure is ring-fenced for education
- Adult literacy rate in Bahrain is 91.4%<sup>3</sup>, among the highest in the region.
- The number of students at the University of Bahrain has increased threefold in the last decade, with Bahraini women accounting for approximately 70% of students

*Source: EDB Sector Supplement- Education & Training, 2013*

## Total Number of Students in Bahrain



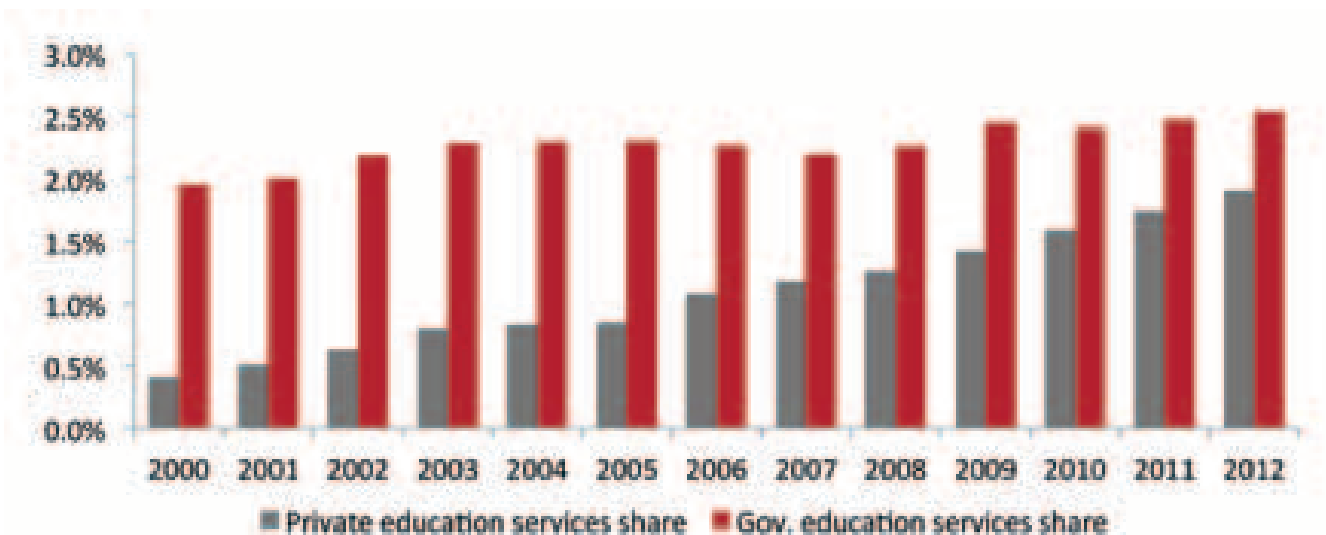
Source: Central Informatics Organization, Economic Development Board analysis

Source: Bahrain EDB Yearbook, 2013

# Share of Private & Public Educational Services in Real GDP

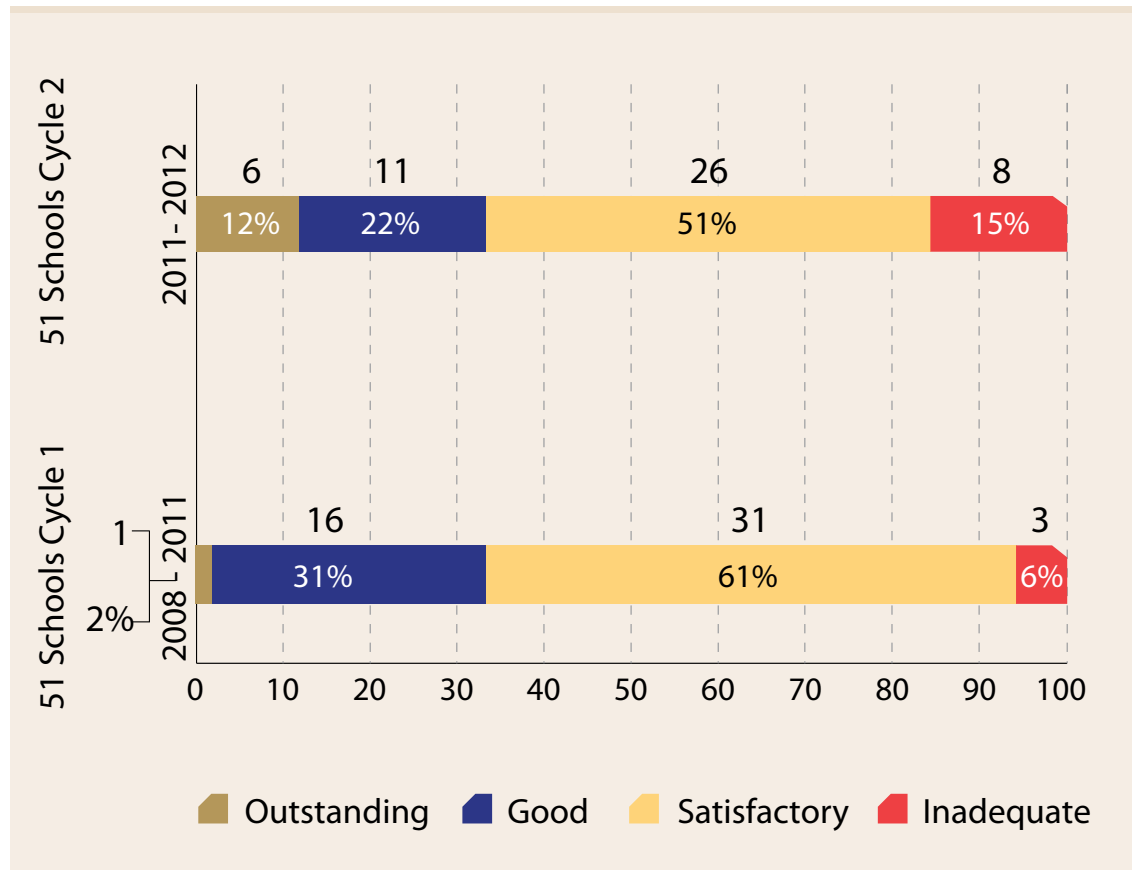
The education sector has experienced robust growth in recent years, expanding by a cumulative 205% between 2000 and 2012. The GDP contribution of the sector rose from BHD136mn in 2000 to BHD452mn in 2012, pushing up the GDP share of education from 2.3% to 4.4%. According to the National Accounts, growth in private education outpaced that in government education over the past 12 years. Government education experienced a somewhat volatile aggregate increase of 130% over the period. Private education grew 5.5 times faster. The latter is due to the establishment of private universities and institutions over the past few years.

Figure 66: Share of private and public educational services in real GDP



Source: Bahrain EDB Yearbook, 2013

## Overall Effectiveness of Government Schools



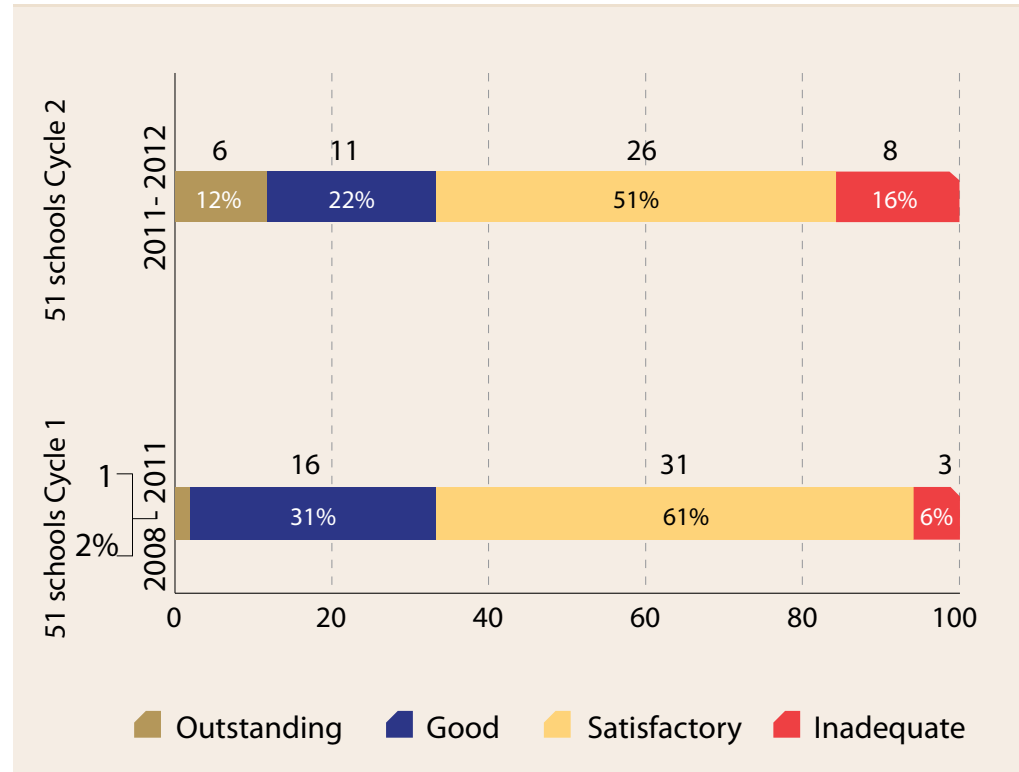
Source: Annual Report, Quality Assurance Authority for Education & Training, 2012

# Effectiveness of Teaching & Learning

## EFFECTIVENESS OF TEACHING AND LEARNING

In this aspect of the review process, reviewers assess the effectiveness of different components of teaching and learning and their impact on the progress students make. The emphasis is on whether the teaching is making a difference to the students' learning and developing their knowledge, skills, understanding and values.

In 'satisfactory' and 'inadequate' lessons, independent learning skills are not promoted enough and students are seldom required to solve problems that require them to apply their knowledge and so demonstrate their understanding. Exercises are often mechanical, repetitive and unstimulating. In 'inadequate' schools particularly, teachers do not assess learning adequately and do not use assessment to provide constructive feedback to students on their strengths and their areas for development. In these schools assessments are not used to plan the appropriate next steps of learning for the students. Conversely, where teaching is 'good' or 'outstanding', teachers use accurate assessments of students' prior learning to set challenging and interesting assignments.



**Source:** Annual Report, Quality Assurance Authority for Education & Training, 2012

# Grades 3,6 & 9 Mean Performance Scores

## PERFORMANCE SCORES AND BASELINES

Performance of students is measured and reported by a performance score on a scale from 0.0 to 8.0. The performance score is an absolute measure that is based on an absolute ability scale derived from a Rasch model within item response theory. It is a measure of student's ability against the skills and topics in the test specifications. The national average performance score was defined as 4.0 in the first year of assessment (2009 for Grades 3 and 6 and 2010 for Grade 9) as the baseline against which to measure future years' performance. Test equating enables the comparison of the performance of the subsequent years against the baseline years' performance.

The mean performance scores show that students' performance decreased in all grades and in all subjects. The biggest decreases from 2011 to 2012 are in Mathematics and Science in Grade 9 and the smallest decreases are in Arabic and Mathematics in Grade 6, and in English in Grade 9. This overall decrease follows on from the decrease observed in 2011, which at the time was thought to be an exception caused by the situation in the Kingdom of Bahrain during the second term of the 2010-2011 school year.

The QAAET has no direct evidence to explain this continued decrease in results. However, two questions might be worth exploring:

- Is the situation in the Kingdom during 2011 and 2012 affecting students, and their motivation, for longer and in more severe ways than originally expected?

Grade	Subject	2009	2010	2011	2012
3	Arabic	4.00	4.05	3.70	2.69
	Mathematics	4.00	4.35	3.40	2.05
6	Arabic	4.00	3.90	2.50	1.74
	Mathematics	4.00	4.05	2.50	1.83
	English	4.00	4.05	3.30	2.47
	Science	4.00	4.05	2.85	1.94
9	Arabic	–	4.00	2.75	1.51
	Mathematics	–	4.00	3.85	1.77
	English	–	4.00	4.05	3.31
	Science	–	4.00	2.80	1.27

**Source:** Annual Report, Quality Assurance Authority for Education & Training, 2012

## ***Future suggest Priorities for Bahrain***

2. The government has already taken concrete steps to improve quality of education in the Kingdom. Further improvement in the capacity of educational and vocational institutions will equip new entrants with appropriate skills required by the future job market especially youth and woman. This is in line with the Economic Vision 2030 which recommends coordinated reforms to stimulate growth by enhancing productivity in the private sector and upgrading the skill sets of potential employees. Initiatives are already underway to create and sustain a market for knowledge-based jobs for young job seekers.
3. Bahrain will further excel by matching today's education with the future job market. This will require multi-sectoral approach to ensure growth of targeted industries and services and supply of qualified Bahrainis in those areas by educational institutions.

Bahrain will further excel by matching today's education with the future job market

*Source:* UNDP Human Development Achievements of the Kingdom of Bahrain A Ten-year Review, 2009

# Call to Action

## Private education providers

You are presented with an enormous opportunity, whether you are a for-profit or a non-profit education provider or a company seeking to train new hires.

### **Become an education and training provider.**

Opportunities in the region are ample, as long as you have a clear understanding of the sectors and sub-sectors, and ensure your offerings and business model are consistent with the needs of youth as well as industry. Close links to industry are key.

**Expand your presence in the education and training space.** Given the size of the youth employment challenge, the Arab World will require responses at scale. Consider expansion in terms of scaling up operations at your current location, moving into new segments at your existing location, or exploring new locations, locally and regionally.

### **Rethink, customize, and innovate your business model.**

Integration of soft skills and work attitude modules into the curricula, mobile teaching, experimenting with new private public partnership models, specific entrepreneurship offerings, potentially even linked to micro-financing schemes, etc., are but a few among many options.

*Source:* IFC, e4E, IsDB Education  
for Employment: Realizing Arab Youth Potential, 2012



# ***Private Sector Opportunities: VET***

## **e4e PRIVATE SECTOR PROVISION OPPORTUNITIES**

The report highlights three main areas for private sector involvement: vocational education and training (VET), university education, and work readiness.

### **Vocational education and training**

VET programs aim to provide students with applied skills in a particular trade or occupation, typically in a one or two-year post-secondary program.<sup>5</sup> On average, VET accounts for approximately 20 percent of post-secondary students in the formal education system. The skills taught in these programs can include the use of the latest technology (e.g. computing) or specialist knowledge (e.g. in hotel management). There are four conditions for success in VET programs:

- Close involvement with the industry in areas such as curriculum content, training, and internship opportunities, to ensure up-to-date curricula in line with industry requirements
- Wide recognition of VET qualifications (e.g. diplomas), a condition that is easier to achieve in the presence of a national qualifications framework
- Assurance of employment with attractive wage levels
- A business model with robust and diversified revenue streams

*Source:* IFC, e4E, IsDB Education  
for Employment: Realizing Arab Youth Potential, 2012

# Conditions for Success: VET

## Conditions for success

Four conditions for success have been common to all the private providers in the region that have been successful in establishing VET programs:

- Close involvement with the industry in areas such as curriculum content, training provision, and internship opportunities to ensure that courses are kept up-to-date and in line with industry requirements. To bring VET programs to scale, the provider requires not just a connection to individual businesses but to the industry as a whole (e.g., through an industry association). This provides a broader platform for creating employment opportunities and ensures knowledge sharing that is broadly applicable to the entire industry.
- Wide recognition of VET qualifications (e.g., diplomas) by businesses within the industry or industries at the national (or international) level. The providers need to be accredited and assessed regularly to ensure they meet the required standards. This quality assurance is a key factor in ensuring that VET becomes as well regarded as other avenues of education.
- Assurance of employment with attractive wage levels. Providers that can guarantee employment are in the strongest position. One education provider we interviewed talked about the metaphor of a vacuum where “students have to be pulled through the funnel and placed into job vacancies.” This also speaks to the survey findings, which show that many students are willing to pay for e4e if the employment opportunities are improved.
- A business model with robust and diversified revenue streams. The region’s relatively small-scale market requires developing creative business models (e.g., by cross-selling goods or services that are produced as part of the training). These revenue streams might include tuition payments, government grants, corporate funding, and/or endowment funds, for example. Access to low-cost investment capital is also an important factor, as is, more generally, keeping overall costs low. Economies of scale can help achieve this, for instance, through innovations in program modularity, the use of technology, or using shared capital resources.

*Source:* IFC, e4E, IsDB Education  
for Employment: Realizing Arab Youth Potential, 2012

# ***Private Sector Opportunities: University***

## **University education**

Today, approximately 80 percent of post-secondary students in the formal education system are in universities. The opportunity is for private sector participation in providing relevant and cost-effective university education. There is substantial room to better tailor the educational curriculum to the needs of youth and private employers. This can take the form of establishing private universities or colleges, or by working with existing universities on specific degree programs. There are four conditions for success:

- The university leadership should actively seek industry involvement in shaping the practicum elements of degree programs
- The faculty needs to have an appropriate mix of academic theory and practitioner skills
- Students should experience full-time work placements and internships during their studies, facilitated by their universities
- The university should consider offering programs to part-time students through evenings/week-ends or on-line options, in order to expand its reach

*Source:* IFC, e4E, IsDB Education  
for Employment: Realizing Arab Youth Potential, 2012

# ***Private Sector Opportunities: Work Readiness Training***

## **Work-readiness training**

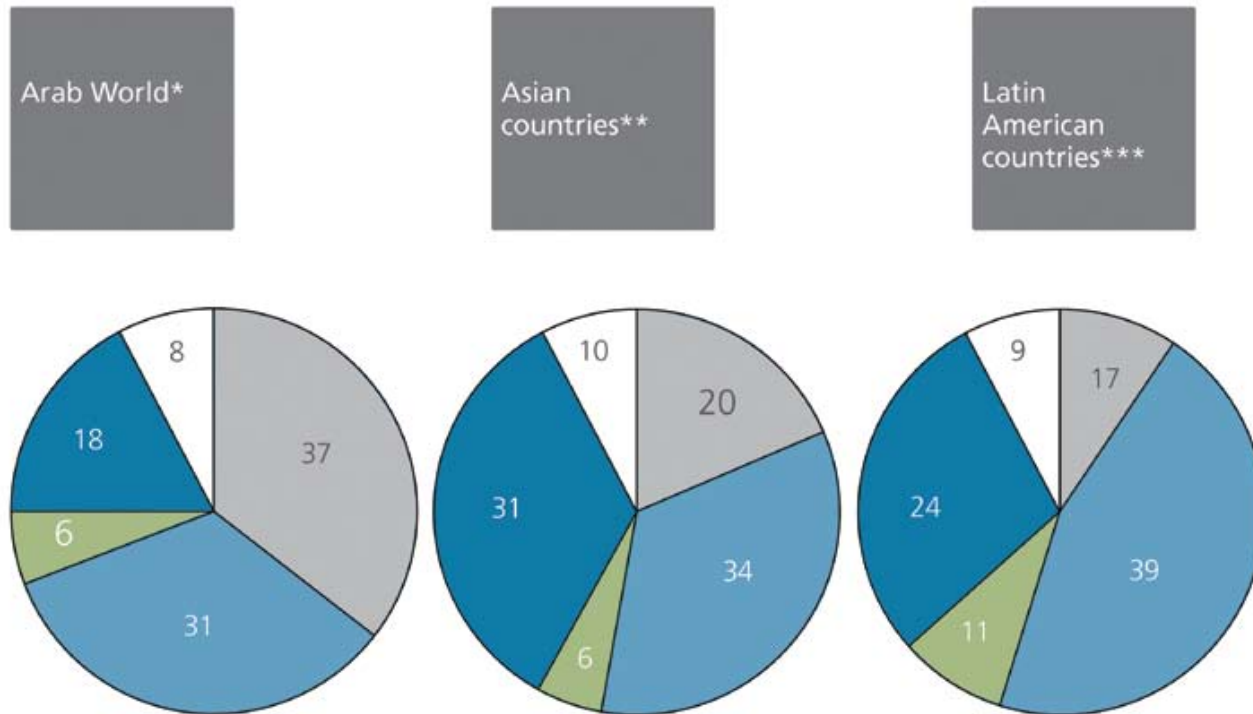
The third opportunity arises from students with completed secondary or post-secondary education, but a need to increase their ability to perform their jobs. The approach to capturing this opportunity can focus either on the skills valued by employers (i.e. applied skills, soft skills, or language skills), or on equipping students with the entrepreneurial skills required for self-employment. There are three conditions for success:

- Close relationship with business to enable a good understanding of the private sector's expectations for curriculum, delivery, cost, and evolving business needs
- Modular and flexible learning options that allow for an integration of the learning experience in their work
- The assurance of employment if unemployed, or direct relevance to improved job prospects if employed

*Source:* IFC, e4E, IsDB Education  
for Employment: Realizing Arab Youth Potential, 2012

# ***Distribution of University Graduates By Field of Study***

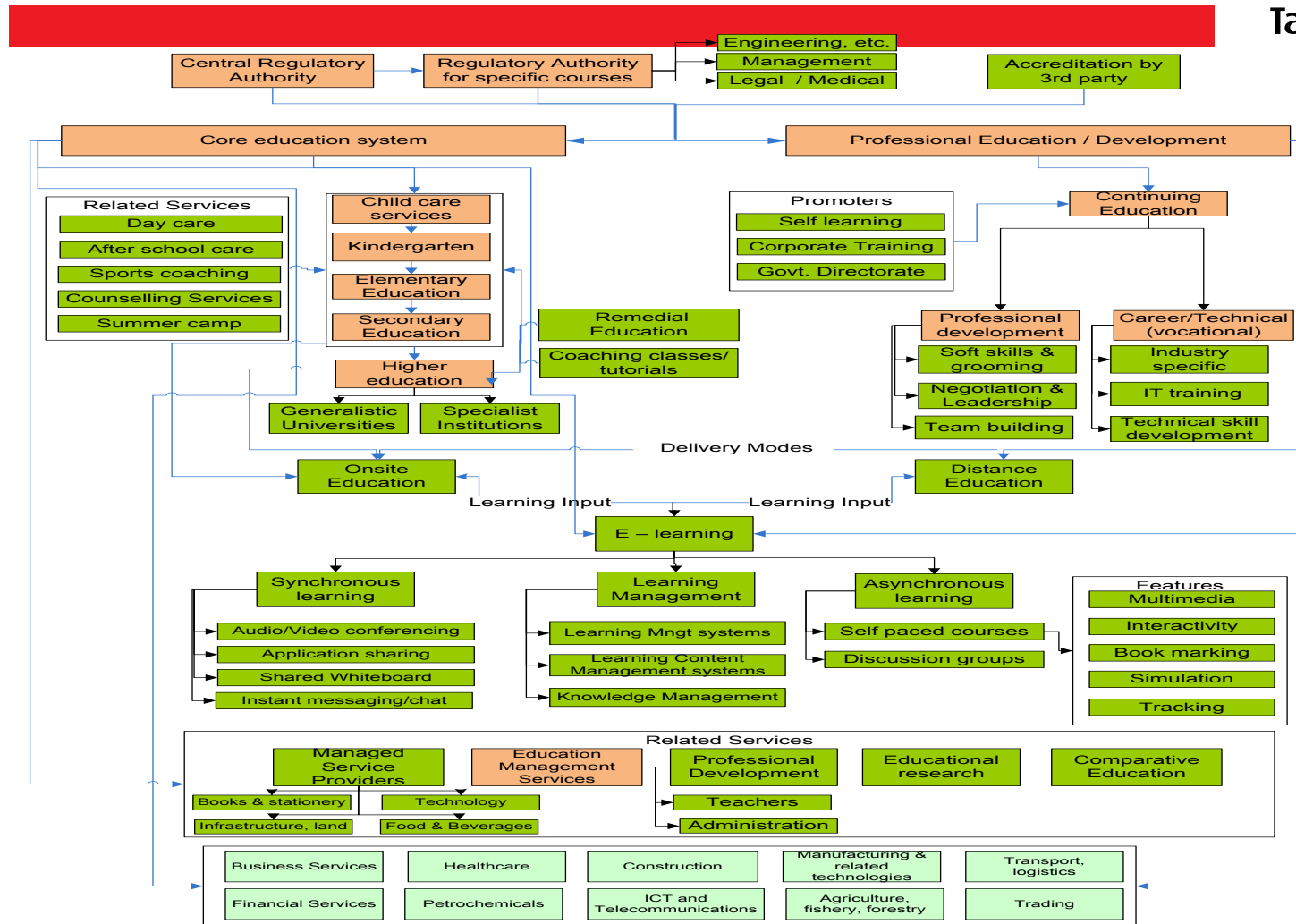
- Education and humanities
- Social sciences
- Medicine
- Scientific, technical, and engineering
- Other



*Source:* IFC, e4E, IsDB Education  
for Employment: Realizing Arab Youth Potential, 2012

# Education Industry Map

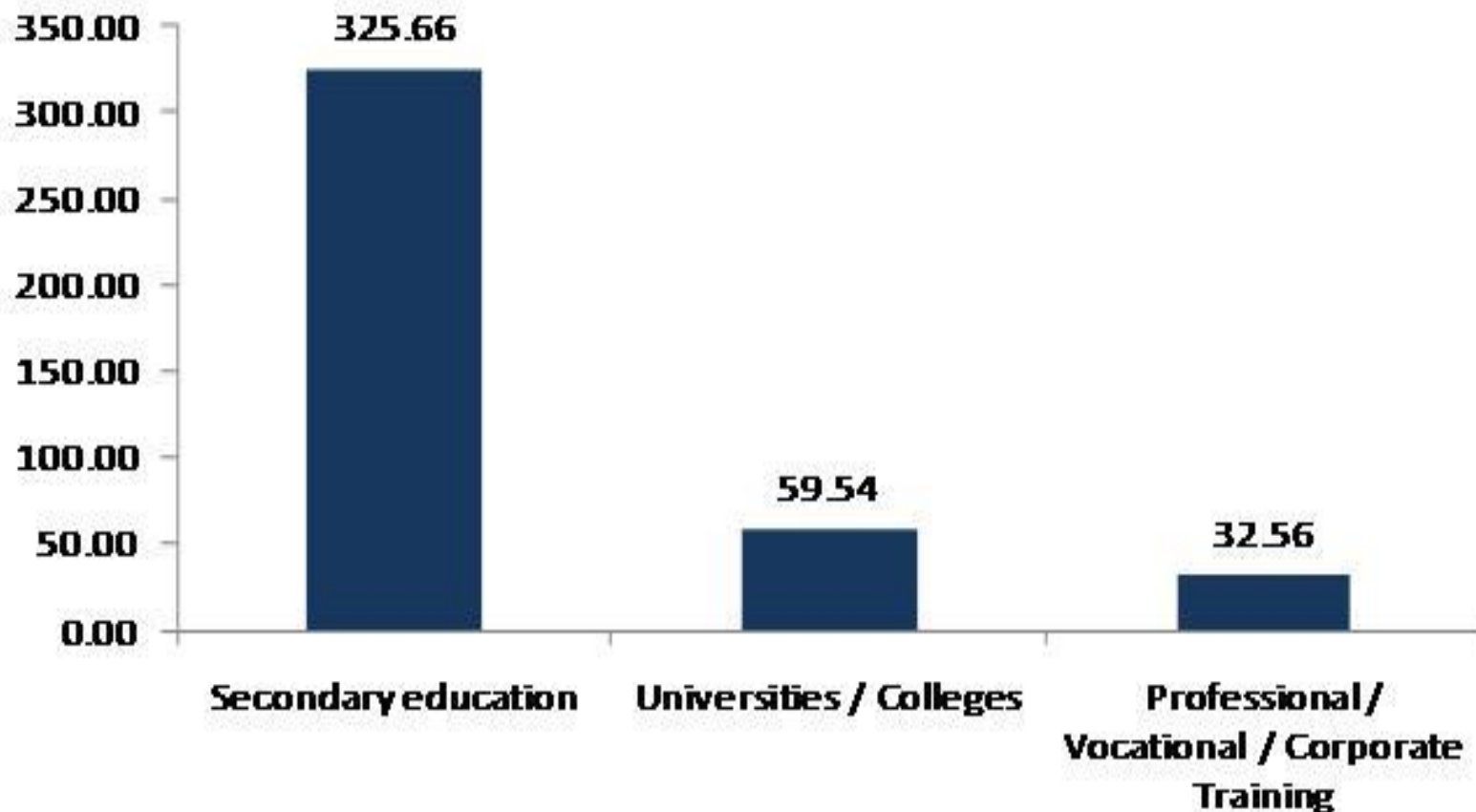
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Source: Tamkeen Market Gap study, 2010

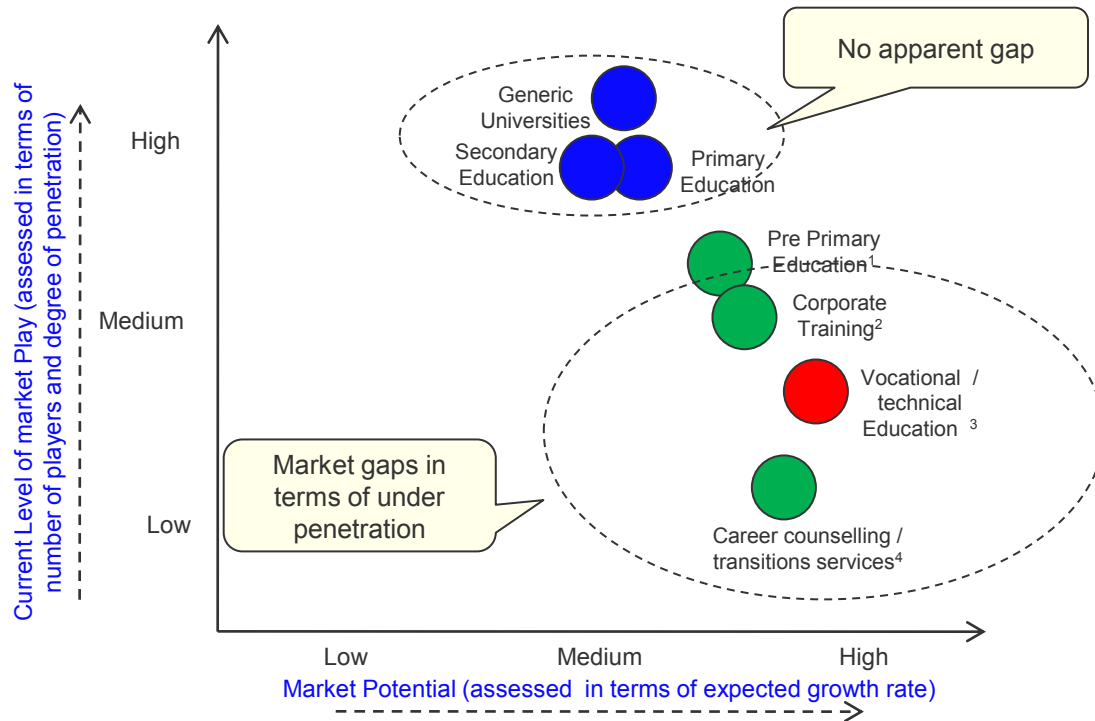
## ***Secondary Education is Main Contributor to Education Sector Revenues***

### **Market Size Breakdown of Education sector, in BD million**



*Source: Tamkeen Market Gap study, 2010*

# Market Gaps & Bottlenecks



## Market Gaps (absence of segment)

Market gaps in terms of sectors have no / minimal presence in Bahrain, however could potentially present opportunities for existing players / new entrants based on market feasibility and assessment

- E-learning
- Applied research

## Infrastructure / Regulatory Bottlenecks (Disablers)

- Absence of National Qualifications framework & Occupational standards
- Absence of mandatory industry apprenticeship
- Common governance structure
- Lack of well planned funding mechanism
- Weak accreditation criteria

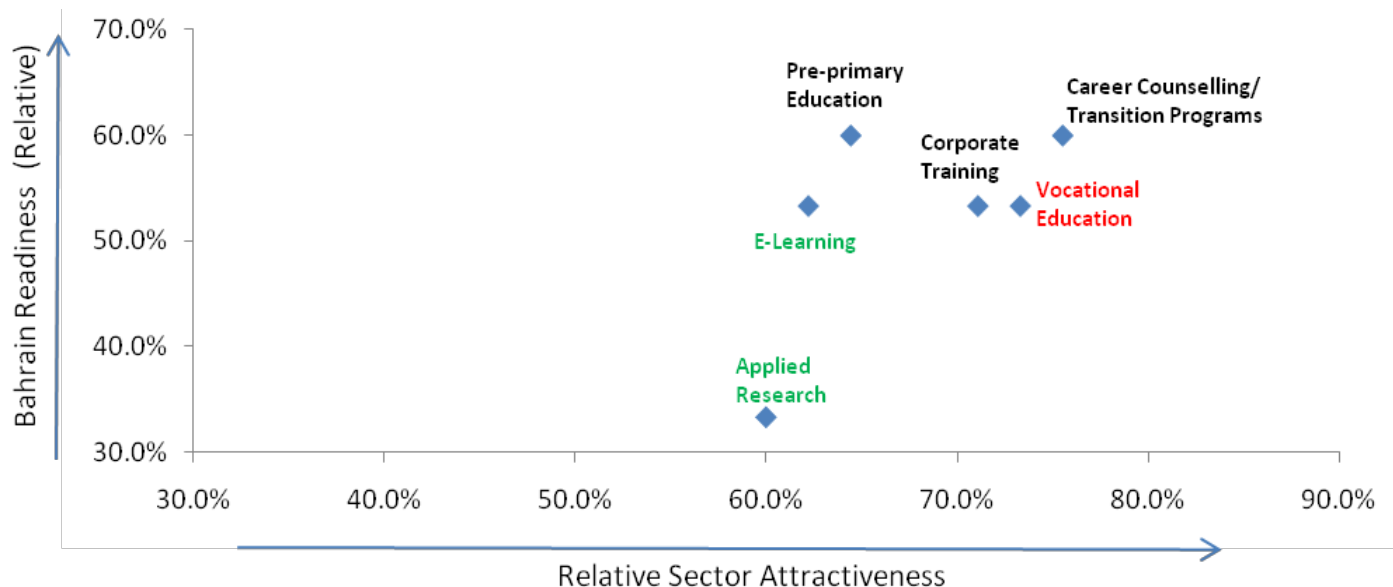
1. The growth of pre primary education is on the back of Bahrain's population demographics and consequent demand
2. There is growing demand corporate training to meet the inadequacies of the education sector currently, and to hone specialised skills
3. Vocational / Technical education is expected to grow based on workplace demands for practical & technical skills. There is a need to change the mindset of the public with regard to vocational education & increase quality and number of vocational education providers
4. Need for career counselling / transitions services based on increasing number of students looking for career options

- Market gap sectors that are currently underpenetrated, however market potential is high based on buoyancy of expected growth rates and market adoption
- Market gap sectors that are currently underpenetrated, however market potential is deemed to be high if bottlenecks are removed
- Sectors not deemed to be market gaps

Source: Tamkeen Market Gap study, 2010



## Relative Subsector Attractiveness

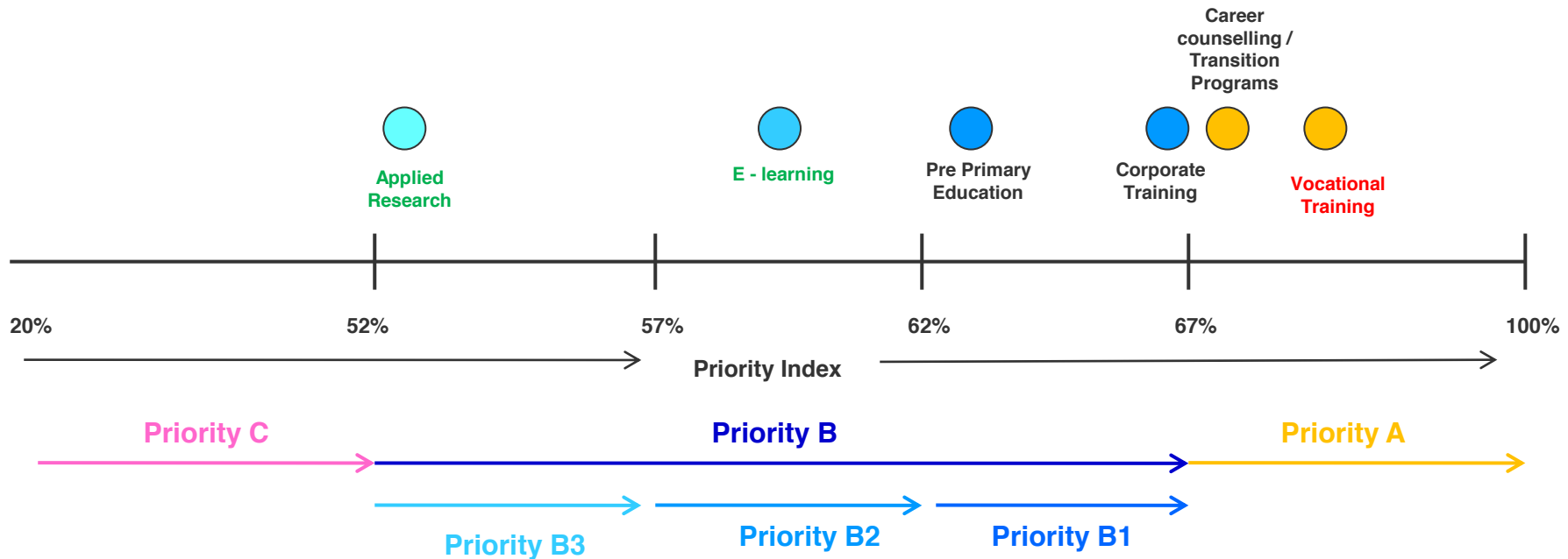


### 1. Notes:

- The position of the various sub-sectors on both axes reflects the relative position of the sub-sector within the overall sector
- All sub-sectors identified as areas of opportunity (within the Market Gap Scan report) have been plotted
- Sub-sectors highlighted in red represent bottlenecked industries; market potential (incorporated within Relative Sector Attractiveness for these sub-sectors have been taken into consideration in consideration of addressal / removal of bottleneck which could be a regulatory, infrastructure or skill formation issue
- Sub-sectors highlighted in Green represent markets / industries virtually absent in the Bahraini sector industry map / value chain

Source: for Tamkeen Market Gap study, 2010

## Relative Subsector Prioritization



### Notes:

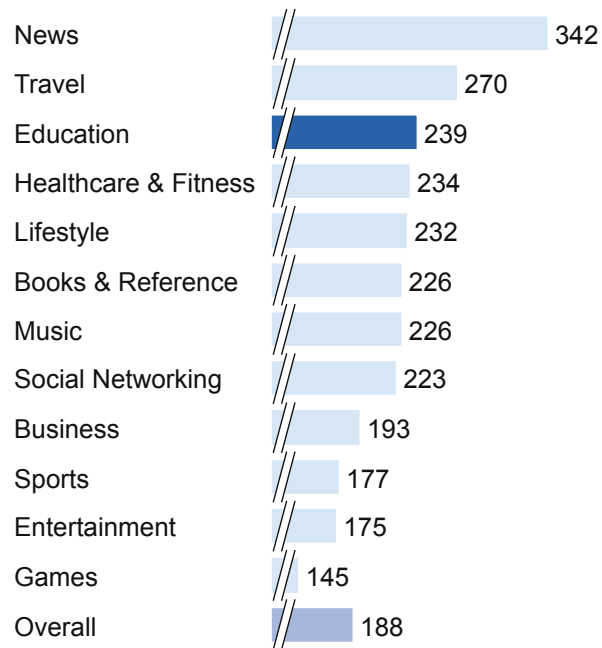
- Sub-sectors highlighted (written) in red are deemed as bottlenecked sectors
- Sub-sectors highlighted (written) in green are deemed as virtually absent from the Bahraini sector value chain / industry map
- The axis is not fitted to scale

Source: for Tamkeen Market Gap study, 2010

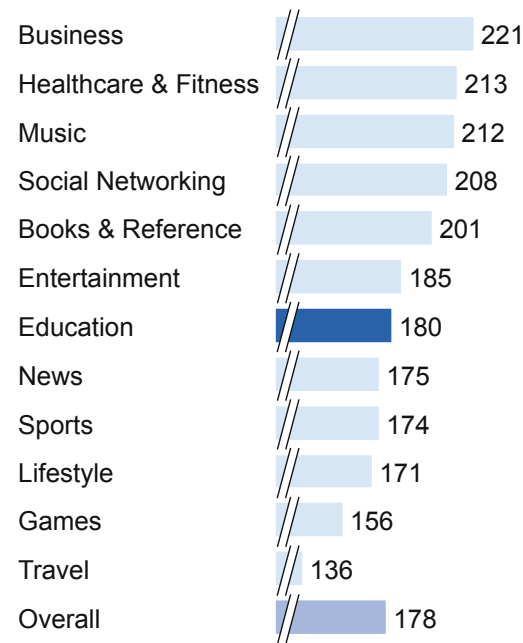
# Education App Downloads Have Grown Faster Than Overall Market

EXHIBIT 2: EDUCATION APP DOWNLOADS – BOTH FREE AND PAID – HAVE GROWN FASTER THAN THE OVERALL MARKET IN THE LAST 3 YEARS

**CAGR of free app downloads by category<sup>1</sup>**  
2009-2011, Percent



**CAGR of paid app downloads by category<sup>1</sup>**  
2009-2011, Percent










<sup>1</sup> List of categories not exhaustive

Source: Strategy analytics 2011 download forecast across Apple, RIM, Android and Windows app stores

Source: McKinsey & GSMA Transforming Education Through m Learning 2012

# Seven Archetypes of mEducation Services

	Relevant content	Structured delivery	Engagement and learning	Formative evaluation	Summative evaluation
Reach & Relevance	<b>1 E-books and E-courses (including language services)</b> 	<b>2 LMS and authoring tools (incl. data tracking tools)</b> 	<b>3 Game and simulation-based tools</b>  <b>4 Collaboration tools</b> 	<b>5 Assessment services</b> 	<b>6 Test preparation</b> 
		<b>7 Distance tutoring</b> 			

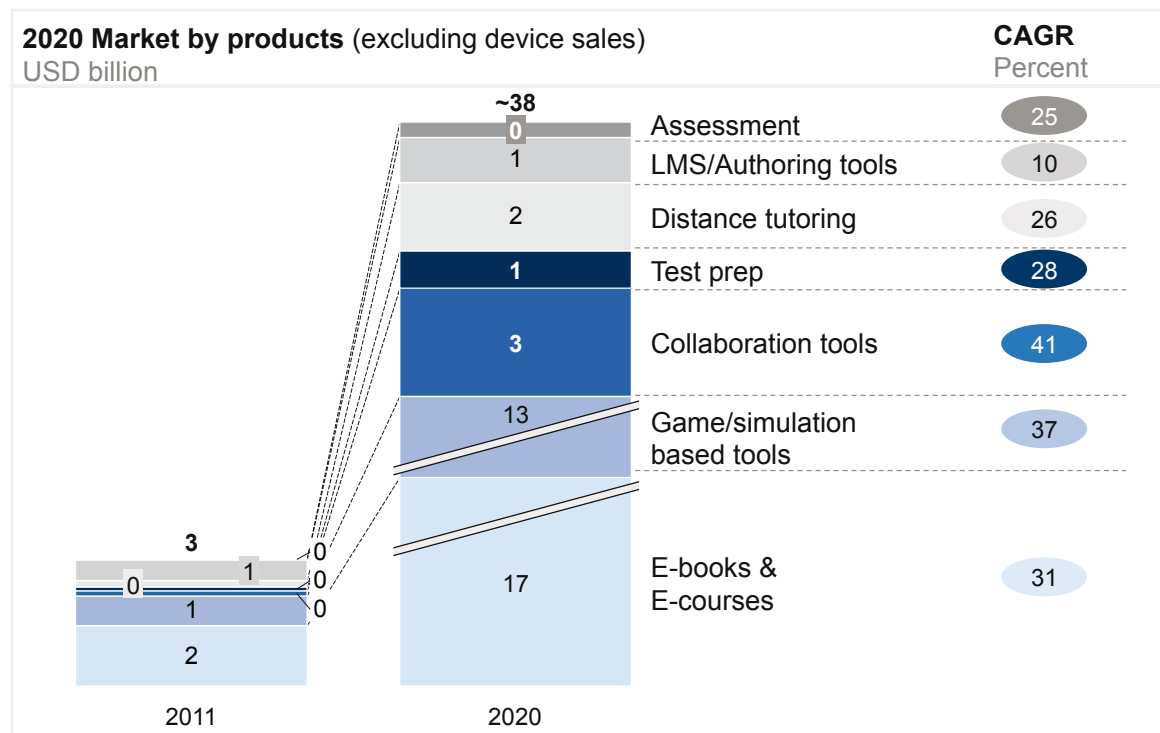
Source: McKinsey & GSMA Transforming Education Through m Learning 2012

# mEducation Can Reach USD 70 Billion by 2020

Growing consistently at about 7% per annum over the last decade<sup>7</sup>, education spend has doubled from about USD 2 trillion in 2000 to USD 4 trillion in 2011 and is expected to grow at 8% per annum to reach USD 8 trillion by 2020.

The opportunity for mEducation will also grow rapidly over this decade. We expect the total annual market opportunity for mEducation to reach USD 70 billion by 2020. mEducation products represent USD 38 billion of this figure, while the remaining USD 32 billion will come from the sale of devices.

EXHIBIT 4: GAME-BASED AND COLLABORATION TOOLS WILL GROW FASTEST, CORE-CONTENT-BASED SERVICES WILL CONTINUE TO REPRESENT THE LARGEST CATEGORY

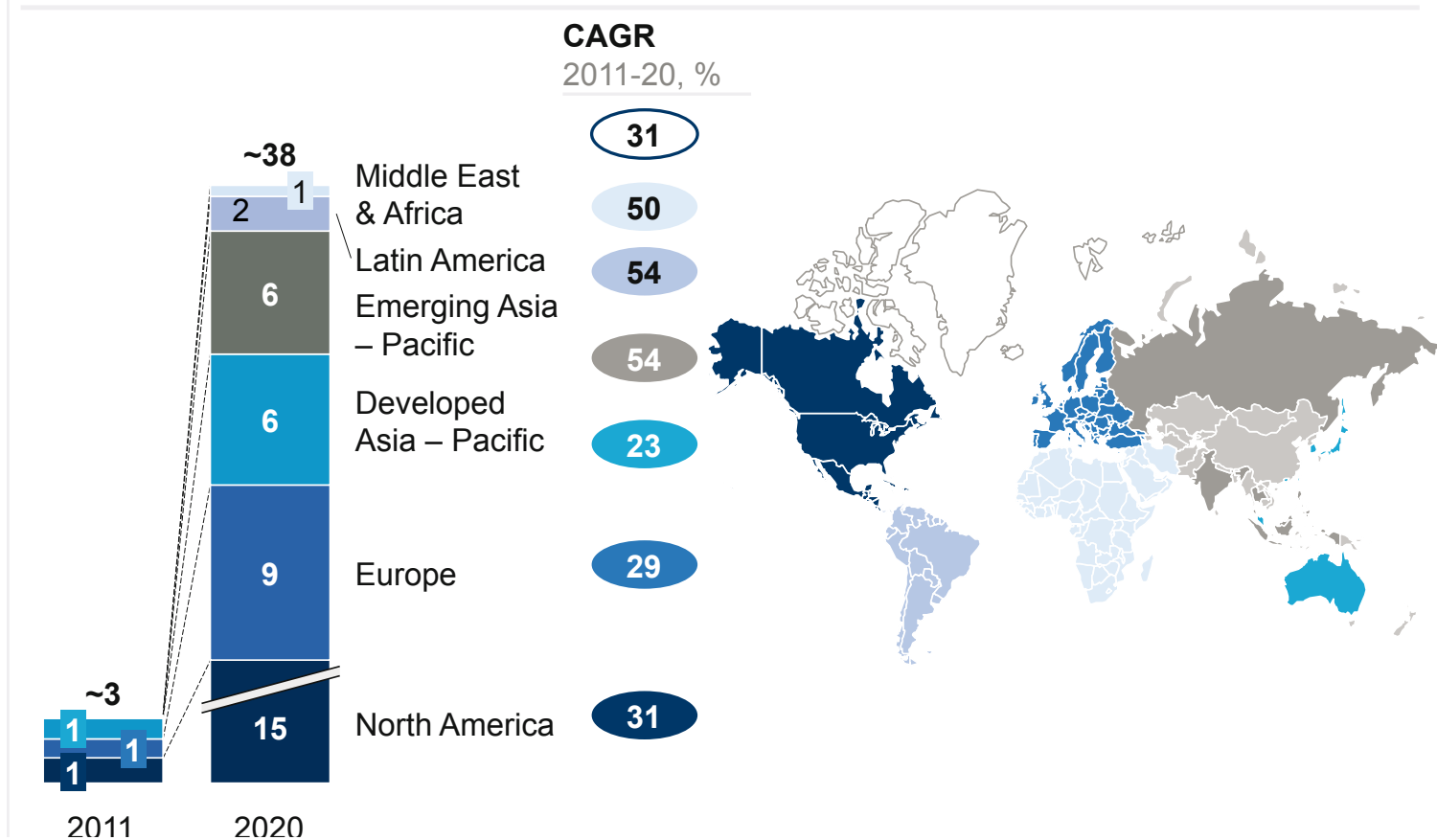


Source: McKinsey & GSMA Transforming Education Through m Learning 2012

# Total mEducation Market Size

**Total mEducation market size (excluding device sales)**

USD billion

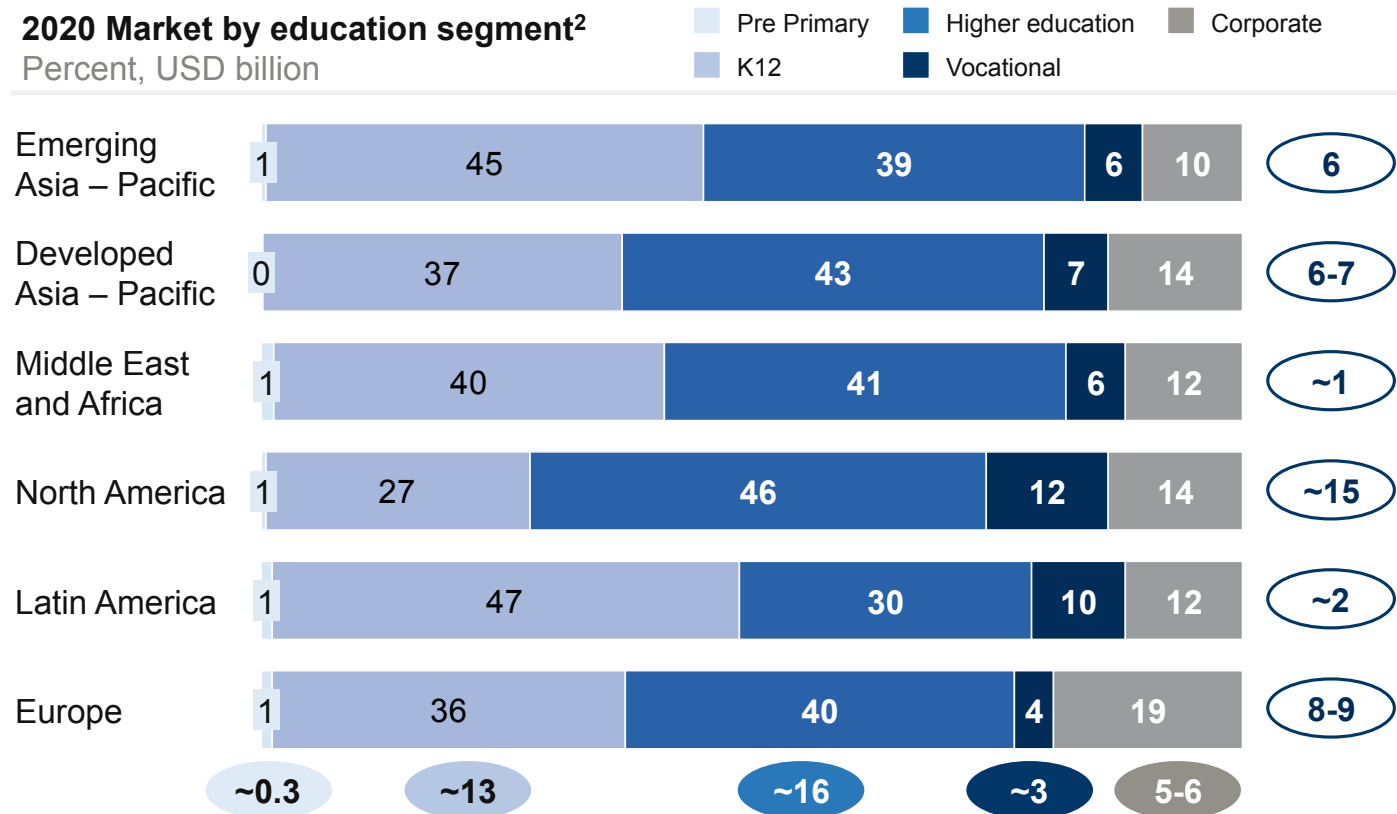


Source: McKinsey & GSMA Transforming Education Through m Learning 2012

# K12 & Higher Education Will Be The Biggest Opportunity

## 2020 Market by education segment<sup>2</sup>

Percent, USD billion



1 Higher education refers to tertiary education

2 Excluding device sales

SOURCE: Team analysis

Source: McKinsey & GSMA Transforming Education Through m Learning 2012

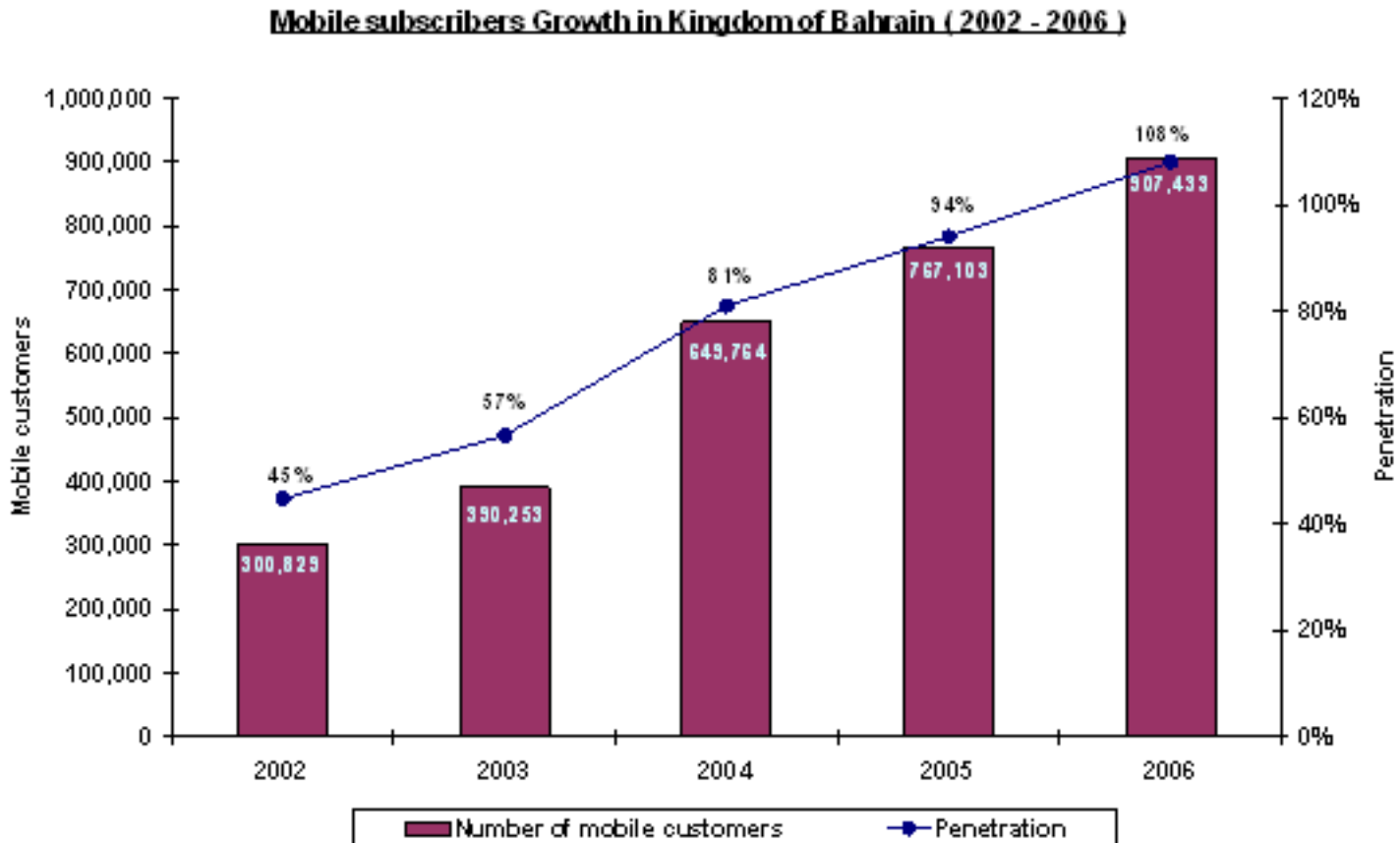
## ***mEducation Market By Region in USD Billion***

S.No	Region	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	CAGR
1	Middle East & Africa	0.01	0.02	0.03	0.05	0.07	0.11	0.16	0.24	0.36	0.54	50%
2	Latin America	0.03	0.05	0.08	0.12	0.19	0.29	0.45	0.69	1.07	1.65	54%
3	Emerging Asia-Pacific	0.12	0.19	0.29	0.45	0.69	1.06	1.63	2.52	3.88	6.00	54%
4	Developed Asia-Pacific	0.98	1.21	1.48	1.83	2.25	2.76	3.40	4.18	5.15	6.34	23%
5	Europe	0.88	1.13	1.45	1.87	2.40	3.09	3.98	5.13	6.61	8.52	29%
6	North America	1.34	1.75	2.28	2.97	3.88	5.07	6.61	8.63	11.27	14.71	31%
	<b>Total</b>	<b>3.37</b>	<b>5.14</b>	<b>7.25</b>	<b>9.75</b>	<b>12.71</b>	<b>16.20</b>	<b>20.33</b>	<b>25.20</b>	<b>30.95</b>	<b>37.75</b>	<b>31%</b>

*Source:* McKinsey & GSMA Transforming Education Through m Learning 2012



## Mobile Subscribers Growth in Bahrain



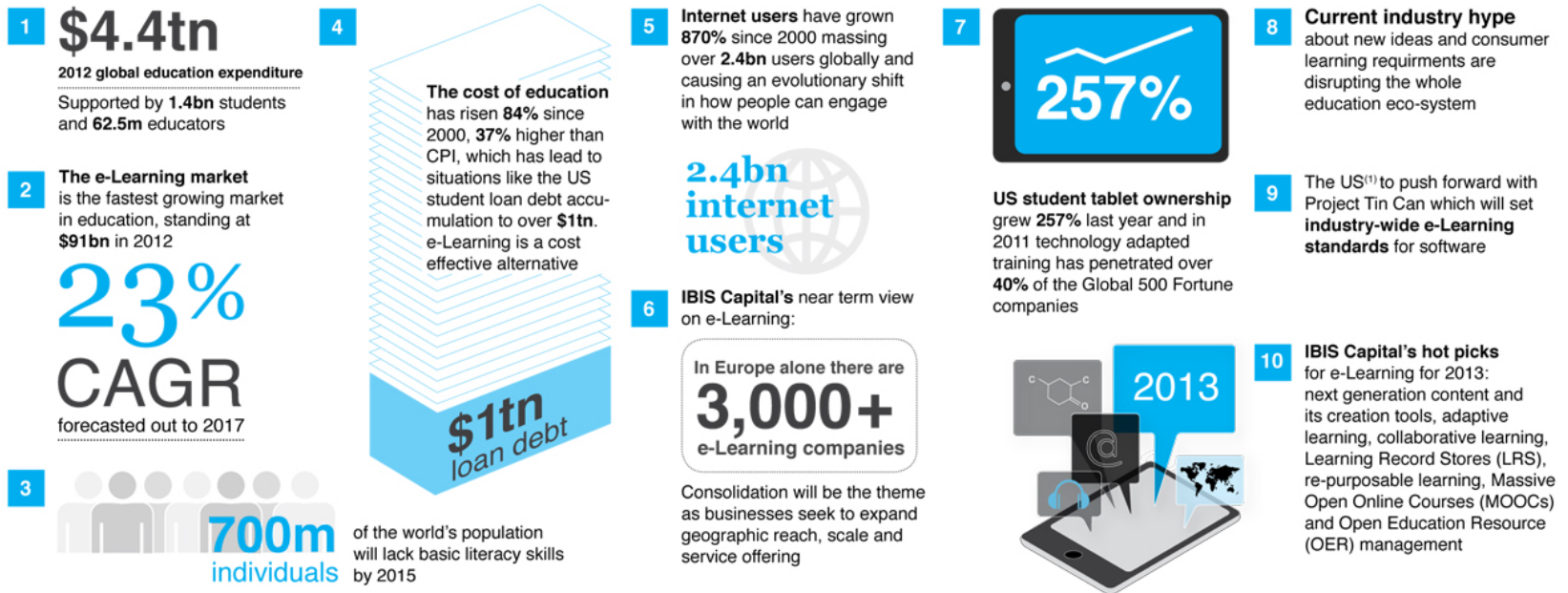
Source: Bahrain Telecommunications Regulatory Authority

## Main Telecom Indicators in Bahrain

Indicator	2006	2007	2008	2009	2010	2011	2012	Q2 2013	Growth 2011-2012	CAGR 2006 - 2012
Fixed line services										
Number of fixed lines	194,196	205,036	221,843	240,187	232,447	248,479	260,000	257,000	5%	5%
Fixed line penetration	20%	20%	20%	20%	18%	21%	21%	21%		
Mobile services										
Total mobile subscribers	907,433	1,115,979	1,440,782	1,401,974	1,567,745	1,693,650	2,123,903	2,252,668	25%	15%
Mobile penetration	94%	107%	130%	119%	127%	142%	172%	182%		
Internet services										
Total broadband subscribers	38,628	68,253	110,010	158,335	306,235	567,884	1,254,808	1,378,145		
Broadband penetration	4%	7%	10%	13%	25%	48%	102%	112%		
Percentage of individuals using the Internet	28%	33%	52%	53%	55%	77%	88%			

Source: Bahrain Telecommunications Regulatory Authority 2013

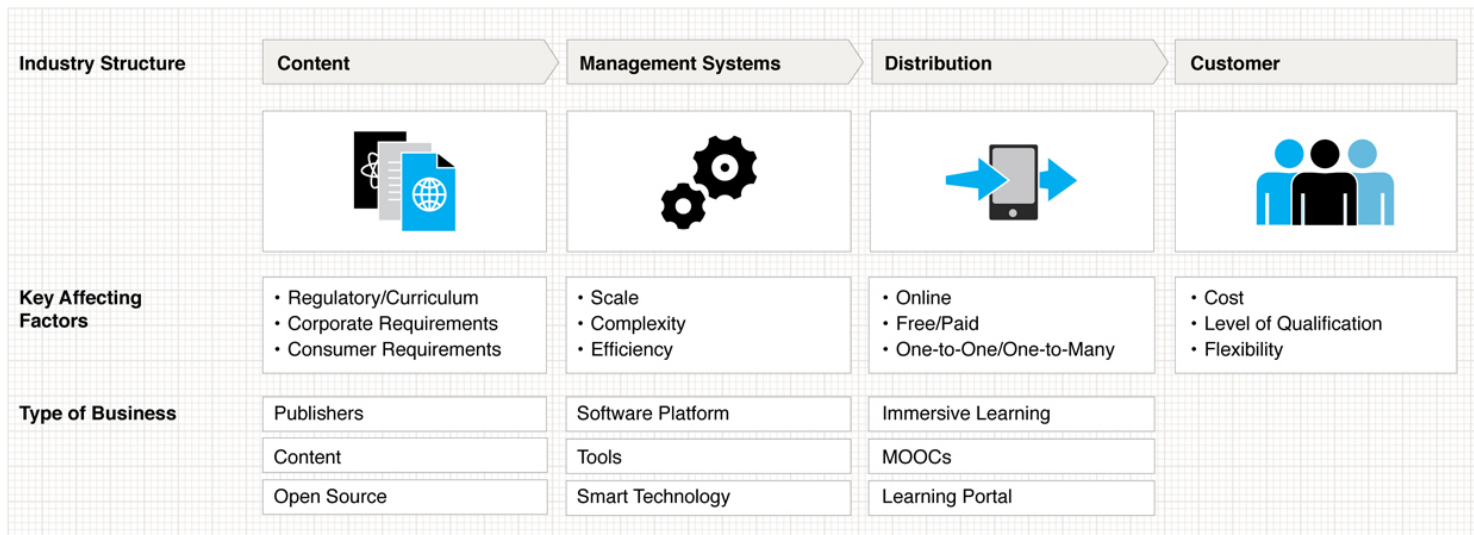
# 10 Things You Should Know About eLearning








## Industry Overview

Source: IBIS Capital Global e-Learning Investment Review 2013






# Global eLearning Industry Overview



## IBIS Capital's 5 Disruptive Businesses

Company	Overview	Sector	HQ	Investors
 <b>UDACITY</b> Learn. Think. Do.	Free online university courses	Distribution	US	Andreessen Horowitz, Charles River Ventures
 <b>LORE</b>	Social learning management system	Management Systems	US	Founder Collective, IA, Shasta, The Social+Capital Partnership
 <b>KHANACADEMY</b>	Free education for anyone anywhere	Distribution	US	Google, Bill & Melinda Gates Foundation and other funding
 <b>Quipper</b>	Quiz-based e-Learning apps	Content	UK	Benesse, Atomico Ventures, Globis Capital Partners
 <b>LANGUAGELAB.COM</b> *	Immersive learning	Distribution	UK	Avonmore Developments, Huda Associates, Private Investors

## Education Giants

Company	2011 FY Revenue \$bn	Education Revenue as % of Total Revenue	HQ	Market Cap. \$bn
 <b>PEARSON</b>	9.1	75%	UK	15.2
 <b>McGraw Hill</b>	6.2	37%	US	15.7
 <b>Benesse</b>	5.0	74%	Japan	4.2
 <b>THE WASHINGTON POST COMPANY</b>	4.1	58%	US	2.8
 <b>APOLLO GROUP</b>	4.7	100%	US	2.3

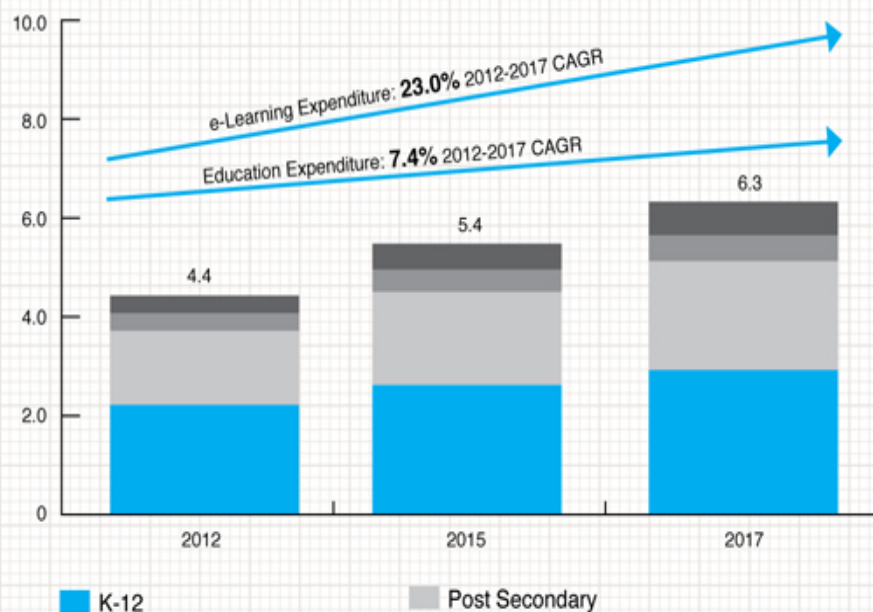
Note: \* Client of IBIS Capital

All market data as at 10 December 2012 and using historical exchange rates where relevant | Source: IBIS Capital analysis, Learning Light, GSV Education report, Ambient Insight, Microsoft, Consumer Financial Protection Bureau, Annual Survey of Colleges, The College Board, Integrated Postsecondary Education Data System (IPEDS), U.S. Department of Education, National Center for Education Statistics, Babson Survey Research Group, Internet World Stats, McKinsey, Educause, ASTD, Kompas

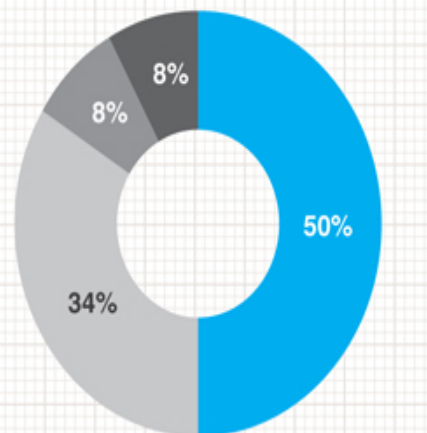
Source: IBIS Capital Global e-Learning Investment Review 2013

# Global Education vs. eLearning Expenditure Forecasts 2012-2017

Global Education Expenditure (\$tn)



Global Education Expenditure Breakdown by Sector 2012



Source: IBIS Capital Global e-Learning Investment Review 2013



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# Data Pack: Social Cohesion

## ***UN Definition of Social Cohesion***

Social cohesion is the glue that holds society together and is built around three key values:-

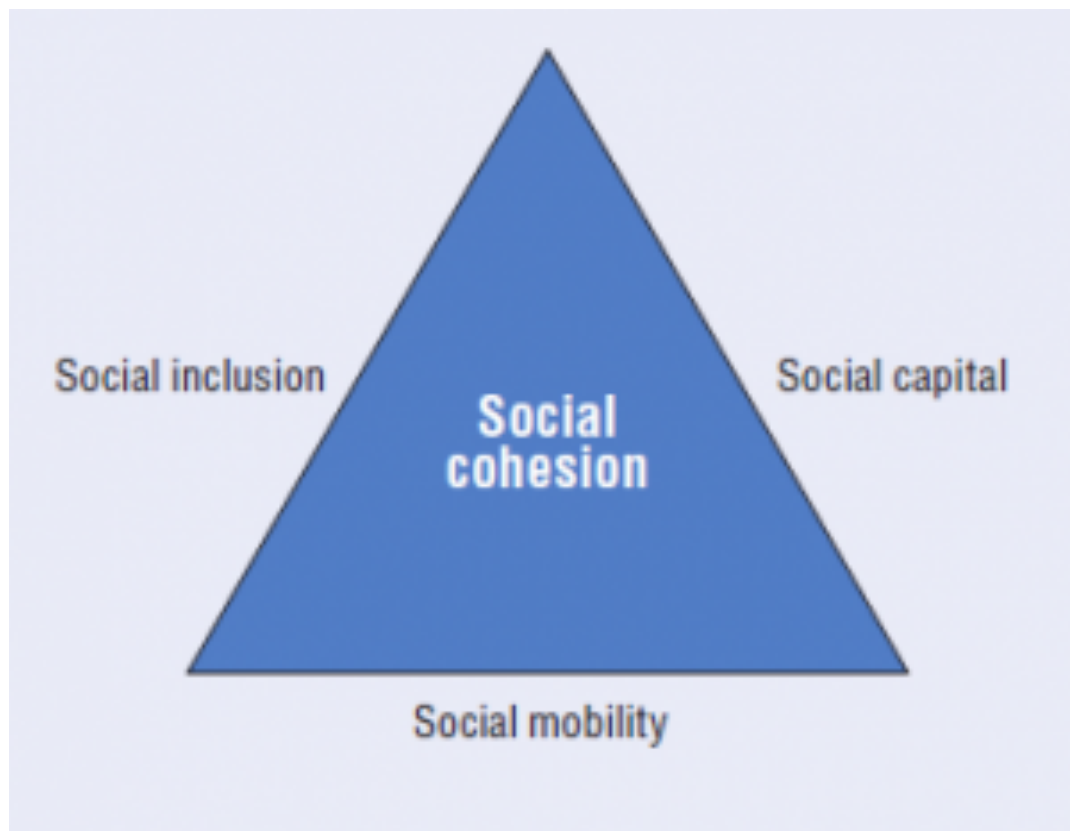
1. **Social inclusion**, which refers to the degree to which all citizens can participate on equal footing in the economic, social and political life, including whether people are protected in times of need.
2. **Social capital**, which refers to trust between people and in institutions and the sense of belonging to a society.
3. **Social** mobility, which refers to equality of opportunity to get ahead.

*Source:* UN Department of Economic & Social Affairs- Economic & Social Council

## ***OECD Definition of Social Cohesion***

A cohesive society works towards the well-being of all its members, minimising disparities and avoiding marginalisation. It entails three major dimensions:

1. Fostering cohesion by building networks of relationships, trust and identity between different groups;
2. Fighting discrimination, exclusion and excessive inequalities; and
3. Enabling upward social mobility.



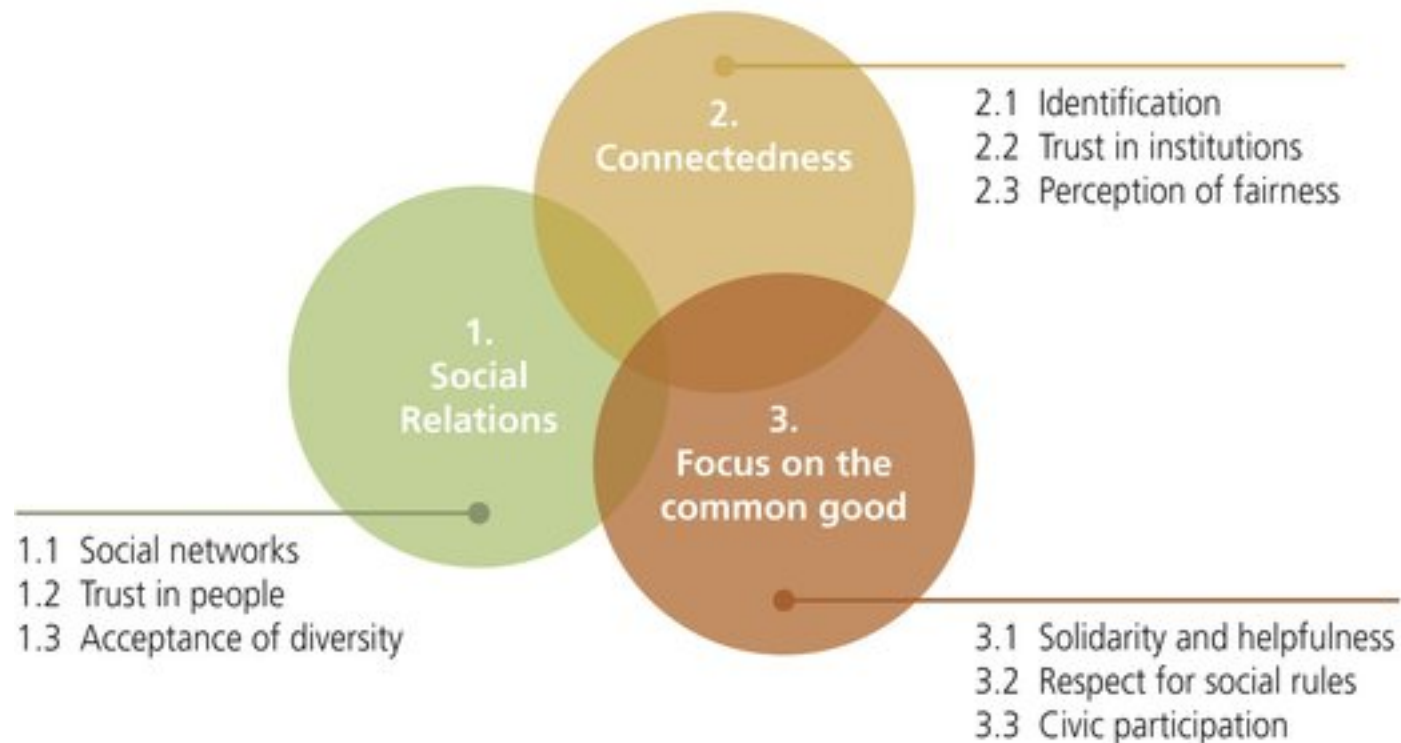
*Source:* OECD- Social Cohesion in a Shifting World 2012



# Three Domains of Social Cohesion


## Social cohesion

Characteristic of a collective  
Multidimensional  
Measured at the micro, meso and macro levels



Source: Bertelsmann Stiftung Social Cohesion Radar

# ***Domains of Social Cohesion & Guiding Principles***

Domain	Dimension	Guideline
 <b>1. Social relations</b> create cohesion through a network of horizontal relationships between individuals and societal groups of all kinds, which is characterized by trust and allows for diversity.	1.1 Social networks	People have strong, resilient social networks.
	1.2 Trust in people	People have a high level of trust in others.
	1.3 Acceptance of diversity	People accept individuals with other values and lifestyles as equal members of society.

*Source:* Bertelsmann Stiftung Social Cohesion Radar

# ***Domains of Social Cohesion & Guiding Principles***



## **2. Connectedness**

promotes cohesion through positive identification with the country, a high level of confidence in its institutions and a perception that social conditions are fair.

### **2.1 Identification**

People feel strongly connected to their country and identify with it.

---

### **2.2 Trust in institutions**

People have a high level of confidence in social and political institutions.

---

### **2.3 Perception of fairness**

People believe that society's goods are fairly distributed and that they are being treated fairly.

*Source:* Bertelsmann Stiftung Social Cohesion Radar

# ***Domains of Social Cohesion & Guiding Principles***



## **3. Focus on the common good**

promotes cohesion through actions and attitudes that help the weak, are in keeping with society's rules and allow for a collaborative approach to the organization of society.

---

### **3.1 Solidarity and helpfulness**

People feel responsibility for others and are willing to help them.

---

### **3.2 Respect for social rules**

People abide by the fundamental rules of society.

---

### **3.3 Civic participation**

People participate in society and political life and enter into public discussions.

*Source:* Bertelsmann Stiftung Social Cohesion Radar

# *System of Social Cohesion Indicators*

---

## **Indicators**

### **Gaps**

- Income inequality
- Poverty and indigence
- Employment
- Education
- Health
- Housing
- Pensions
- Digital divide

### **Institutions**

- Effectiveness of democracy
- State institutions
- Market institutions
- Family

### **Belonging**

- Multiculturalism
  - Trust
  - Participation
  - Expectations of mobility
  - Social solidarity
- 

*Source:* UNRISD – Defining & Measuring Social Cohesion 2010

# System of Social Cohesion Indicators

## Indicators

### Gaps

- Income inequality
- Poverty and indigence
- Employment
- Education
- Health
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- Digital divide

### Institutions

- Effectiveness of democracy
- State institutions
- Market institutions
- Family

### Belonging

- Multiculturalism
- Trust
- Participation
- Expectations of mobility
- Social solidarity

Income inequality however, exists with the richest 20 per cent of the population capturing 41.6 per cent of the total income earned. "Eradicate Extreme Poverty and Hunger.

*Source:* UNRISD – Defining & Measuring Social Cohesion 2010

# Contact

[impact@3blassociates.com](mailto:impact@3blassociates.com)

[www.3BLassociates.com](http://www.3BLassociates.com)

Twitter: [@3BLassociates](https://twitter.com/3BLassociates)

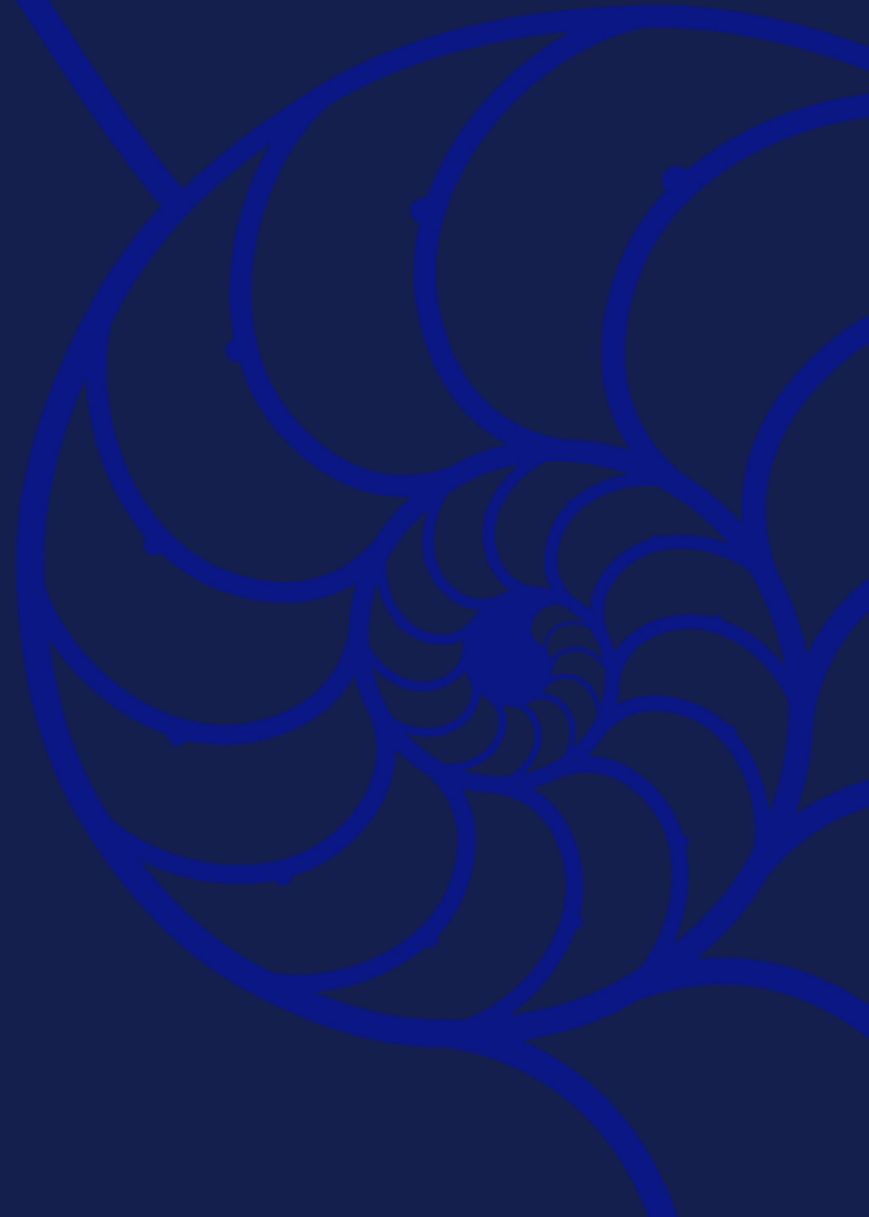
[Facebook.com/3blassociates](https://Facebook.com/3blassociates)





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# Data Pack: Health

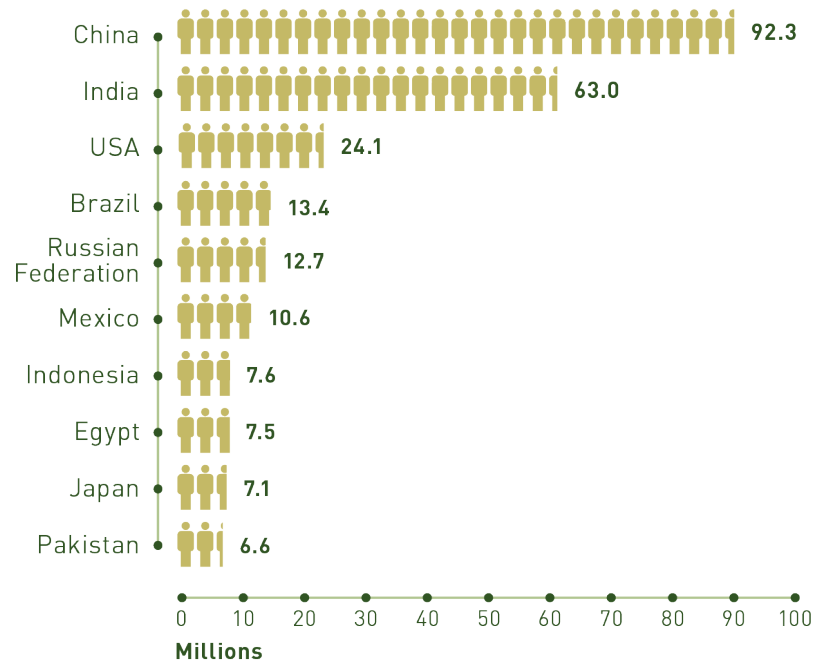




# GLOBAL DIABETES OVERVIEW

More than **371 million** people have diabetes.

TOP 10 COUNTRIES/TERRITORIES FOR PEOPLE WITH DIABETES (20-79 YEARS)



Source: International Diabetes Federation

# GLOBAL DIABETES OVERVIEW

The number of people with diabetes is **increasing** in every country.

TOP 10 COUNTRIES/TERRITORIES FOR PREVALENCE\* (%)  
OF DIABETES (20-79 YEARS)

COUNTRY /TERRITORY	PREVALENCE (%)
1 Federated States of Micronesia	37.2
2 Nauru	30.1
3 Marshall Islands	27.1
4 Kiribati	25.5
5 Tuvalu	24.8
6 Kuwait	23.9
7 Saudi Arabia	23.4
8 Qatar	23.3
9 Bahrain	22.4
10 Vanuatu	22.0

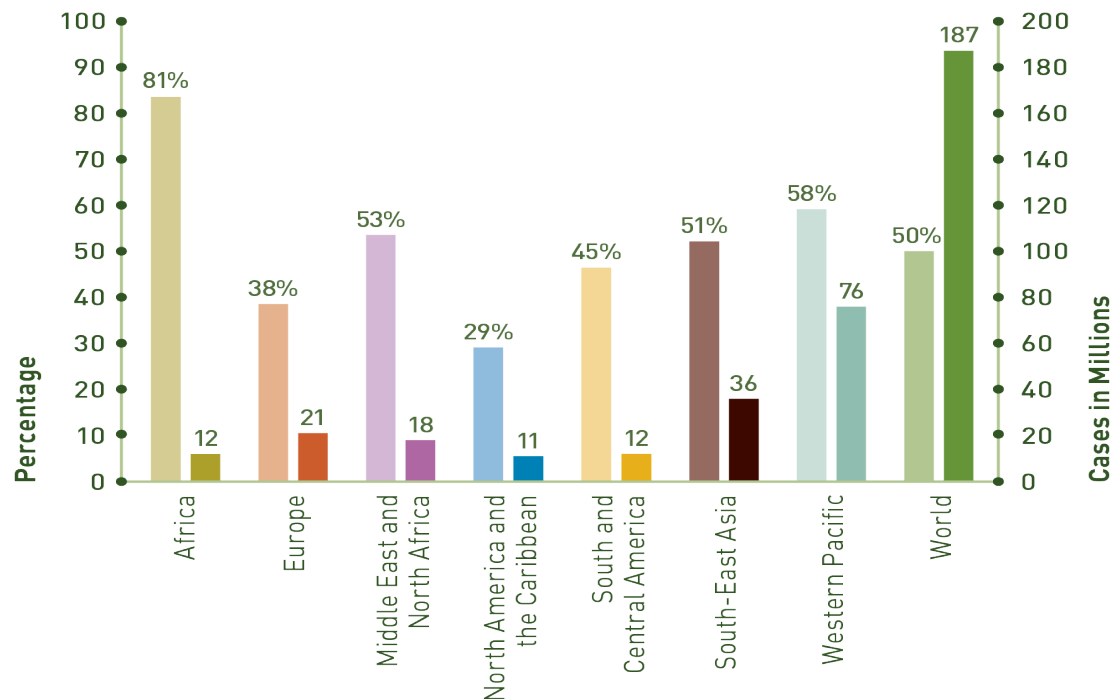
\*comparative prevalence

Source: International Diabetes Federation

# GLOBAL DIABETES OVERVIEW

**Half of people with diabetes don't know they have it.**

UNDIAGNOSED PERCENTAGE AND UNDIAGNOSED CASES OF DIABETES (20-79 YEARS) BY REGION



Source: International Diabetes Federation

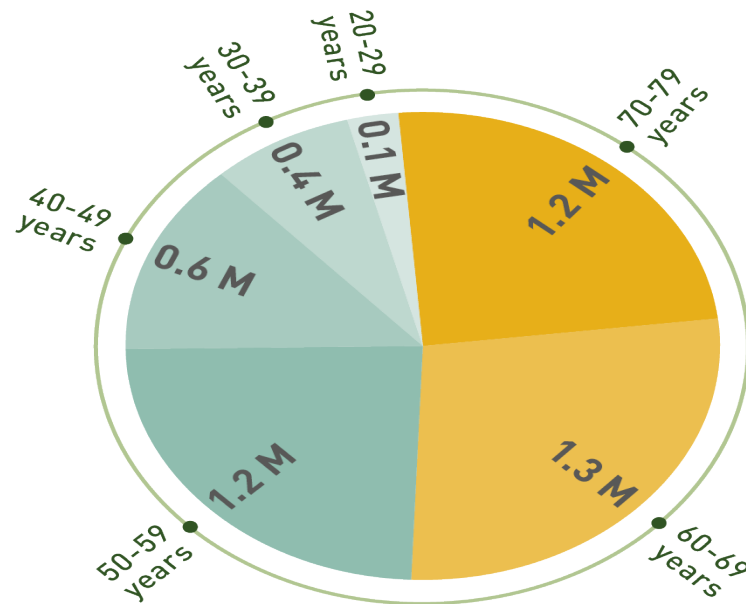
## GLOBAL DIABETES OVERVIEW

**Half of people** who die from diabetes are **under the age of 60**.

---

DEATHS ATTRIBUTABLE TO DIABETES BY AGE (20-79 YEARS)

---

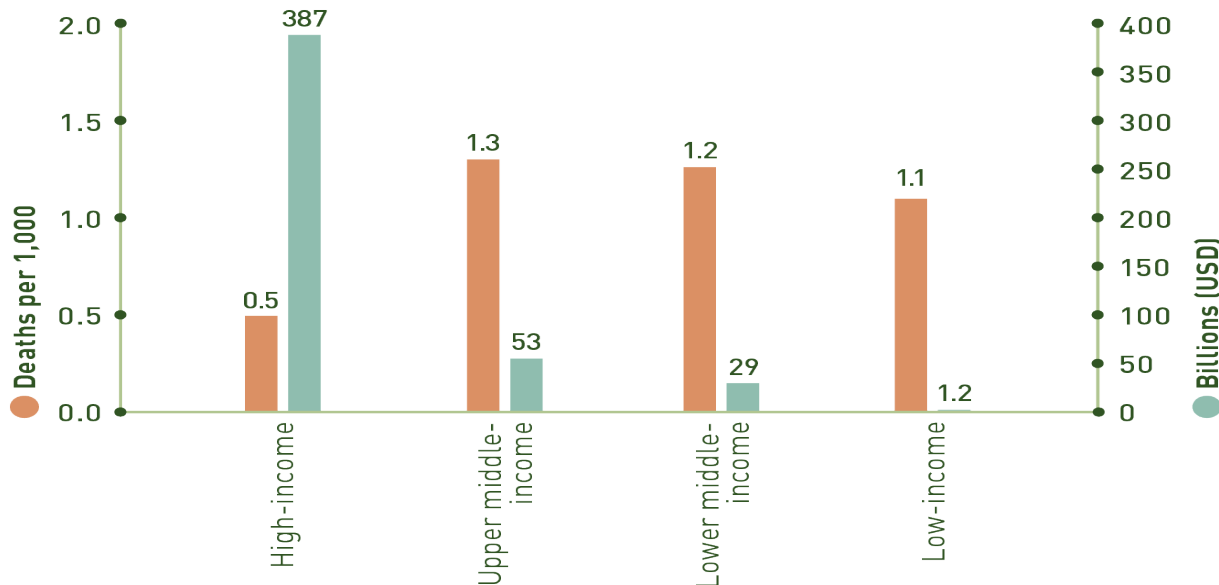


Source: International Diabetes Federation

## GLOBAL DIABETES OVERVIEW

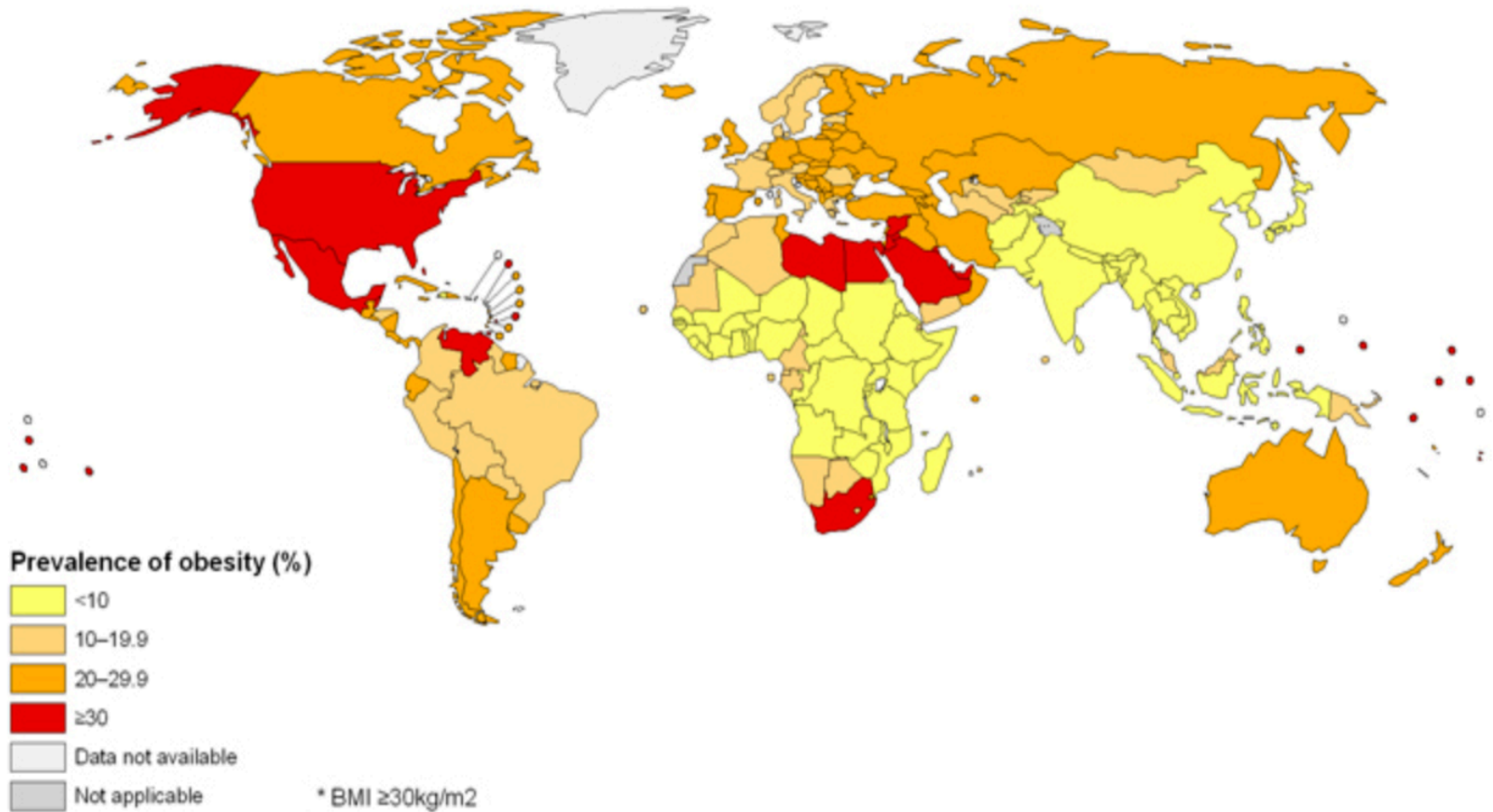
**4.8 million** people **died** and  
**471 billion USD** were **spent**  
due to diabetes in 2012.

HEALTHCARE EXPENDITURES AND DEATHS PER 1,000 DUE  
TO DIABETES BY INCOME GROUP



Source: International Diabetes Federation

## PREVALENCE IN OBESITY

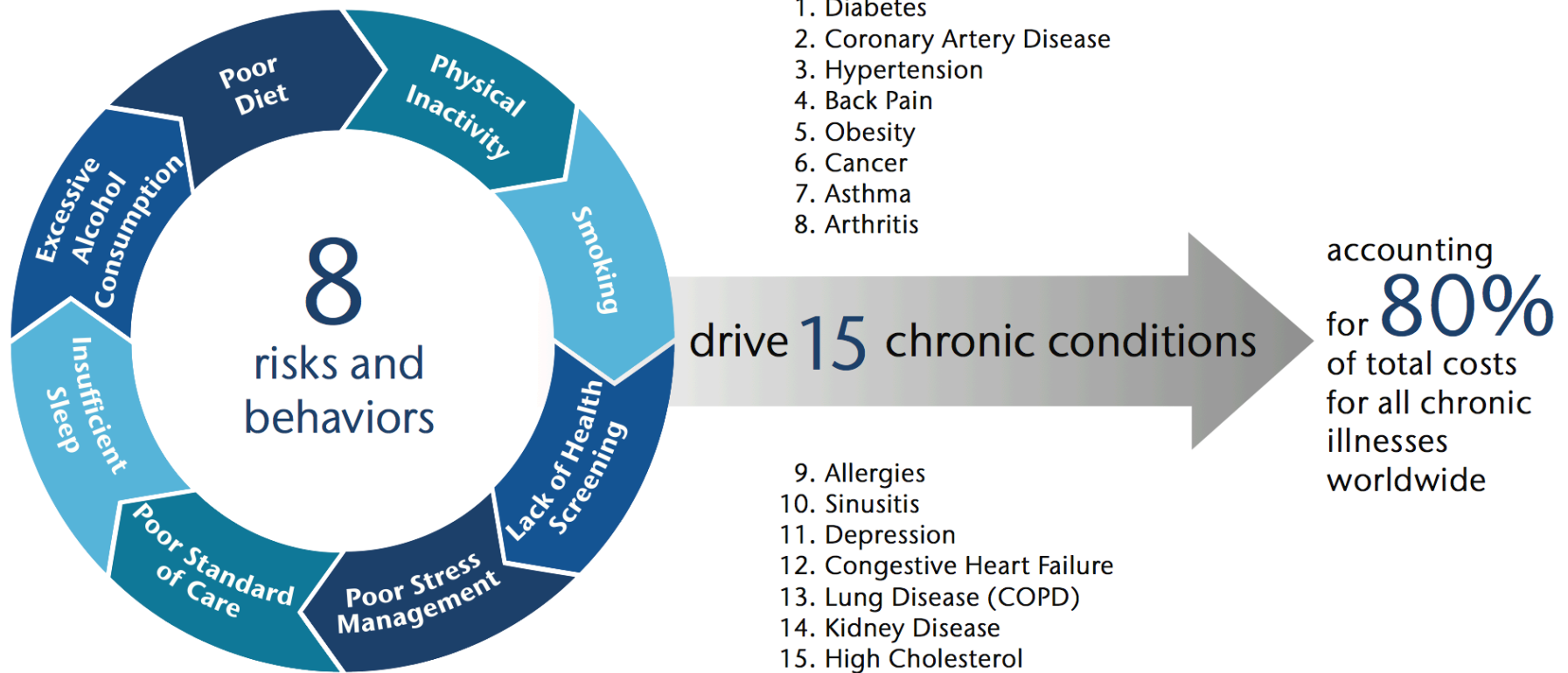


Source: Harvard School of Public Health

# GLOBALIZATION OF OBESITY

- **Shifting consumer preferences.** Heavy food and beverage advertising on television and other mass media, as well as depictions of the West's overeating culture, can directly influence food choices and reshape cultural norms around food, luring people toward the unhealthier options that originated in richer countries. (13) Children are especially vulnerable to advertising's sway, and food advertising on television is no exception: Studies have found that advertising strongly influences children's food preferences, as well as what children ask their parents to buy, and what they eat (37).
- **Sleep deprivation.** People who get less sleep tend to weigh more than those who get a good night's sleep (38), and researchers have observed this trend not only in high-income countries but also in low- and middle-income countries such as Senegal, Tunisia, Brazil, and Taiwan. (39) Researchers speculate that the noise pollution, artificial lighting, and night life of urban environments may contribute to sleep deprivation.
- **Stress.** Psychosocial stress, a risk factor for obesity in Western countries, (40) may also contribute to obesity in low- and middle-income countries, though more research is needed. It's possible that when people migrate to new urban areas, they could face more stress, since they are leaving behind traditional village social support, earning very poor wages, or struggling to find work.
- **Women entering the formal-sector workforce.** As women take jobs outside the home, they breastfeed less and their families consume more commercially-prepared foods. In high-income countries, these nutrition shifts have been associated with increased risk of obesity in children. (41–44) More research is needed in low- and middle-income countries to see if these worrisome trends play out as more women enter the formal workforce.
- **“Little emperor syndrome.”** Researchers hypothesize that China's “one child policy” may contribute to childhood obesity. Parents with greater purchasing power are tempted to give their “little emperors” the televisions, computers, and other treats that they themselves never had growing up (45), inadvertently adding to child health risks.

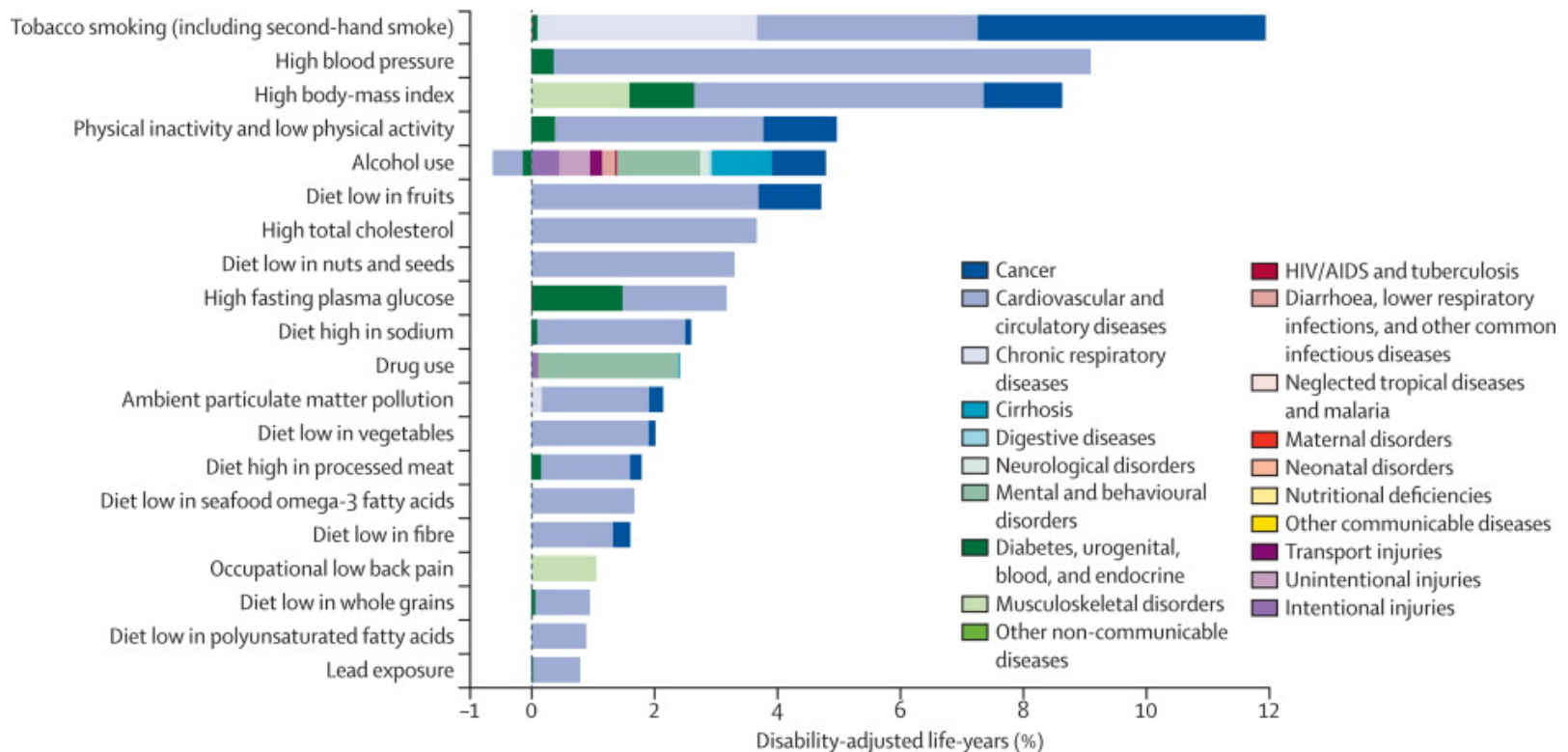
# RISKS AND BEHAVIORS DRIVING CHRONIC CONDITIONS



Source: Health Care Survey 2012 (AON Hewitt)



# BAD HABITS TRANSLATE INTO CHRONIC DISEASES

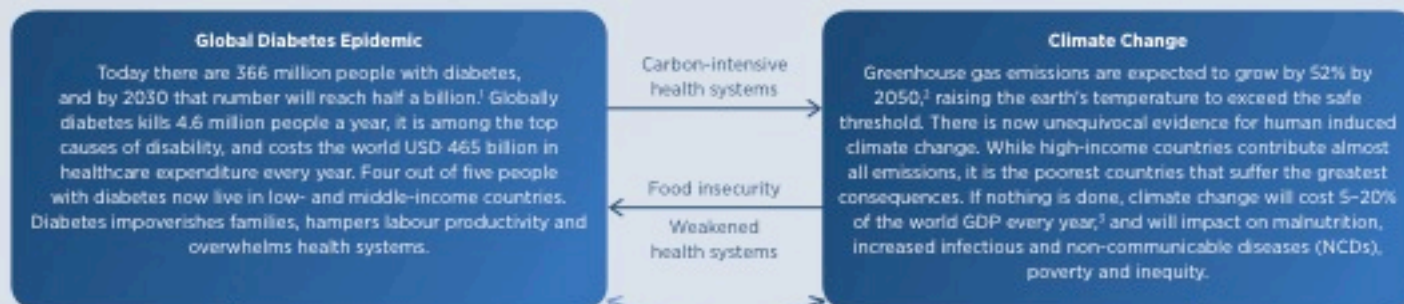


Source: Science Direct

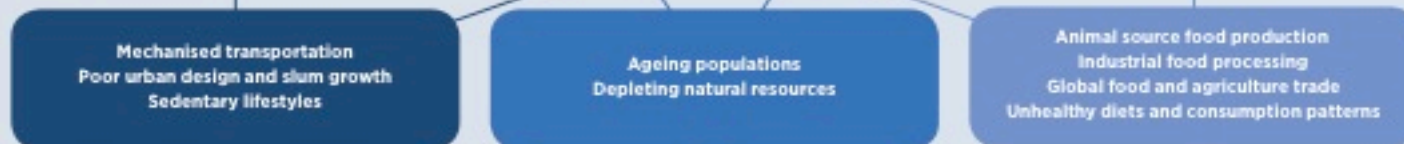
# TYPE 2 DIABETES AND CLIMATE CHANGE

## MAPPING THE INTERCONNECTIONS: TYPE 2 DIABETES AND CLIMATE CHANGE

Direct Impact



Pathways



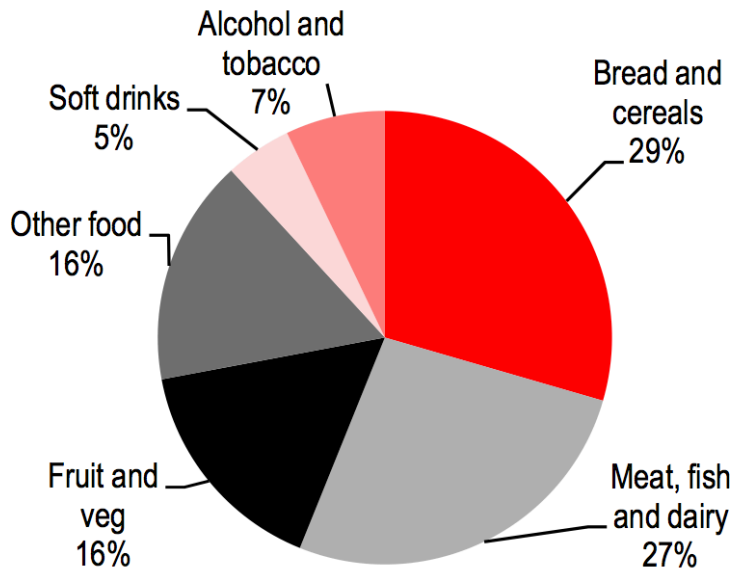
Global Vectors



Source: WHO – NCD Country Profile 2011

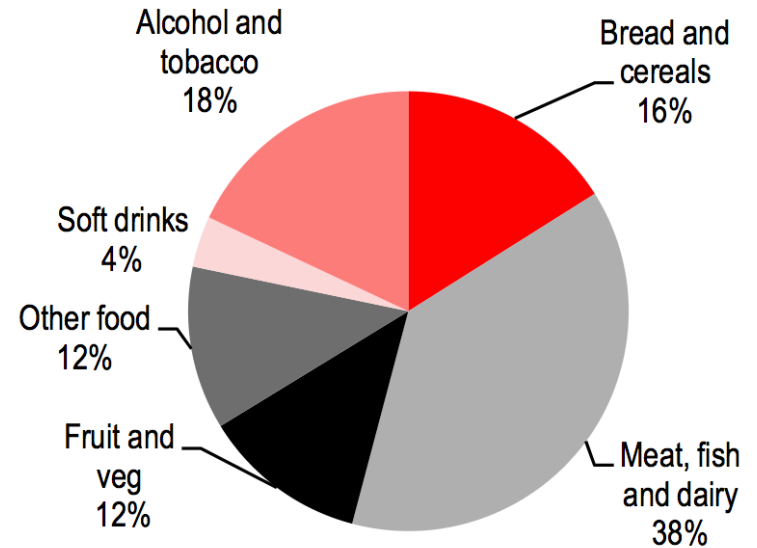
# CHANGE IN INCOME LEADS TO CHANGE IN DIETS

## 5. Food spending for low income households...



Source: HSBC estimates

## 6. ...is very different to upper middle income spending as meat, alcohol and tobacco play a bigger role



Source: HSBC estimates

Source: *Consumer in 2050, The rise of the EM Middle Class*

# 5 KEYS AREAS OF SOCIAL DETERMINANTS OF HEALTH

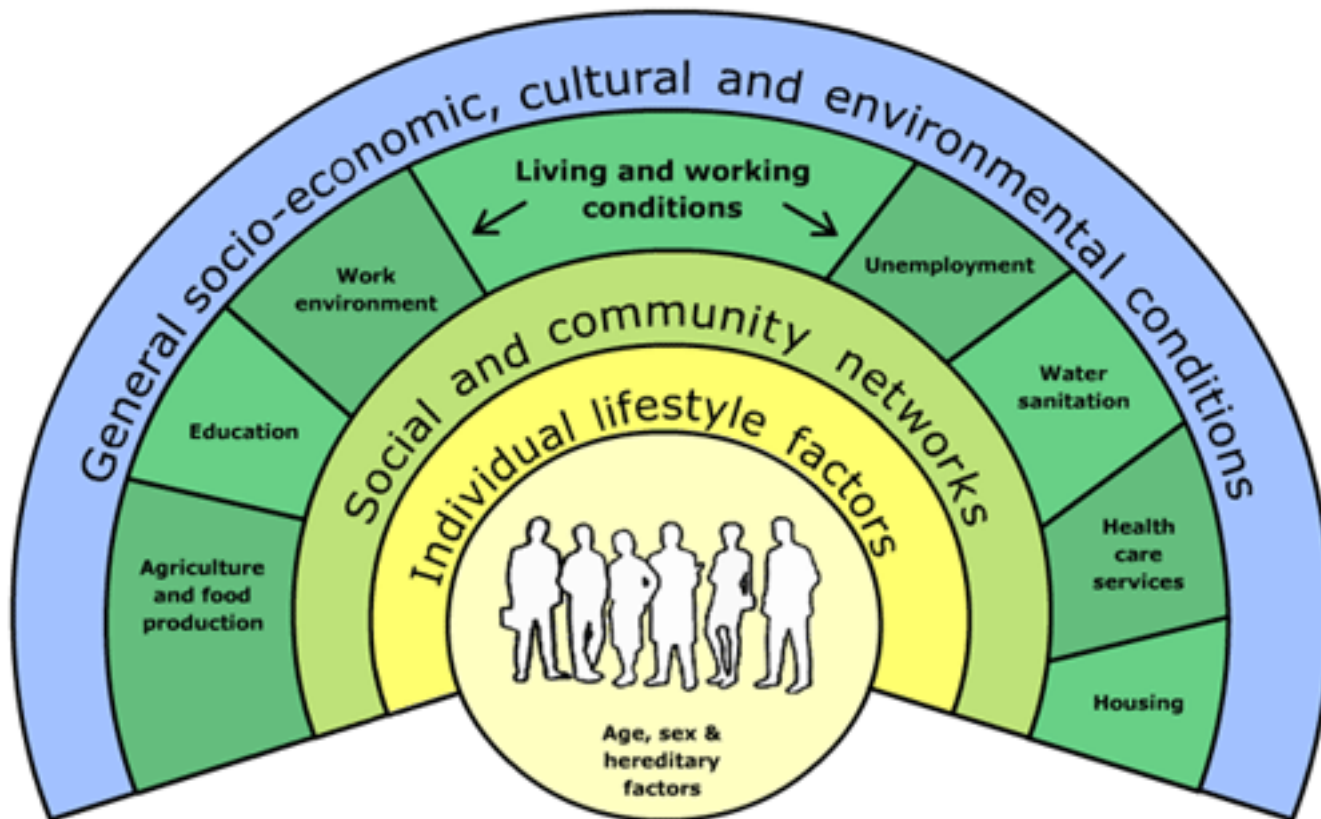


- Economic Stability
  - Poverty
  - Employment Status
  - Access to Employment
  - Housing Stability (e.g., homelessness, foreclosure)
- Education
  - High School Graduation Rates
  - School Policies that Support Health Promotion
  - School Environments that are Safe and Conducive to Learning
  - Enrollment in Higher Education
- Social and Community Context
  - Family Structure
  - Social Cohesion
  - Perceptions of Discrimination and Equity
  - Civic Participation
  - Incarceration/Institutionalization
- Health and Health Care
  - Access to Health services—including clinical and preventive care
  - Access to Primary Care—including community-based health promotion and wellness programs
  - Health Technology
- Neighborhood and Built Environment
  - Quality of Housing
  - Crime and Violence
  - Environmental Conditions
  - Access to Healthy Foods

*Source: Healthy people 2020*

# DETERMINANTS OF HEALTH

The Main Determinants of Health



Source: Dahlgren G. and Whitehead M. Policies and strategies to promote social equity in health. 1991. Stockholm Institute for Future Studies

# ***BEHAVIOR CHANGE SPECTRUM***

Behavior Change Spectrum



*Source: Healthy survey 2012 (AON Hewitt)*



# DETERMINANTS OF HEALTH SYSTEMS

## Access to health information

*Who will take responsibility for collecting and analysing health data?  
Will people give their consent for their personal data to be used?*

It has long been recognized that harnessing information generated in the health system offers meaningful opportunities for generating efficiencies and improving outcomes. For these benefits to be realized, however, data need to be organized, disseminated and used.

## Organization of the health innovation system

*Will innovation come from within or outside the existing system?  
What will be the level of funding? What will be the types of innovation produced?*

Health innovation systems in the future might be significantly different from what they are today.

## Origins of governance

*Will power and authority be predominantly located at the national, supranational or local level?*

The level at which governance – the structures and practices of decision-making, leadership and financing for health – is located is important. The level, from local through to supranational, shapes the rules for health system actors and the subsequent form of health systems.

## Health culture

*Will healthy living be a minority choice, a civic duty or an aspiration?*

Health culture refers to the definition and pursuit of health in society. There are different understandings of "being healthy" (e.g. physical health, mental health or emotional well-being). The values and attitudes shaping health culture define the lifestyle that a society describes as "healthy".

Education can drive health awareness in most parts of the world, but to what extent this translates into actual habits is unclear. The environment (e.g. workplace, transport systems) also shapes healthy lifestyles. Different cultures and societies also might find different solutions to healthy living and how to pursue it.

Moreover, how "risky behaviour" is defined may evolve, as may healthy living. Just as the discovery of antibiotics assuaged fears of common infections, an equally significant breakthrough in the treatment of cancer, obesity or heart disease may change attitudes towards diets and smoking.

## Attitudes towards solidarity

*Will solidarity – the willingness of individuals to share population's health risks – increase, decrease or be conditional upon certain factors?*

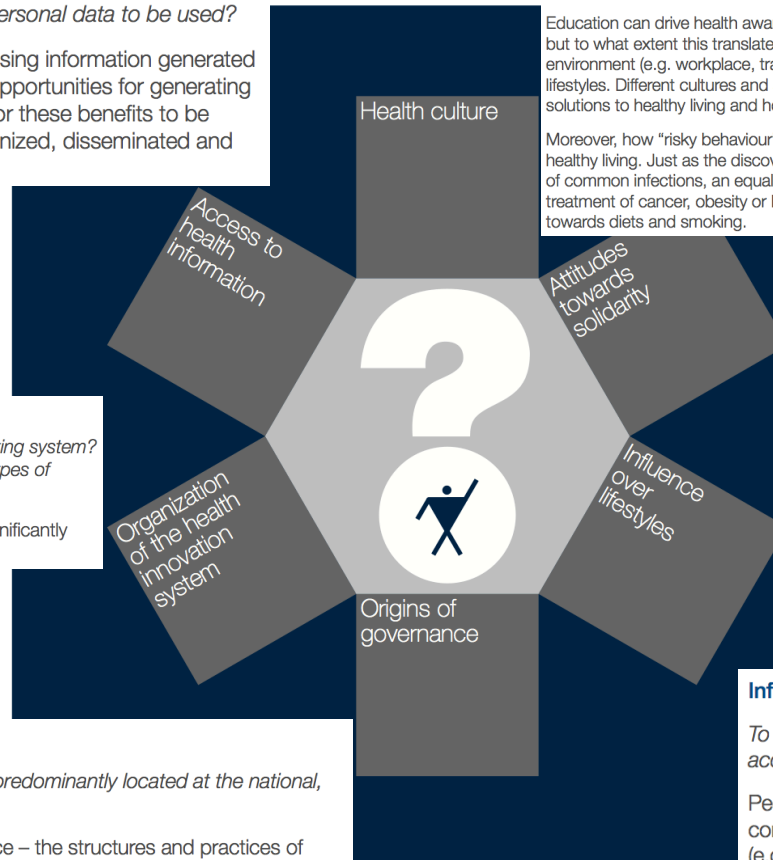
Underpinning many current healthcare systems is the notion of solidarity – the willingness of individuals to have health risks shared across the population.

If sharing of risks is seen to be cost-effective and fair, and the benefits of pooled-risk systems are transparent, then a high degree of solidarity is likely. On the other hand, social inequalities might arise. Ageing populations are expected to place heavier financial burdens on younger generations, and deteriorating fiscal conditions may affect the quality of government services. These trends can influence attitudes about solidarity, and reduce support for sharing of risks.

## Influence over lifestyles

*To what degree will active influence over individual lifestyles be accepted and implemented?*

People are subject to influences on their lifestyles through societal consent, but not necessarily through making the choice themselves (e.g. public smoking bans are deemed desirable at a societal level, but may not be welcome to some people). The influence on lifestyle comes from families, communities, organizations or governments.



Source: Sustainable Health Systems Visions, Strategies, Critical Uncertainties and Scenarios  
(WEF/ McKinsey & Company January 2013)

# TOP 10 WORLDWIDE FITNESS TRENDS

2007	2008	2009	2010	2011
1. Children and obesity	1. Educated and experienced fitness professionals	1. Educated and experienced fitness professionals	1. Educated and experienced fitness professionals	1. Educated and experienced fitness professionals
2. Special fitness programs for older adults	2. Children and obesity	2. Children and obesity	2. Strength training	2. Fitness programs for older adults
3. Educated and experienced fitness professionals	3. Personal training	3. Personal training	3. Children and obesity	3. Strength training
4. Functional fitness	4. Strength training	4. Strength training	4. Personal training	4. Children and obesity
5. Core training	5. Core training	5. Core training	5. Core training	5. Personal training
6. Strength training	6. Special fitness programs for older adults	6. Special fitness programs for older adults	6. Special fitness programs for older adults	6. Core training
7. Personal training	7. Pilates	7. Pilates	7. Functional fitness	7. Exercise and weight loss
8. Mind/Body exercise	8. Functional fitness	8. Stability ball	8. Sport-specific training	8. Boot camp
9. Exercise and weight loss	9. Stability ball	9. Sport-specific training	9. Pilates	9. Functional fitness
10. Outcome measurements	10. Yoga	10. Balance training	10. Group personal training	10. Physician referrals

*Source: ACSM worldwide fitness trends surveys*

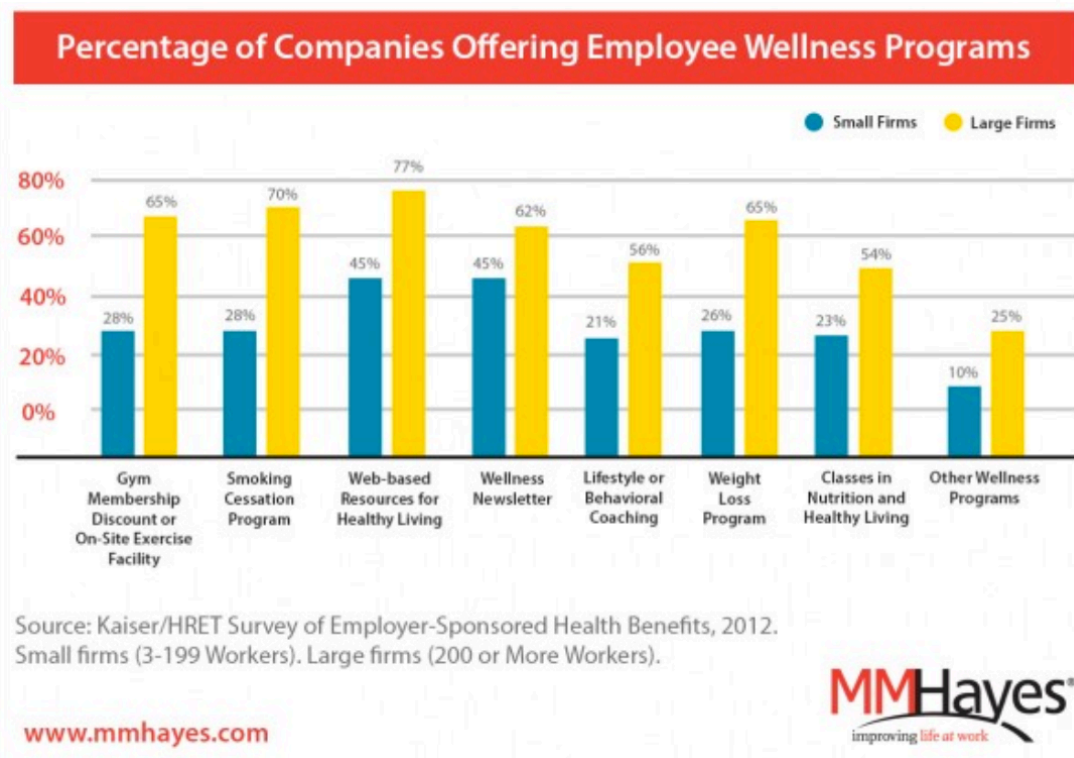


# COMPANIES OFFERING EMPLOYEES WELLNESS PROGRAMS

Reed Abelson reporter of the *New York Times* writes:

Many programs that ask employees to meet certain health targets offer rewards in the form of lower premiums. At Indiana University Health, a large health system, employees who do not smoke and achieve a certain body mass index, or B.M.I., can receive up to \$720 a year off the cost of their insurance. "It's all about the results," said Sheriee Ladd, a senior vice president in human resources at the system.

"One in four employees would not participate in their company's wellness program without a financial incentive."



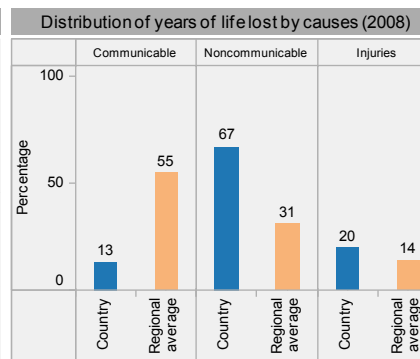
# BAHRAIN HEALTH PROFILE

## Bahrain: health profile



Selected indicators (2011)					
		Country	Regional average	Global average	
General	Total population (thousands)		1324	...	...
	Population living in urban areas (%)		89	49	52
	Total fertility rate (per woman)		2.5	3.2	2.4
Mortality and burden of disease	Life expectancy at birth (years)	Both sexes	79	68	70
	Life expectancy at age 60 (years)	Both sexes	22	18	20
	Under-five mortality rate (per 1000 live births)	Both sexes	10	58	51
	Adult mortality rate (probability of dying between 15 and 60 years per 1000 population)	Male	69	180	190
		Female	51	130	129
	Maternal mortality ratio* (per 100 000 live births)		20	250	210
	Prevalence of tuberculosis (per 100 000 population)		22	170	170

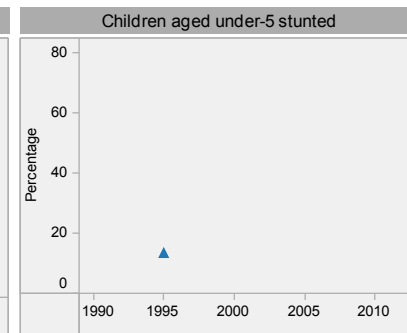
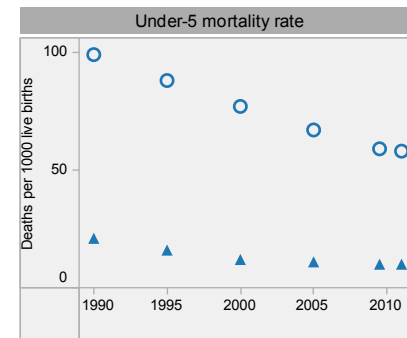
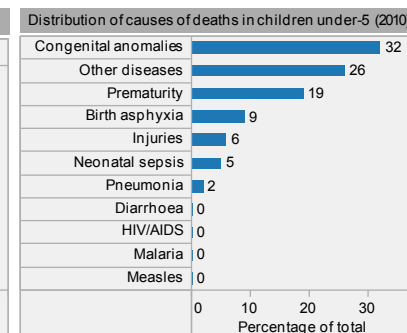
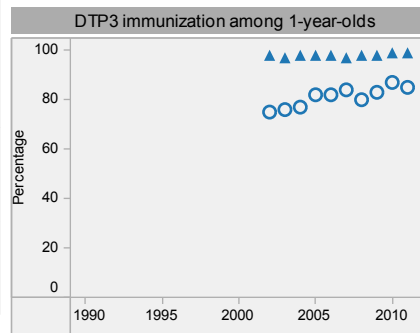
\* Data refers to 2010.



Bahrain is located in the WHO Eastern Mediterranean Region.

Last update: May 2013.

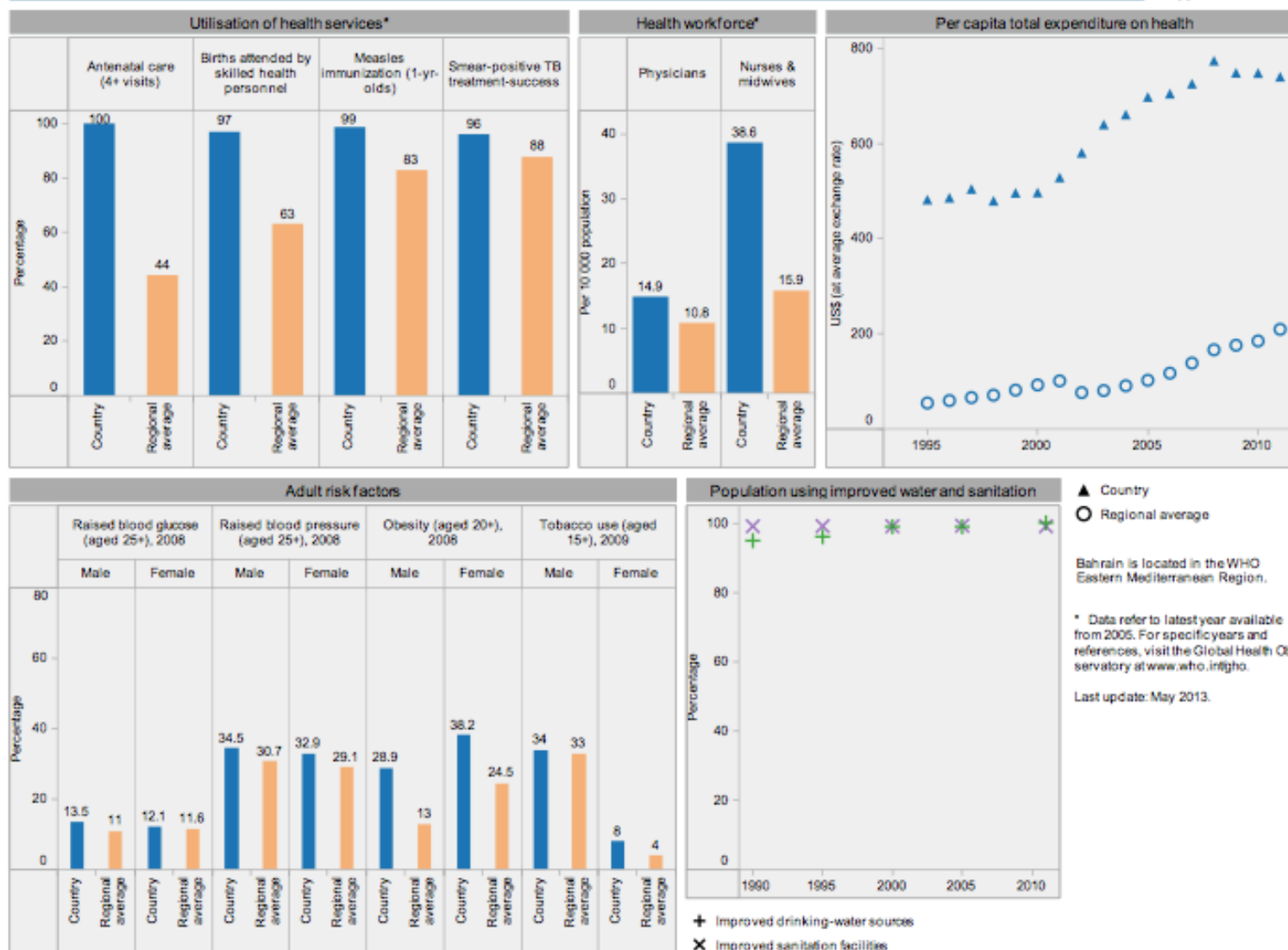
▲ Country ○ Regional average



Source: WHO

# BAHRAIN HEALTH PROFILE

## Bahrain: health profile



Source: WHO

# BAHRAIN NON COMMUNICABLE DISEASE PROFILE

2010 total population: 1 261 835

Income group: High

## NCD mortality

<i>2008 estimates</i>	<i>males</i>	<i>females</i>
Total NCD deaths (000s)	1.1	0.7
NCD deaths under age 60 (percent of all NCD deaths)	46.4	32.4
<i>Age-standardized death rate per 100 000</i>		
All NCDs	641.9	551.8
Cancers	98.4	85.2
Chronic respiratory diseases	60.9	36.4
Cardiovascular diseases and diabetes	357.0	311.3

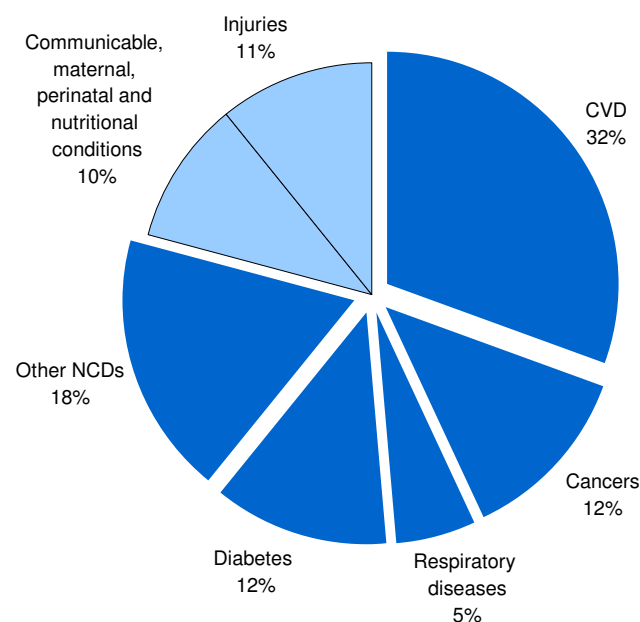
## Behavioural risk factors

<i>2008 estimated prevalence (%)</i>	<i>males</i>	<i>females</i>	<i>total</i>
Current daily tobacco smoking	31.4	6.2	21.2
Physical inactivity	...	...	...

## Metabolic risk factors

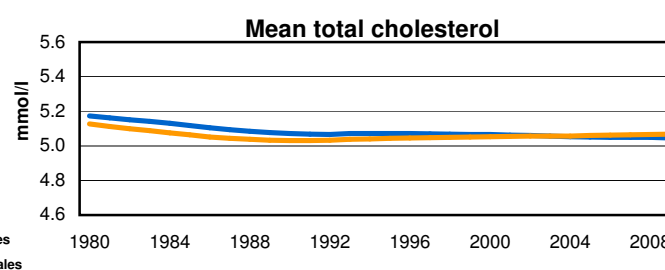
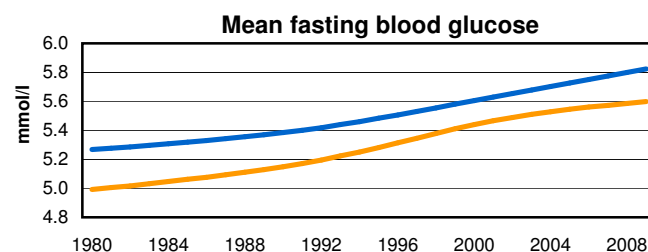
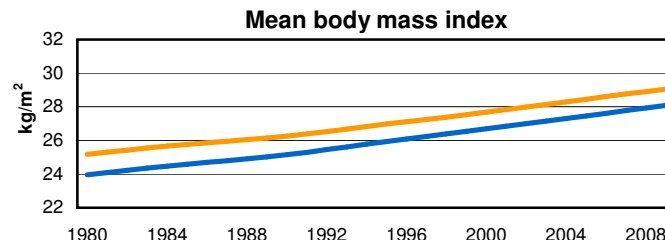
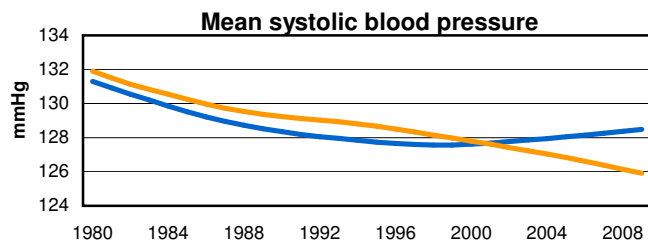
<i>2008 estimated prevalence (%)</i>	<i>males</i>	<i>females</i>	<i>total</i>
Raised blood pressure	38.3	35.3	37.1
Raised blood glucose	11.6	10.2	11.0
Overweight	70.9	70.3	70.6
Obesity	29.5	38.0	32.9
Raised cholesterol	...	...	...

## Proportional mortality (% of total deaths, all ages)



**NCDs are estimated to account for 79% of all deaths.**

# BAHRAIN NON COMMUNICABLE DISEASE PROFILE



## Country capacity to address and respond to NCDs

Has a Unit / Branch / Dept in MOH with responsibility for NCDs **Yes**

*There is funding available for:*

NCD treatment and control **Yes**

NCD prevention and health promotion **Yes**

NCD surveillance, monitoring and evaluation **Yes**

*National health reporting system includes:*

NCD cause-specific mortality **Yes**

NCD morbidity **Yes**

NCD risk factors **Yes**

Has a national, population-based cancer registry **Yes**

*Has an integrated or topic-specific policy / programme / action plan which is currently operational for:*

Cardiovascular diseases **Yes\*\***

Cancer **Yes\*\***

Chronic respiratory diseases **Yes\*\***

Diabetes **Yes\*\***

Alcohol **Yes\*\***

Unhealthy diet / Overweight / Obesity **Yes\*\***

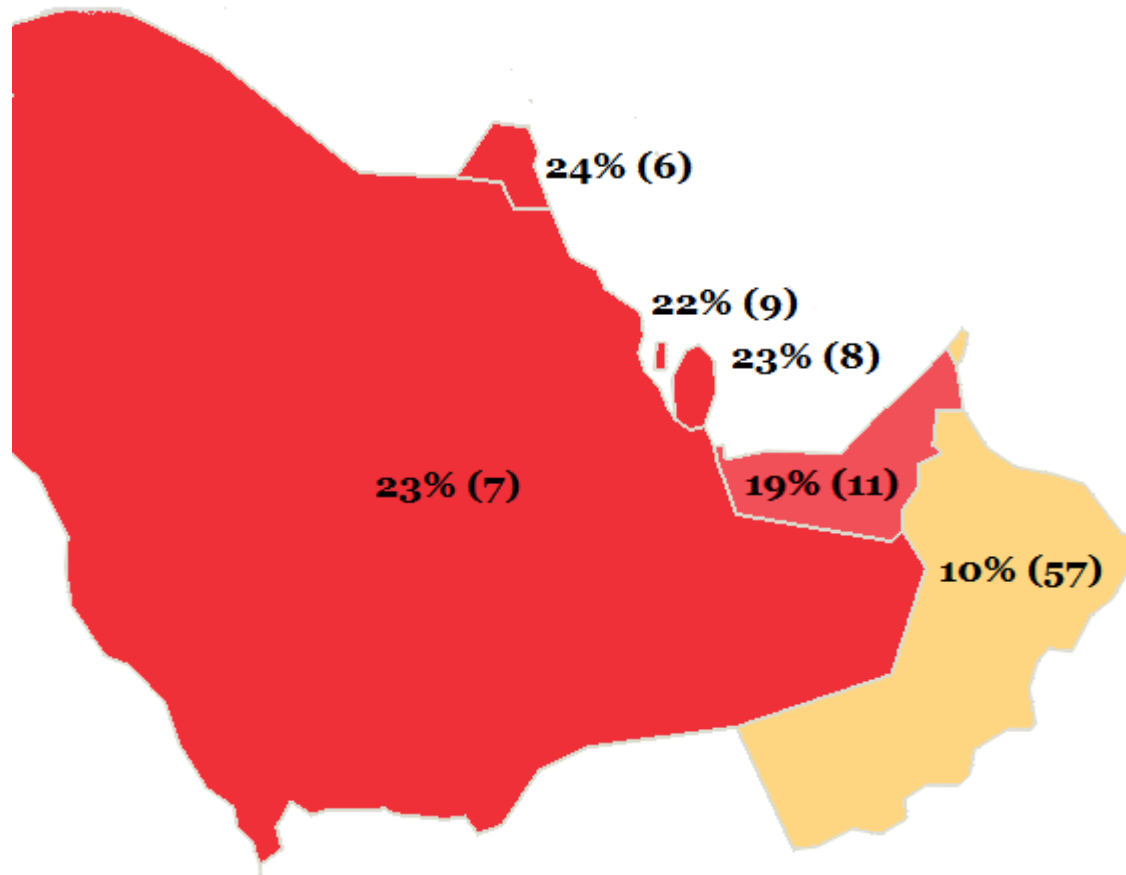
Physical inactivity **Yes\*\***

Tobacco **Yes\*\***

Number of tobacco (m)POWER measures implemented at the highest level of achievement **1/5**

# ***DIABETES PREVALENCE PER CAPITA***

## **Diabetes prevalence in the Gulf**



Source: WHO

#Indicates world ranking

*Source: WHO – NCD Country Profile 2011*

## ***SICKLE CELL DISEASE IN BAHRAIN***

---

*“We are almost on the verge of a crisis in Bahrain, [in 2011] we had an average of about 2.5 deaths per month but this year [2012] the number has almost doubled.”*

---

Up to 500 patients visit government facilities due to SCD per day in Bahrain.

A BHD 2.5 million (6.6 million USD) 90-bed facility to treat all patients with blood diseases is due to be operational at SMC in 2013, and is expected to have an accident and emergency department, an out-patient department and a ward for both male and female children.

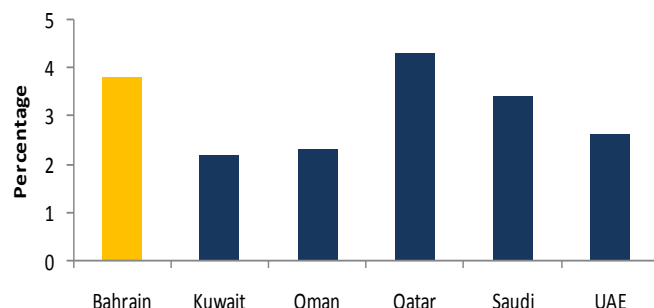
*Source: Bahrain Society for Sickle Cell Anemia Patient Care chairman Zakareya Ebrahim Al Kadhemi (Gulf Daily News 2012)*

# HEALTHCARE EXPENDITURE

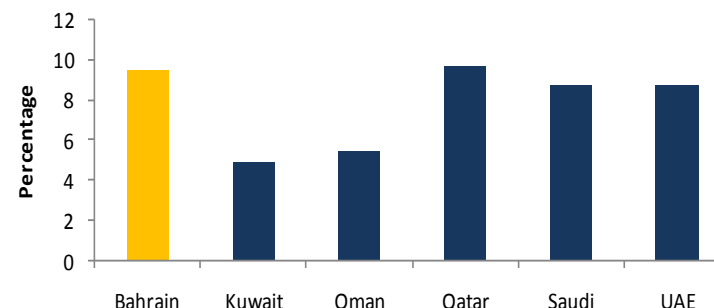
Bahrain enjoys an overall healthy position in the region in terms of health expenditure and infrastructure...



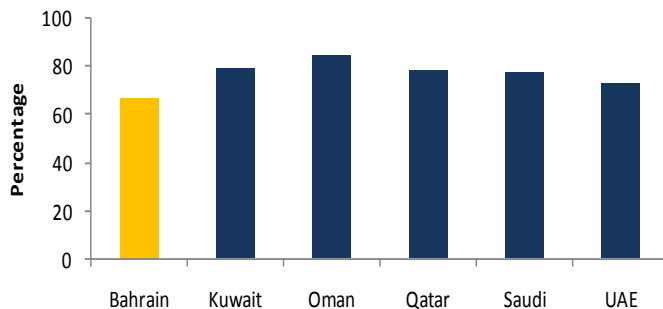
Allocated healthcare expenditure as a % of GDP



Health Expenditure as a % of Government Expenditure



Government expenditure on health as a % of total health expenditure



- Estimated total health-care spending in the region will reach BD 22.6 billion in 2025, up from BD 4 billion currently (*McKinsey & Co*)
- Private sector growth seems necessary in Bahrain, in order to provide the capital accessibility, skill-sets and financial discipline to support flexible, properly targeted healthcare expansion
- GCC countries ranked low on healthcare spending as a % of GDP as compared to the OECD average of 9% in 2005

Source: Tamkeen Market Gap Report (2010)



## BAHRAIN HEALTH EXPENDITURE

Indicator	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Per capita government expenditure on health at average exchange rate (US\$)	386.1	428.0	443.9	475.1	484.7	512.8	565.1	540.1	531.3	525.4
Per capita total expenditure on health (PPP int. \$)	968.5	1014.3	987.7	969.0	914.5	901.5	975.8	1006.9	937.0	825.6
Per capita government expenditure on health (PPP int. \$)	644.6	678.9	663.8	660.2	629.3	637.5	712.9	727.0	665.9	586.4
General government expenditure on health as a percentage of total government expenditure	9.5	9.6	9.4	10.0	9.5	9.8	10.9	11.4	9.6	9.2
Out-of-pocket expenditure as a percentage of private expenditure on health	67.7	67.4	69.3	67.9	66.6	65.4	63.6	63.4	60.9	57.2
Total expenditure on health as a percentage of gross domestic product	4.4	4.2	3.9	3.8	3.6	3.6	4.1	4.5	4.3	3.8
Private expenditure on health as a percentage of total expenditure on health	33.4	33.1	32.8	31.9	31.2	29.3	26.9	27.8	28.9	29.0
General government expenditure on health as a percentage of total expenditure on health	66.6	66.9	67.2	68.1	68.8	70.7	73.1	72.2	71.1	71.0
Per capita total expenditure on health at average exchange rate (US\$)	580.2	639.5	660.5	697.3	704.2	725.2	773.5	748.0	747.6	739.7

Source: WHO

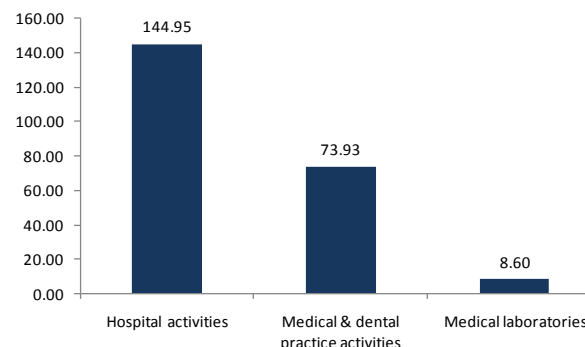
# HEALTHCARE DEMAND IN BAHRAIN

Growth in population, an increasing chronic disease burden and an influx of medical tourists are increasing demand for healthcare in Bahrain, particularly in hospital care.....

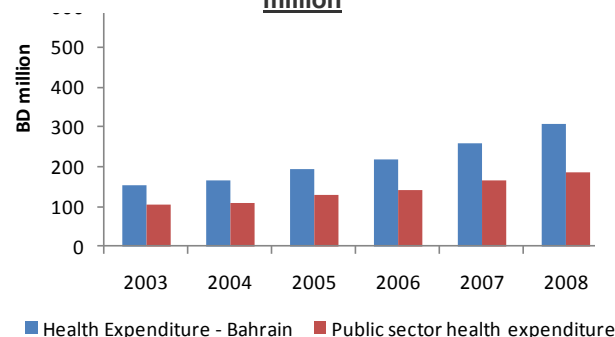


- The Bahrain healthcare sector comprises private and government generalist hospitals, dental hospitals, specialty clinics and primary healthcare centers
- Primary healthcare developed rapidly in Bahrain over the last 30 years with the establishment of Government healthcare centers which provide family medicine, immunization programs, diagnostic radiology, etc.
- Secondary care / tertiary care is mainly represented by the Salmaniya Medical Complex (SMC), Bahrain Defence Force Hospital, the psychiatric hospital, geriatric hospital and maternity hospitals
- Employment in the healthcare sector grew at a CAGR of 4.5% between 2003 and 2007; the sector employed around 9600 employees in 2007
- Total Revenue of the Healthcare sector in 2008 was BD 227.5 million
- GDP contribution of the sector is estimated to be around 1.98 % of total Bahrain GDP and has projected a CAGR of 11.5% between 2002 and 2007
- Although the healthcare sector in Bahrain is dominated by the public sector (primary healthcare centers , BDF and SMC), the private sector is rapidly growing with a *123.6% increase in inpatients and 63.3% increase in outpatients* compared with a government sector increase of *3.2% in inpatients and 15.4 % in outpatients (2007 – '08)*

**Market Size Breakdown of Healthcare Services, in BD million**



**Healthcare Expenditure in Bahrain, in BD million**



Source: Tamkeen Market Gap Report (2010)

# BAHRAIN HEALTHCARE PROVIDERS

There are now 407 licensed businesses in the Healthcare sector with Private clinics (part time and full time) being the most common mode of healthcare service providers...



Institution Type	No.	Specialization	%
Part time clinics	93	General Practice	46%
Private clinics	85	Gyn & Obs	10%
Optics	83	Surgery	9%
Dental clinics	49	Psychiatry	7%
Medical Center	40	ENT	5%
Hospital (General Practice)	12	Derma	5%
24 hour clinics	12	Other	12%
Laboratories	7	75% are general practitioners / dentists	
Alternative medicine	7		
Physiotherapy centers	5		
Dental Laboratories	4		
Others	9		

- 407 Healthcare businesses have been licensed so far by the Ministry of Health
- The largest number of licenses have been granted to medical / dental part time clinics (set up by doctors at SMC)
- There is no regulation governing the set up or operations of alternative medicine centers in Bahrain. However, 7 alternative medicine centers have been licensed by 'special license'
- There is also no regulation governing the establishment & running of polyclinics in Bahrain. Institutions that operate in the "polyclinic" format are given the tag of *multi specialty clinics*

- The Bahrain healthcare sector is characterized by a low number of *specialized* doctors in select fields ( for example in the fields of neurology, oncology) having full time or part time clinics
- Almost all hospitals in Bahrain are general hospitals offering primary and some levels of secondary care in various areas of general medicine and specializations
- Majority of secondary / tertiary care available in Bahrain is provided by Salmaniya Public hospital, the backbone of the healthcare system in Bahrain as well as the Bahrain Defence Force Hospital

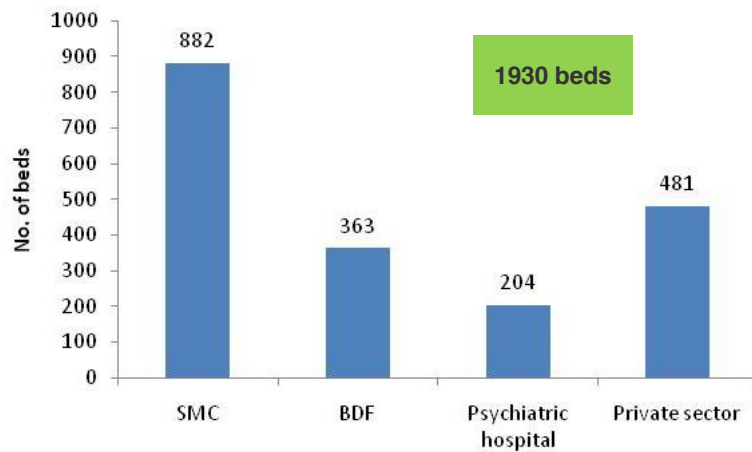
Source: Tamkeen Market Gap Report (2010)

# PRIVATE SECTOR HEALTHCARE



... however Bahrain's private sector will need to expand in order to meet the rising demand for health care ...

In 2007, Bahrain's total population stood at **1.05 million**. From 2006 – 07, non-Bahraini population jumped 82.5% to 517,368; nearly half of the total population.



- Salmaniya Medical Complex, the main provider of secondary & tertiary healthcare in Bahrain accounts for 46% of total beds available in Bahrain's hospitals
- In the private sector 'Bahrain International Hospital' accounts for the most number of beds (23%), followed by International Medical city (15%), Bahrain specialist (12%) and Al Amal hospital (11%)
- The King Hamad Hospital which is expected to commence operations in the near term, is expected to have about 312 beds

- Bahrain offers 18 beds / 10,000 population as opposed to the *Global* (including developing countries) average of 25 beds / 10,000 population
- Japan offers 140 beds / 10,000 population while Russia and Germany offer 97 and 83 beds / 10,000 population, respectively

- Bahrain's private healthcare sector will have to expand to meet rising demand through the establishment of healthcare projects such as 'Dilmunia Health Island'
- Additionally, there is need to increase standards of healthcare infrastructure by facilitating sustainable private sector investment

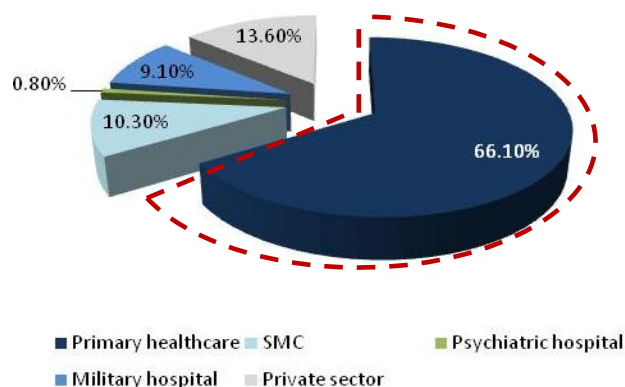
Source: Tamkeen Market Gap Report (2010)

# BAHRAIN HEALTHCARE REQUIREMENT

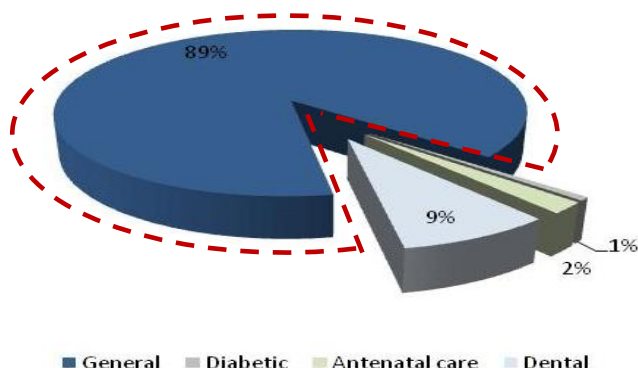
Primary healthcare remains the major healthcare requirement in Bahrain ...



Outpatient visits by institution - 2007



Visits to Primary healthcare centers by requirement



- **60% of outpatient visits in 2007 were to primary health care centers**
- 3.5 million people visited Bahrain's health centres in 2007 however such units are considered scanty (only 0.2 / 1000 people)
- Through a network of >23 health care centers and clinics scattered throughout the Kingdom, primary healthcare is provided to all citizens
- High demand for such services leads to limited appointments and long waiting hours for patients
- Primary healthcare centers provide family medicine, immunization programs, health education & maternal and child healthcare
- Larger centers also provide dental services, laboratory investigations and diagnostic radiology
- Most private hospitals in Bahrain are generalist hospitals providing primary and levels of secondary care
- Family Medicine (a form of primary care that provides continuing comprehensive healthcare for the family emphasizing health promotion) is expected to be a key driver of healthcare in Bahrain

With a growing and ageing population, the requirement for a focused preventive medicine agenda becomes apparent. There is a need to promote private sector initiatives for preventive medicine clinics and private – public partnerships in order to combat the burden on government primary health centres

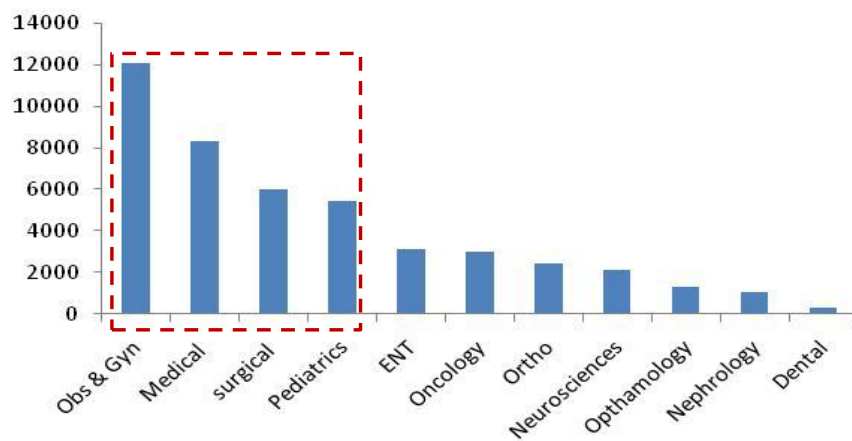
Source: Tamkeen Market Gap Report (2010)

# BAHRAIN HEALTHCARE REQUIREMENTS

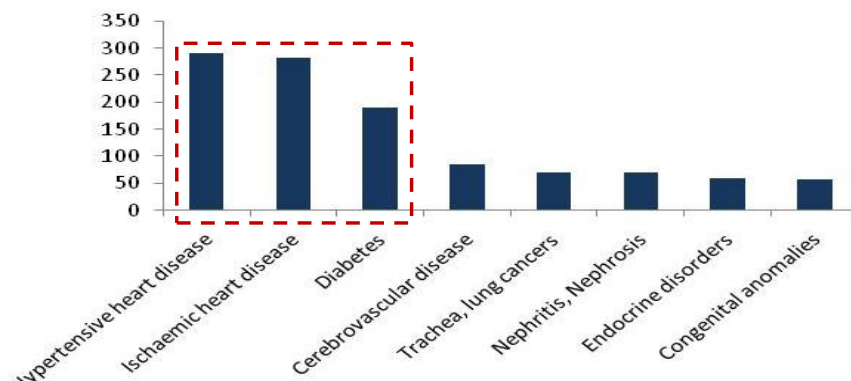
...although there is an emerging need for the provision of secondary & tertiary healthcare services ...



**Admissions at SMH by type of treatment - 2007**



**Leading cause of deaths in Bahrain- 2007**



- As part of the Ministry of Health's (MoH) plan to promote the country as a centre for the provision of tertiary health services, the following new trends have been identified:
  - Cardiovascular diseases cause more than one-third of all deaths in Bahrain;
  - Cancer, congenital diseases, respiratory diseases and gastrointestinal diseases are on the rise;
  - Diabetes is affecting a sizeable percentage of Bahrain's population, including children
  - The elderly population is expected to triple within two decades
- In light of the above, the Ministry of Health has decided to focus on the following 10 priority areas: cancer, circulatory & cardiovascular diseases, dental health, diabetes, hereditary diseases, injury prevention, respiratory illness, maternal & child health, mental & emotional health, and physical & learning disability

Source: Tamkeen Market Gap Report (2010)

# COMPLIMENTARY AND ALTERNATIVE MEDICINE

Complementary and Alternative medicine also presents a growth opportunity in Bahrain on the back of the large expat Asian population and in keeping with global health reform trends..



## Demand in Bahrain

- Demand for alternative medicine in Bahrain is related to:
  - Provision of alternative medicine formats to the residents of Bahrain in keeping with the investment in health care infrastructure and reforms
  - Cultural mindset of Bahrain's largely Asian dominated population (the majority of which are South Asians) and their belief in alternative and traditional remedies

## Present situation

- There are currently 7 licensed alternative medicine centers in Bahrain
- There is an absence of a regulation governing the establishment and operation of such centers; with the existing alternative medicine centers having been licensed through "special licenses" – this regulatory gap further restricts the establishment of more such centers in Bahrain
- However, the Bahrain Wellness Center, a world class resort aiming to be the Gulf's largest centre for internationally accepted forms of alternative medicine therapies, has recently been set up in Bahrain

## Opportunities

- A growing belief in complementary and alternative medicine
  - One in three adults in the United States used at least one complementary or alternative medical therapy
  - Other industrial countries, including those in Western Europe, Australia, and Israel, have also been observing increased interest and demand for complementary and alternative medicine with more than 60% of physicians recommending CAM to their patients
- Increased proliferation of CAM is expected to provide impetus to the growth of this segment

There is a need to upgrade licensing and registration laws (Ministry of Health) to tap into Complementary and alternative medicine (CAM) opportunity by allowing for the establishment and operation of alternative medicine centers

*Source: Tamkeen Market Gap Report (2010)*



# MEDICAL TOURISM



Medical tourism provides a strong opportunity for Bahrain healthcare if the Kingdom promotes medical entrepreneurship and provides quality healthcare at a lower cost....

Definition	Medical tourism provides state-of-the-art private medical care in collaboration with the tourism industry to patients from other countries at highly competitive prices
Global industry	Globally, medical tourism is estimated to be a BD 23 billion industry (2006). Available analysis projects that people from Afro-Asian countries spend as much as BD 7.5 billion every year on healthcare services from outside their countries.
Global destinations	Thailand, Malaysia and Singapore together currently attract as much as ten times more medical tourists than India. Hongkong and South Africa are emerging as big medical tourism destinations along with Israel, Jordan, Cuba and Costa Rica. Other countries like Greece and Croatia plan to be attractive healthcare destinations
Value proposition	With prices at a fraction (sometimes 1/10th) of those in the US or EU, the concept has broad consumer appeal, with advanced technology and facilities with high-quality procedures on par with hospitals in developed nations.

## FACILITATORS

- Promoted by government policy, which facilitates effective working of medical tourism and retail industries
- Medical expertise that is on par with international standards & internationally accredited hospitals
- Development of hospitals with required infrastructure and management style meeting international standards
- Niche positioning within the Kingdom's tourism strategy framework, supplemented with aggressive marketing campaign

## EXAMPLE - UAE

The UAE is attempting to promote the **"quality"** of its healthcare services with 14 hospitals in the UAE having been accredited by the JCI in the US, one of the world's leading **accreditation organisations**. It has also teamed up with Harvard Medical School to operate Dubai Healthcare City, as a state-of-the-art **'centre of excellence'** for clinical and wellness services, medical education and research aimed at competing with low-cost health care providing countries in Asia  
The UAE's Ministry of Health is at the forefront of developing the necessary infrastructure to attract medical tourists

Source: Tamkeen Market Gap Report (2010)

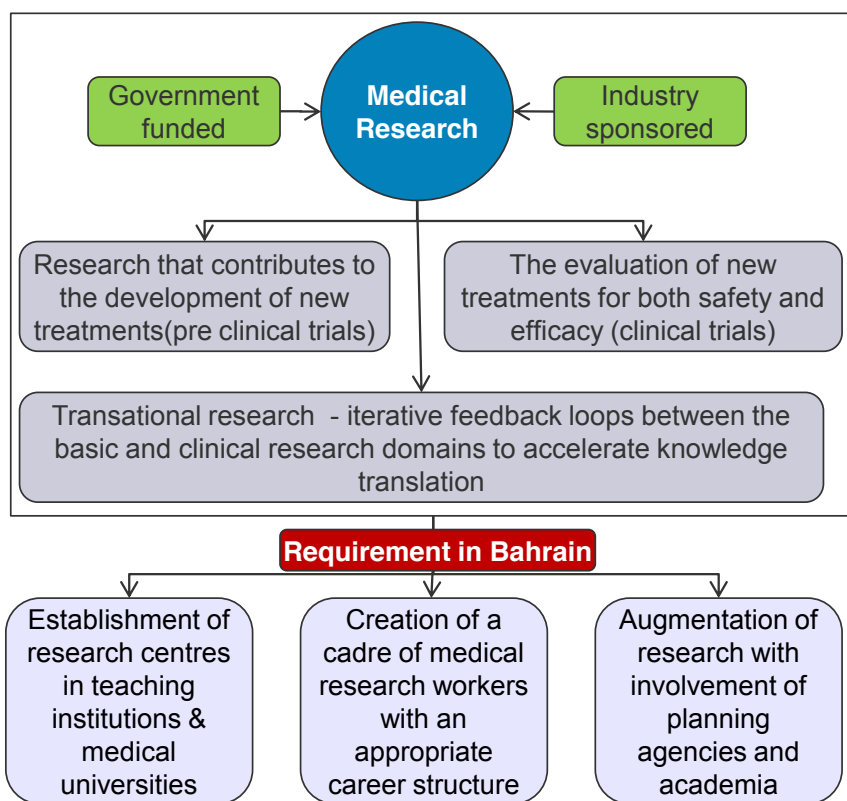


# MARKET GAPS IN BAHRAIN HEALTHCARE SECTOR

A prominent market gap in the healthcare sector is the absence of medical research ..



Medical research (or experimental medicine), is the basic research, applied research or translational research conducted to aid and support the body of knowledge in the field of medicine



- Research is urgently needed to help address the burden of disease that affects Bahrain and the developing world
- This research need may be restricted by lack of skilled staff, opportunities in education & research, funding, etc.
- Saudi Arabia has overcome these obstacles by creating a Research centre at the King Faisal hospital, which has become an important participant in the field of biological research, and it is now taking steps towards establishing a viable biotechnology base
- The research hospital focuses on areas such as comparative medicine, genetics, biological & medical research, radiopharmaceuticals; it is also a centre for clinical studies and training
- Despite talks that a medical research institute was to be set up in Bahrain, focusing on health research and development, such an institute has yet to be operational
- Countries that reflect best practice in terms of healthcare services have centralized their development around a strong medical research capability

Source: Tamkeen Market Gap Report (2010)

# MARKET GAPS IN BAHRAIN HEALTHCARE SECTOR

Manufacturing / Assembling of Medical equipment (except for basic medical devices) is absent in Bahrain...



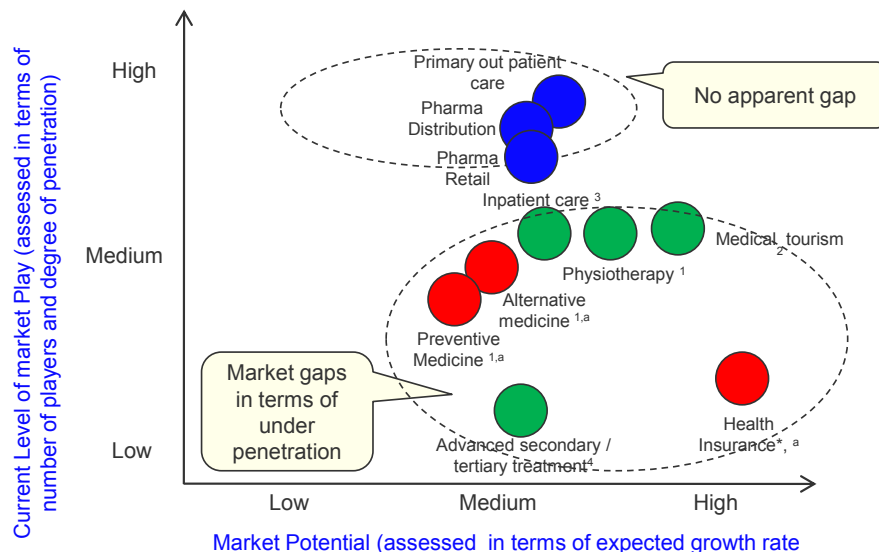
- There is little local manufacturing of medical devices and all but the most basic devices must be imported through a local agent in Bahrain
- Bahrain's small size has in the past, limited the health system's requirements for niche hi-tech devices, however, fast population growth, an increasing chronic disease burden and an influx of medical tourists are increasing demand for healthcare and making the purchase of specialist devices more cost effective
- The public sector remains the dominant purchaser of medical devices and accounted for an estimated 63% of health expenditure in 2007. In 2007, the Ministry of Health spent BD 5m on medical devices, with some BD 3.5m spent on equipment for the Salmaniya Medical Complex (SMC), the cornerstone of Bahrain's secondary and tertiary care system
- Most medical equipment is acquired through tenders run by the Ministry of Health
- Though the public sector is expected to drive the market in the immediate to near term; the growth in private sector investment will outpace that within the public sector
- Medical devices manufactured in developed countries particularly the US, the UK and Germany, should continue to dominate the market because of their state of the art quality and the economies of scale leveraged by multinationals
- However, Gulf-based manufacturers of basic devices should have increased opportunities to win sales in Bahrain as a result of the GCC common market
  - This trend should be further strengthened by the GCC's Group Purchase Programme (SGH), which has been steadily expanding in scope.

There appear to be limited opportunities for local manufacturing / assembling due to lack of competitiveness (high set up & operational costs / quality of skill sets, lack of local demand , etc.) of local manufacturers to compete in a highly sophisticated global industry

*Source: Tamkeen Market Gap Report (2010)*

# MARKET GAPS IN BAHRAIN HEALTHCARE SECTOR

## Healthcare & Pharmaceuticals: A Snapshot of Prominent Bottlenecks, Gaps



1. The growth of preventive medicine, alternative medicine & physiotherapy is on the back increasing demand for such services, particularly by GCC tourists
2. Expected high growth in health tourism based on increased government expenditure on health and focused healthcare developments. Although the sector is nascent in Bahrain, there is strong potential in terms of the private sector already catering to GCC medical tourists, particularly in the areas of plastic & cosmetic surgery, urology, physiotherapy etc. However, Bahrain has to contend with regional (UAE and Saudi) and international competition from low cost medical tourist destinations
3. Inpatient care infrastructure is underpenetrated as compared to international bed / population ratios
4. Bahrain's facilities in advanced secondary and tertiary care in certain specializations such as oncology, and cardiology are absent / limited except for certain treatments offered at Salmaniya / BDF

\* Demand for health insurance is expected to grow at exponential rates, dependent on whether health insurance is made mandatory for all expatriates

- Market gap sectors that are currently underpenetrated, however market potential is high based on buoyancy of expected growth rates and market adoption
- Market gap sectors that are currently underpenetrated, however market potential is deemed to be high if bottlenecks are removed
- Sectors not deemed to be market gaps

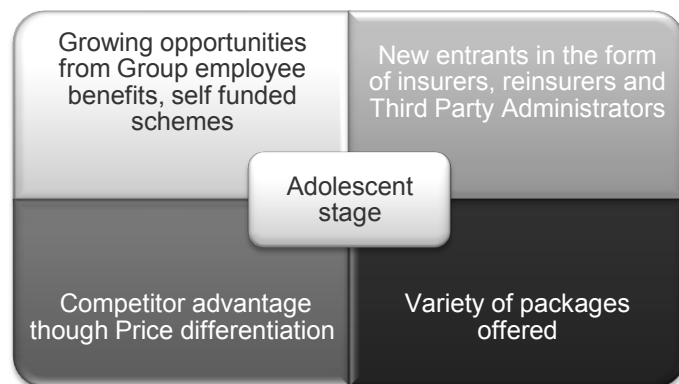
Sources: D&B Research & Analysis

# BAHRAIN MEDICAL INSURANCE



The Health Insurance sector in Bahrain is currently in the adolescent stage of its lifecycle ...

## Characteristics of Bahrain Medical Insurance Industry



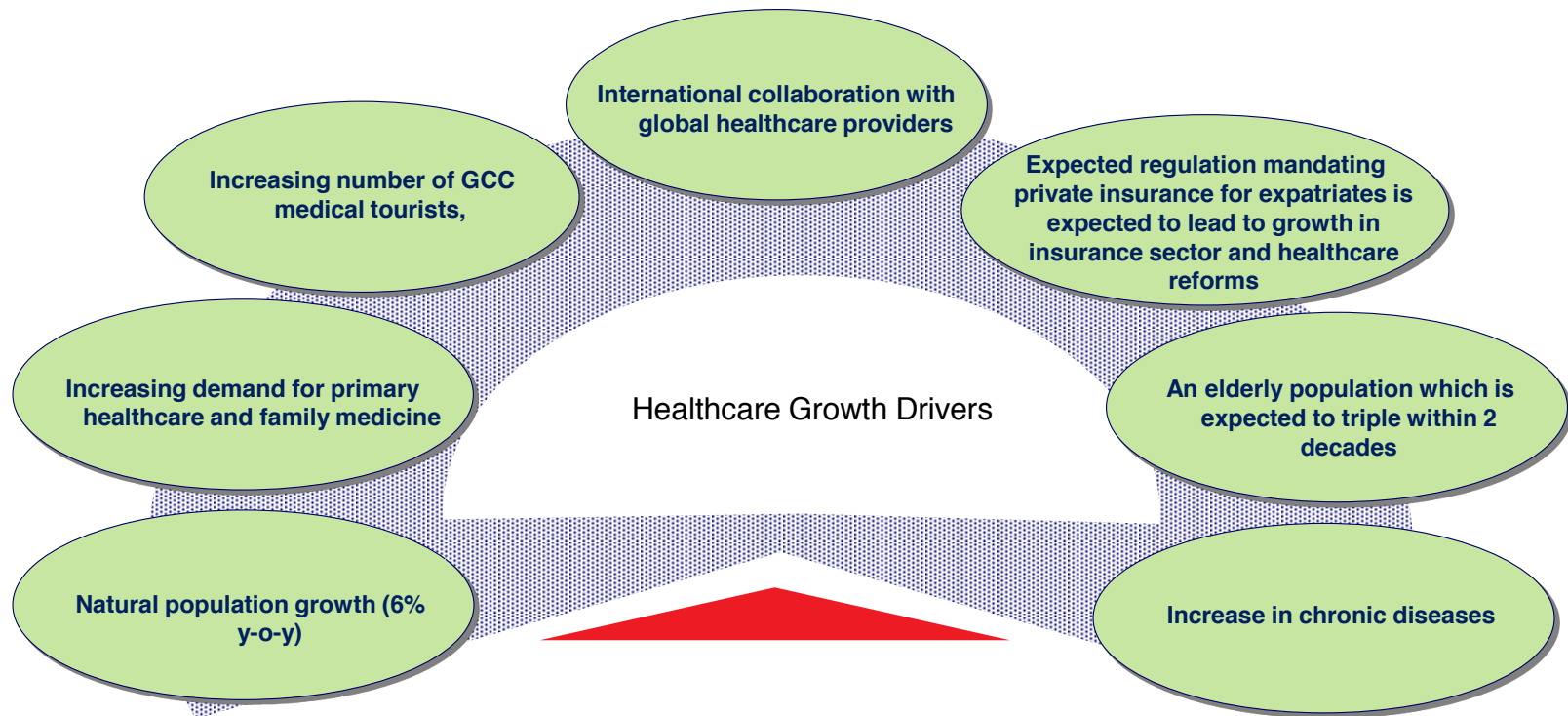
- The Medical insurance industry in Bahrain is characterized by **High Risk** (frequency of claims, lack of strict restrictions on services offered leading to high out payments, external surveyors are unable to investigate all claims due to cultural problems) and **High Return** (premium value)
- Apart from treatment costs, drug costs are also covered. Insurance currently covers patented and generic drugs (as long as these are under prescription) although insurance companies are planning on excluding several expensive patented drugs.

- Currently about **50,000 subscribers** for medical insurance in Bahrain
- Medical premiums grew from BD 5 million in 2005 to **BD 22 million in 2008**
- The increase in health insurance uptake among expatriates has been a major driver of the insurance sector, which has recorded growth at an average of 20% yoy since 2002.
- Between 2006 and 2007, public health expenditure on expatriate workers was already cut from BD 50 million to just BD 20 million, according to figures announced by the Ministry of Health - The decline has been largely driven by increases in treatment fees for expatriates, though the increase was quite minimal
- **Lack of regulations governing processing of medical insurance claims; there is an urgent need for guidelines / arbitration to resolve issues between hospitals and insurance firms, arising from lack of clarity on scope of medical coverage, products covered, accountability (in terms of refuted claims), etc.**
- **Lack of adoption of best practice formats in terms of electronic claim forms**
- **Lack of capacity and skills of health insurance operators to interpret, process and handle claims**

Source: Tamkeen Market Gap Report (2010)

# BAHRAIN HEALTHCARE SERVICES GROWTH DRIVERS

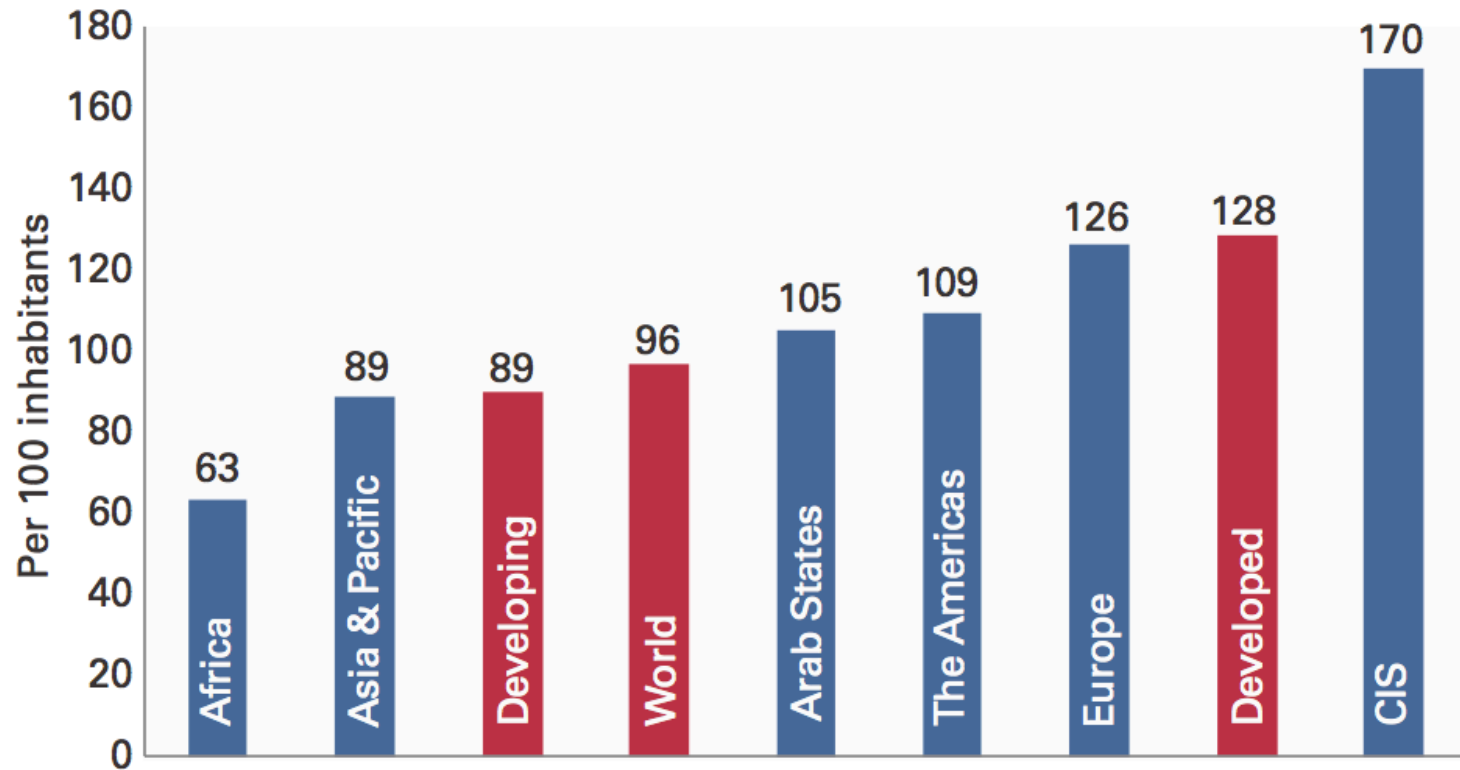
## Key Sector Growth Drivers: Healthcare Services



The factors depicted are the key drivers enabling growth of segments pegged as high growth markets

Source: Tamkeen Market Gap Report (2010)

## GLOBAL MOBILE PHONE PENETRATION RATES

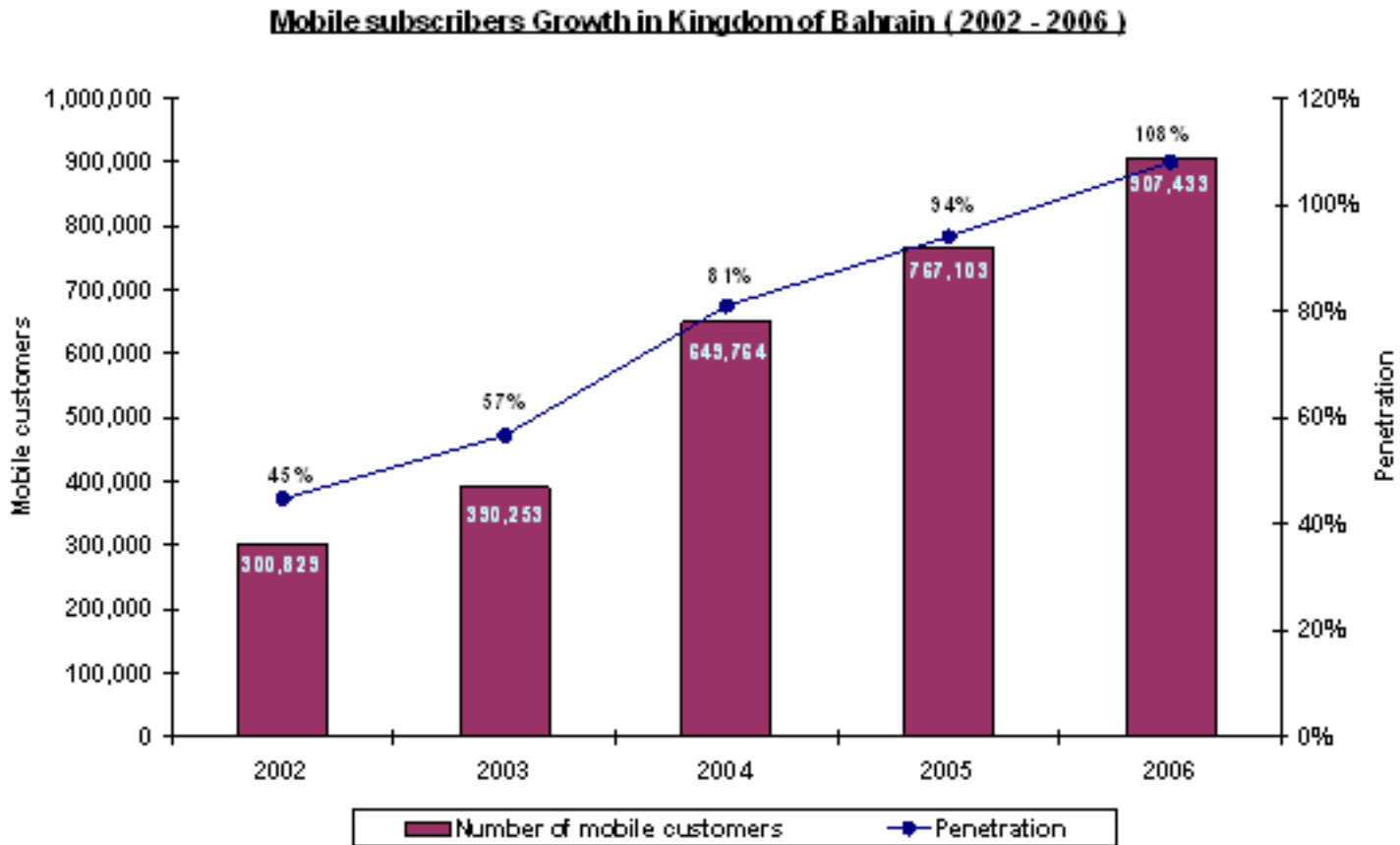


Source: ITU World Telecommunication /ICT Indicators database

Note: \* Estimate

Source: : ICT Facts and Figures 2013 (ITU World Telecommunications, February 2013).

## Mobile Subscribers Growth in Bahrain



Source: Bahrain Telecommunications Regulatory Authority



# Main Telecom Indicators in Bahrain

Indicator	2006	2007	2008	2009	2010	2011	2012	Q2 2013	Growth 2011-2012	CAGR 2006 - 2012
Fixed line services										
Number of fixed lines	194,196	205,036	221,843	240,187	232,447	248,479	260,000	257,000	5%	5%
Fixed line penetration	20%	20%	20%	20%	18%	21%	21%	21%		
Mobile services										
Total mobile subscribers	907,433	1,115,979	1,440,782	1,401,974	1,567,745	1,693,650	2,123,903	2,252,668	25%	15%
Mobile penetration	94%	107%	130%	119%	127%	142%	172%	182%		
Internet services										
Total broadband subscribers	38,628	68,253	110,010	158,335	306,235	567,884	1,254,808	1,378,145		
Broadband penetration	4%	7%	10%	13%	25%	48%	102%	112%		
Percentage of individuals using the Internet	28%	33%	52%	53%	55%	77%	88%			

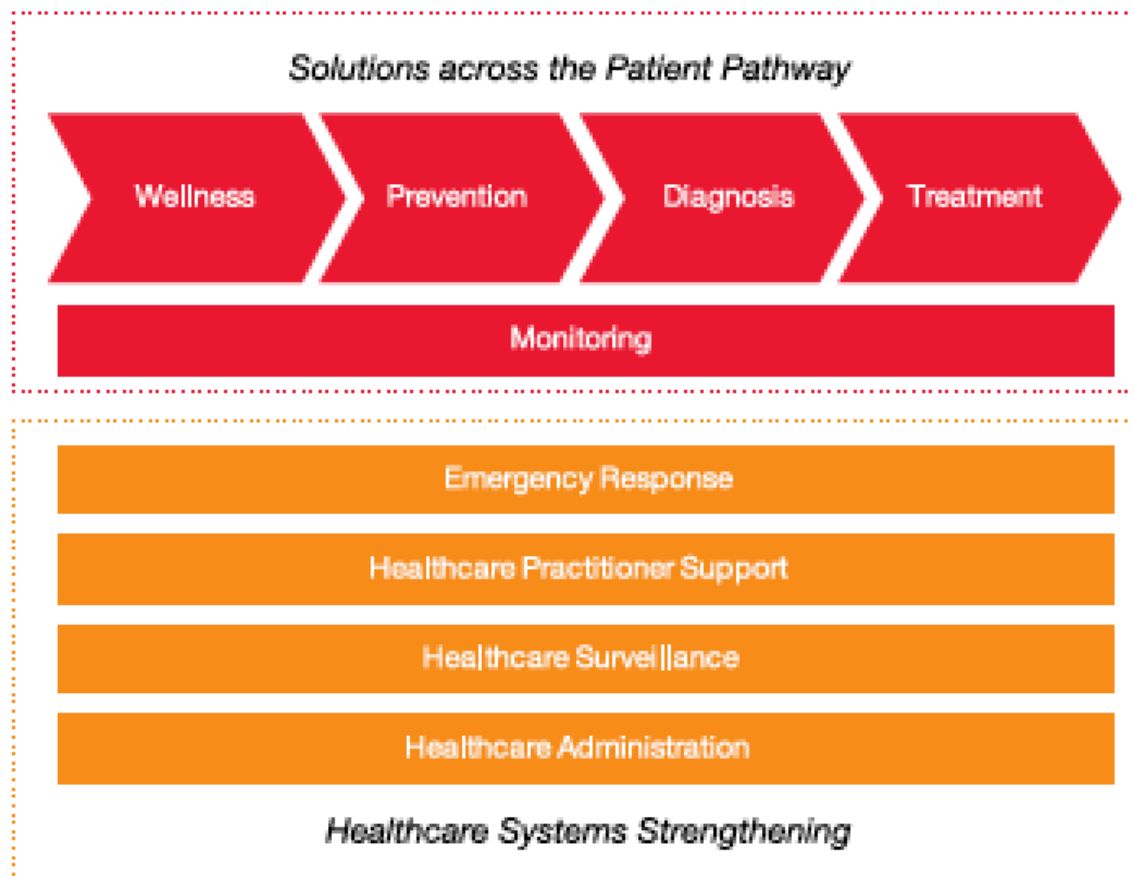
Source: Bahrain Telecommunications Regulatory Authority 2013





# MOBILE (M-)HEALTH SERVICES FRAMEWORK

## Mobile Health Services Categorization Framework



Source: GSMA and PwC analysis

Source: GSMA / PWC

## WORLD M - HEALTH

### Healthcare Spend OECD Countries

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 \$6.9tr



in 2017, Mobile Healthcare  
can help cut healthcare costs  
in OECD countries by over

\$400bn

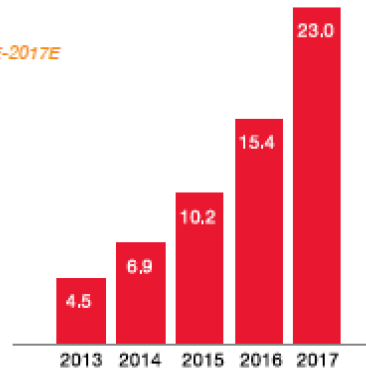
Source: PwC research

*Source: Touching lives through mobile health (GSMA / PWC, FEB 2013)*

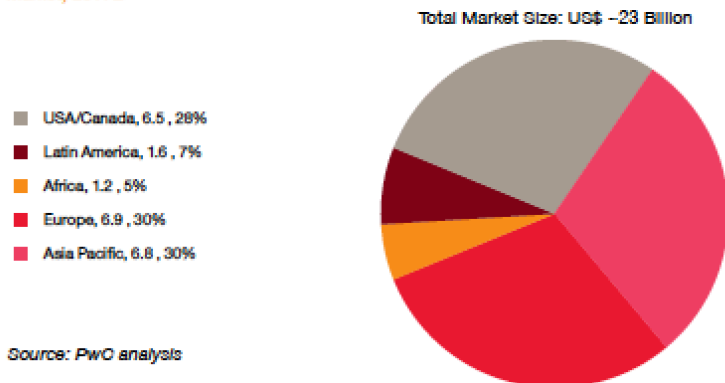
# WORLD MOBILE HEALTH REVENUE

Worldwide mobile health revenue and Global mobile health market opportunity by regions (US\$ billion) and percentage of overall market, 2017

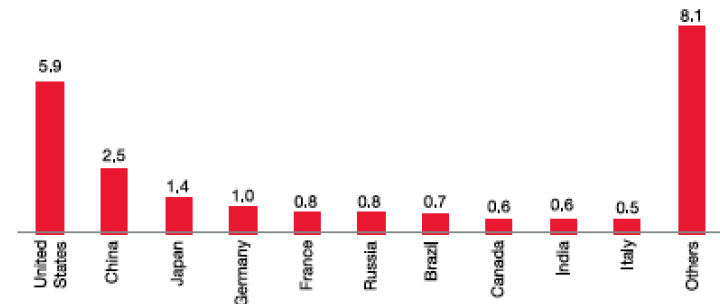
World-wide Mobile Health Revenue, 2013E-2017E



Global Mobile Health Market Opportunity by Regions, US\$ Billion and % Share of Overall Market, 2017E



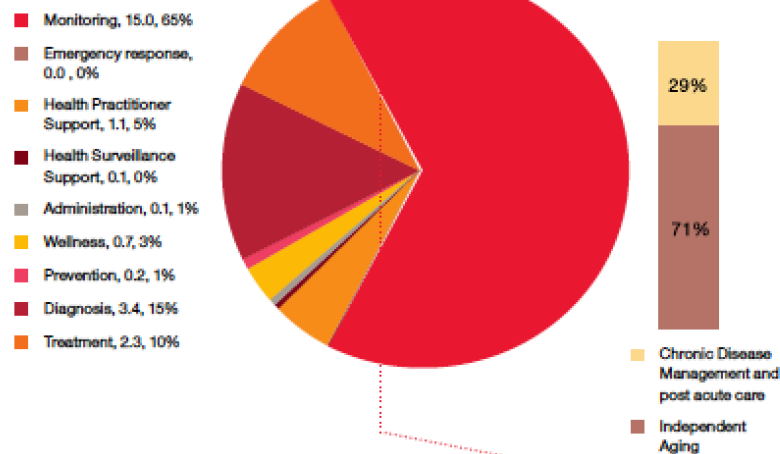
Top 10 countries based on mobile health revenue (US\$ billion), 2017



Source: Touching lives through mobile health (GSMA / PWC, FEB 2013)

# GLOBAL M-HEALTH REVENUE BY SERVICE CATEGORY

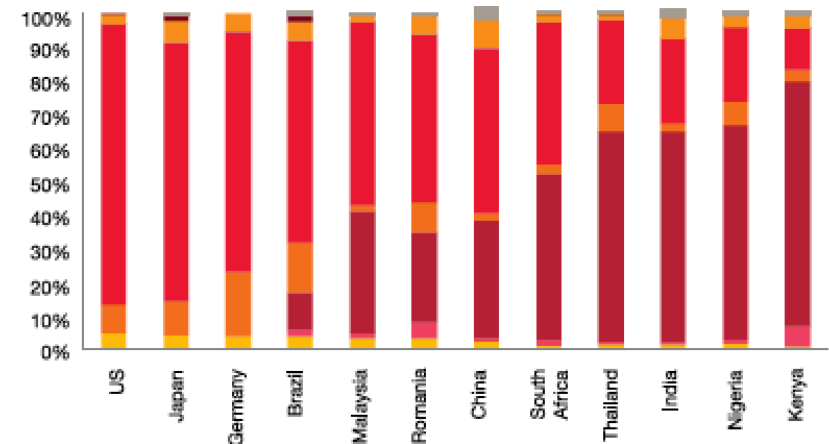
Global mobile health market opportunity by service categories, US\$ billion, 2017E



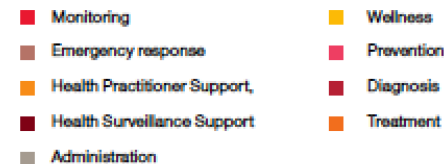
Note: Total worldwide market size (2017E): US\$ ~23 billion-  
Source: PwC analysis

Total Market Size  
(US\$ bn, 2017)

Mix of Revenues by Mobile Health  
Service Categories in Selected  
Countries, 2017E



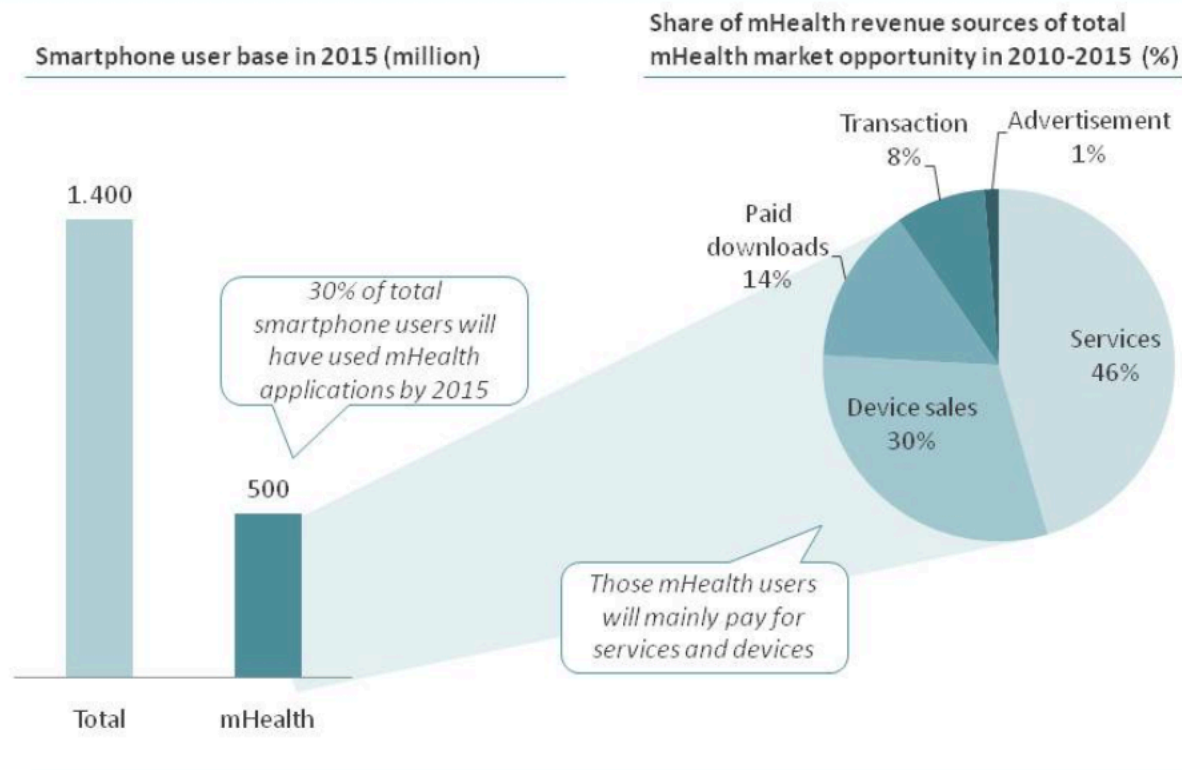
Source: PwC analysis



Source: Touching lives through mobile health (GSMA / PwC, FEB 2013)

# M HEALTH MARKET

## mHealth market 2015: 500m people will be using healthcare smartphone applications



Source: Research 2 guidance

# SMARTPHONE USAGE OF MOBILE HEALTHCARE USERS



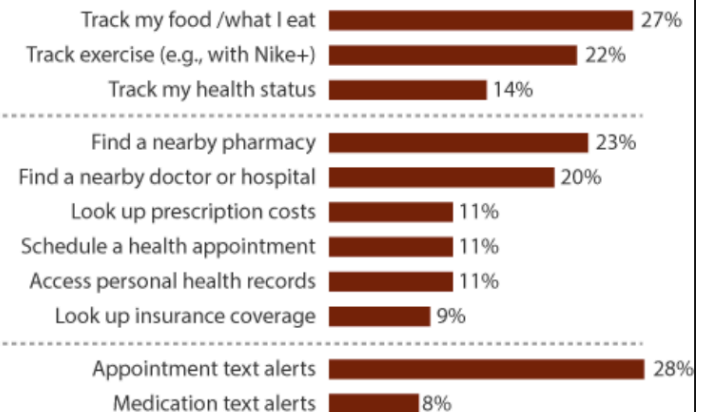
Smartphone mobile healthcare users are conducting a variety of activities on their phones:

*29% of mobile healthcare users owning a smartphone have downloaded a health app*

## Tracking

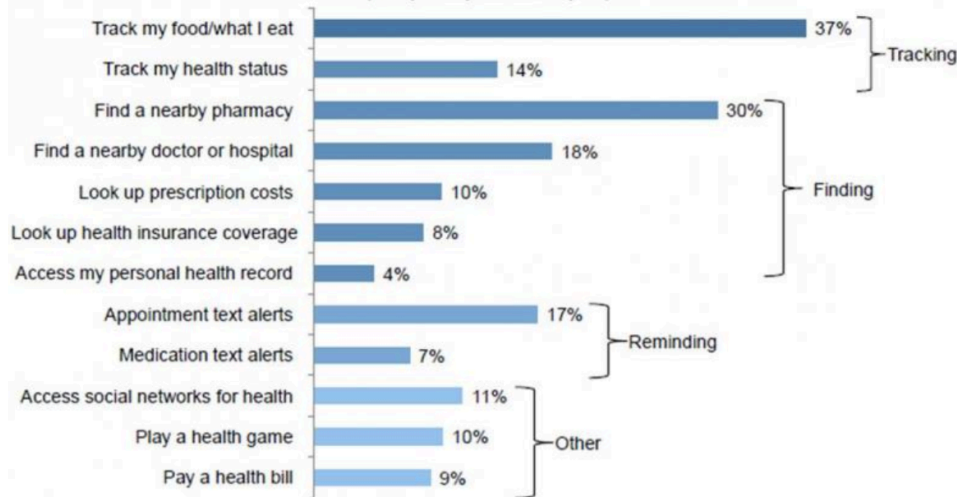
## Finding

## Reminding



Base: 726 Smartphone owners using mobile healthcare  
Source: North American Technographics® Healthcare Online Survey , Q1 2012 (US)

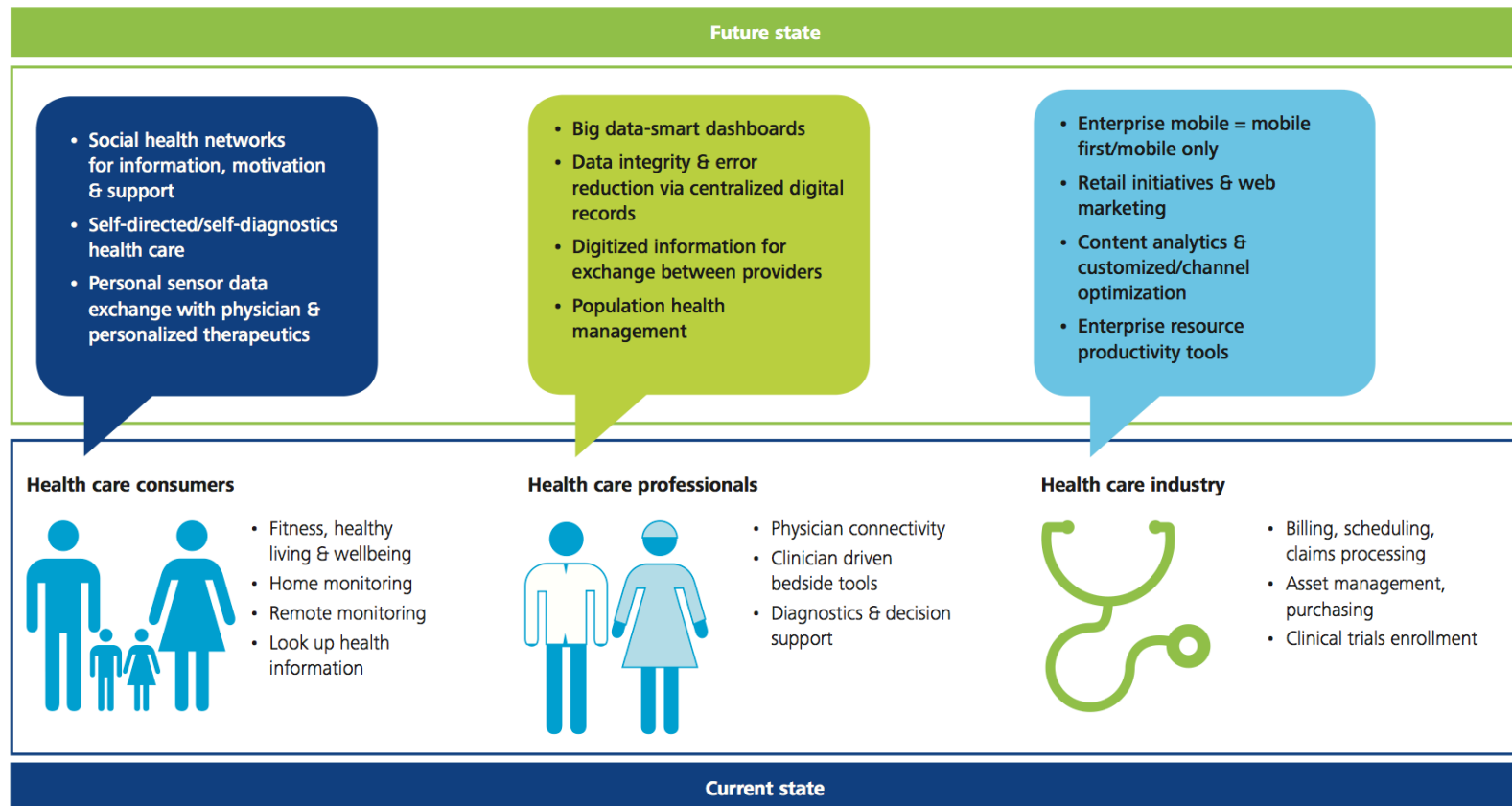
"Please indicate which of the following activities you have ever done on your cell phone."  
(Multiple responses accepted)



Base: 443 US online adults who are mobile healthcare users and own a smartphone  
Source: North American Technographics® Healthcare Online Survey , Q3 2011 (US)

# M-HEALTH CURRENT AND FUTURE STATE

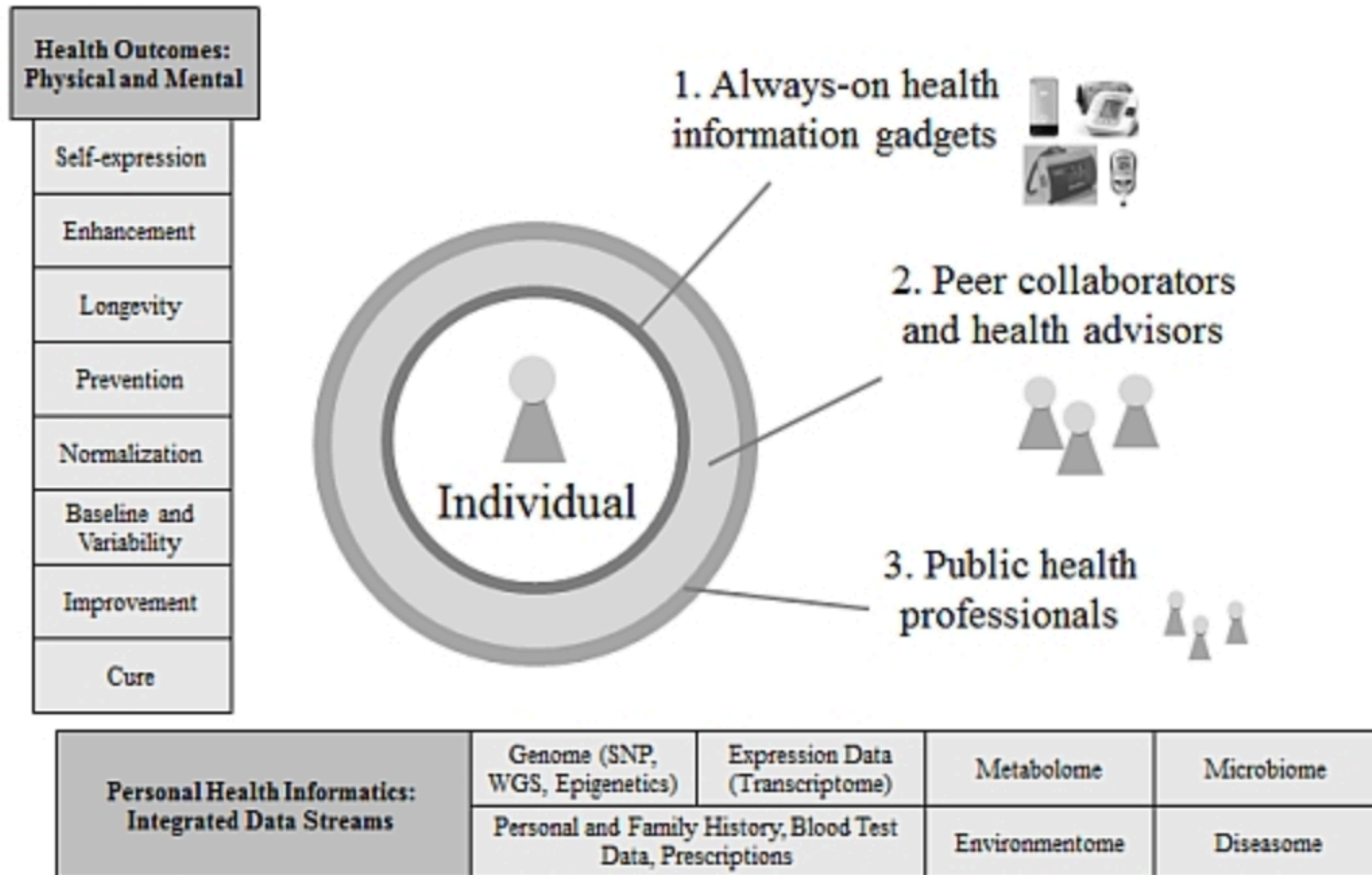
Figure 5. mHealth – Consumers, professionals, and the health care industry



Source: mHealth in an mWorld (Deloitte Center for Health Solutions, 2012)

# HEALTH 2050

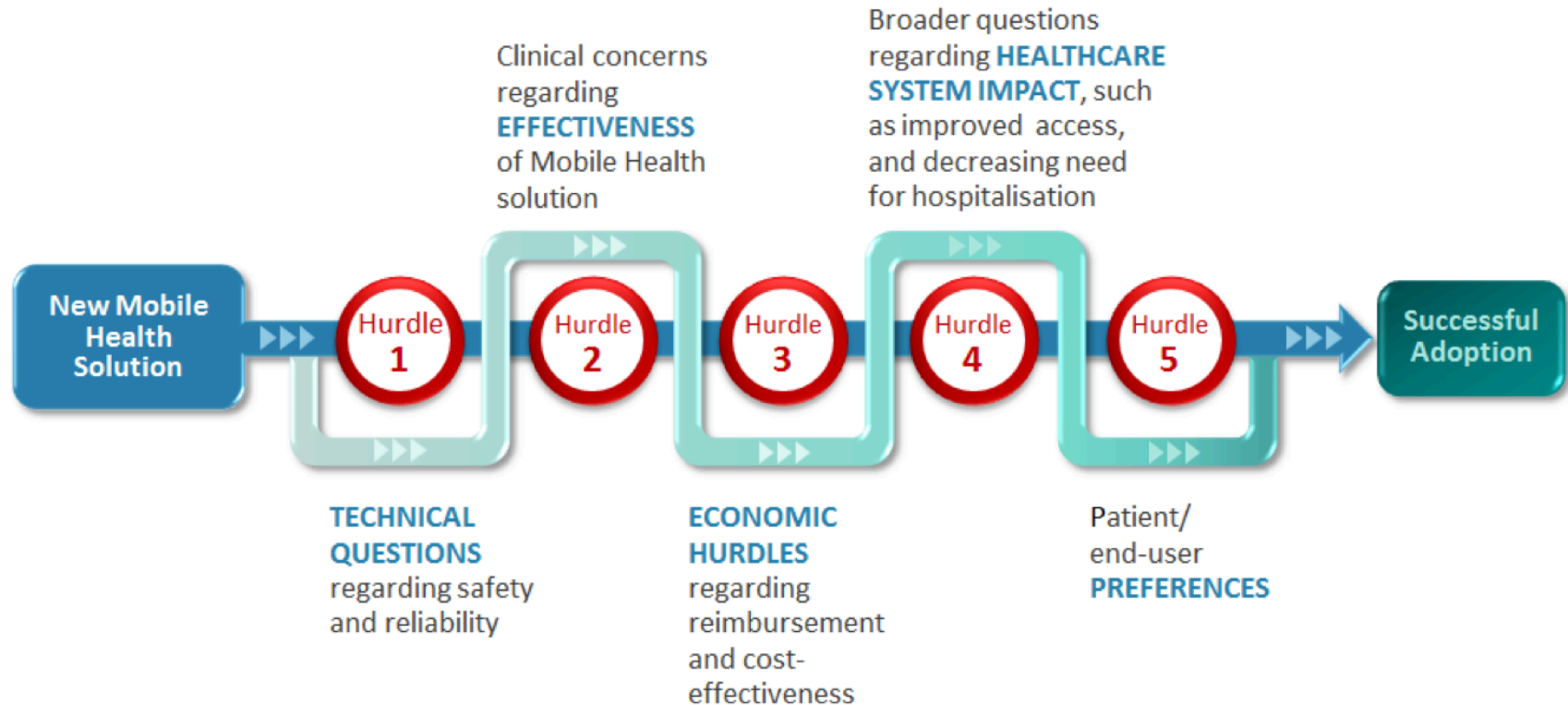
## Health 2050: An Expanded Concept of Health and Health Care



Source: Health 2050: The Realization of Personalized Medicine through Crowdsourcing, the Quantified Self, and the Participatory Biocitizen (Journal of Personal Medicine, 12 September 2012)



# THE HURDLES TO EFFECTIVE M-HEALTH ADOPTION



Source: Improving the evidence for mobile health (AT Kearney, GSMA, 2013).

# Contact

[impact@3blassociates.com](mailto:impact@3blassociates.com)

[www.3BLassociates.com](http://www.3BLassociates.com)

Twitter: [@3BLassociates](https://twitter.com/3BLassociates)

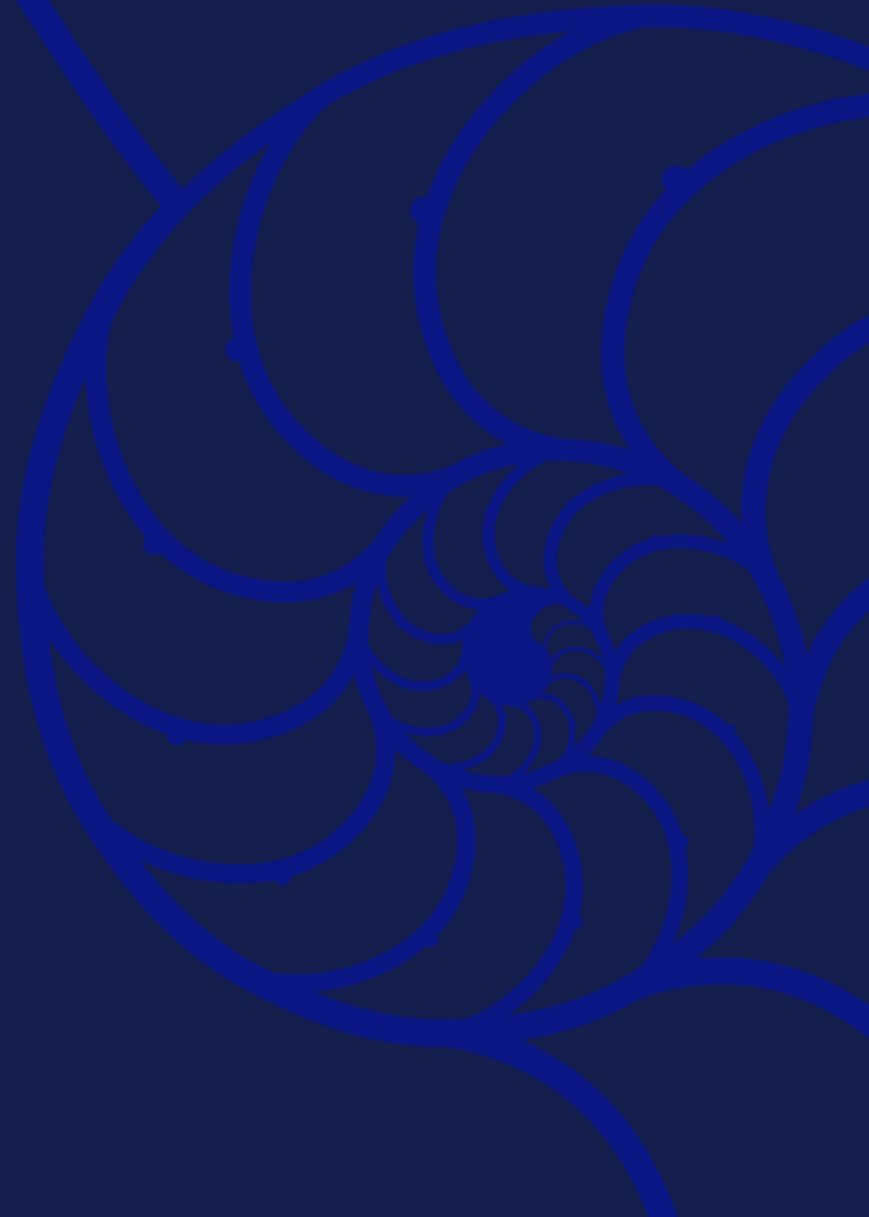
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# Data Pack: Poverty



## *Poverty Key Facts*

- While extreme poverty does not exist in Bahrain, the Government has doubled 2010 budget for helping needy Bahrainis to 52 million Bahraini Dinars (US\$130 million) this current financial year (2011).
- More than 13,000 families currently receive assistance from the Government. At least 55% of those being assisted are elderly. Needy individuals each receive at least BD75 (\$200) per month.
- Financial Assistance is given to widows, to divorced and abandoned women, and as of recently to those women married to needy non-Bahrainis. Families whose breadwinners are in jail for more than a month are also covered by the scheme, as are orphans, the elderly and those who are unfit to work to support themselves.

*Source: Bahrain News Agency 2011*

## Productive Families Sales

اجمالي مبيعات الأسر المنتجة لعام 2010

الشهر	مجمع العاصمة	مركز سترة	مجمع الساية	محل المطار	باب البحرين	معارض الاسر	المجموع
يناير	4173.900	1030	88.1	116.8	0	973.5	<b>6382.300</b>
فبراير	4899.700	1160	138.700	171.900	0	1805.4	<b>8175.700</b>
مارس	6473.650	1140	88.000	255.400	0	13579	<b>21536.050</b>
أبريل	5806.400	2540	181.800	197.500	0	1506.5	<b>10232.200</b>
مايو	4624.050	5865	94.200	142.000	0	421	<b>11146.250</b>
يونيو	4459.300	5250	91.000	110.500	0	256.5	<b>10167.300</b>
يوليو	6293.700	9275	137.700	136.9	0	682.5	<b>16525.800</b>
أغسطس	7380.550	16375	169.400	180.1	0.000	5827.1	<b>29932.150</b>
سبتمبر	2948.850	11225	101.500	150.2	91.5	0	<b>14517.050</b>
اكتوبر	4627.050	11520	77.200	79.6	286	395	<b>16984.850</b>
نوفمبر	3641.300	12800	190.700	139.300	564.85	1579	<b>18915.150</b>
ديسمبر	1815.8	14250	70.000	59.000	447.350	26210	<b>42852.15</b>
المجموع	<b>57144.250</b>	<b>92430</b>	<b>1428.3</b>	<b>1739.2</b>	<b>1389.7</b>	<b>53235.5</b>	<b>207367.0</b>

Source: Ministry of Social Development Website

# Training & Production Units

## الدورات التدريبية والوحدات الإنتاجية

اجمالي عدد المستفيدين من الدورات التدريبية والوحدات الإنتاجية في المراكز الاجتماعية بحسب المركز وعدد الدورات لعام 2010

الرقم	أسم المركز	عدد الدورات	عدد المستفيدين
1	مركز المحرق الاجتماعي	24	294
2	مركز ابن خلدون الاجتماعي	22	380
3	مركز الرفاع الاجتماعي	31	511
4	مركز المنامة الاجتماعي	23	258
5	مركز بوري الاجتماعي	25	692
6	مركز جد حفص الاجتماعي	39	763
7	مركز سترّة الاجتماعي	31	613
8	مركز مدينة عيسى الاجتماعي	14	275
9	مركز مدينة حمد الاجتماعي	26	679
المجموع		235	4465

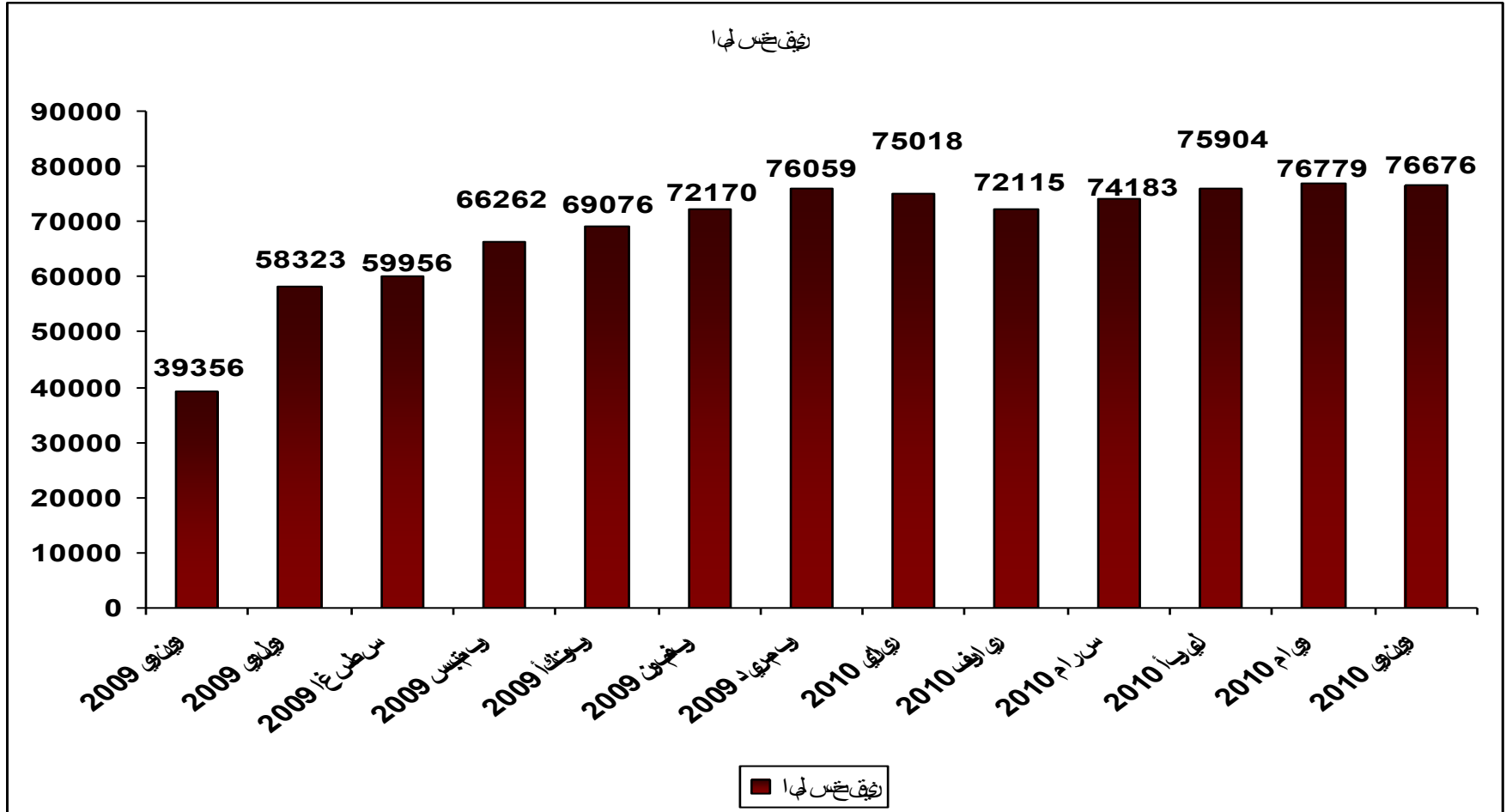
Source: Ministry of Social Development Website

# عدد المستفيدين من مشروع الأسر المنتجة بحسب المهنة وفئات السن والمحافظة والجنس لعام 2010

المهنة	المحافظة																																الجنس								
	العاصمة								الغرق								الشمالية								الوسطى									الجنوبية							
	35-18		45-36		55-46		56 +		35-18		45-36		55-46		56 +		35-18		45-36		55-46		56 +		35-18		45-36		55-46		56 +										
	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	أنثى									
طحن	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	5							
الطهي	0	2	0	1	0	0	0	3	0	6	0	3	0	3	0	1	0	5	1	5	0	5	0	2	0	6	0	6	0	3	0	3	0	1	61						
مستلزمات الاطفال	0	1	0	1	0	1	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	8							
هدايا	1	1	0	2	0	3	0	0	1	1	0	2	0	2	0	1	0	0	0	8	1	2	0	1	1	1	0	1	0	1	0	3	0	0	38						
حياطة	0	2	2	0	0	2	0	0	0	3	0	6	0	6	0	4	0	7	0	4	0	3	0	1	0	7	0	3	0	6	0	3	0	1	66						
كروشيه	0	1	0	2	0	2	0	0	0	3	0	4	0	2	0	1	0	1	0	0	0	2	0	3	0	2	0	3	0	1	0	4	0	0	33						
اشغال يدوية	0	1	1	2	0	0	0	2	2	6	1	4	0	5	0	2	3	5	0	4	0	2	0	0	1	1	0	8	1	2	1	2	0	2	66						
مكسرات وحبوب	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	4							
تصميم	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0	6	0	0	12							
بهارات ومخللات	0	0	0	4	0	4	0	0	4	8	0	9	1	4	0	7	0	1	0	2	0	1	0	0	2	9	1	14	1	5	0	4	0	1	97						
رسم	0	0	0	1	0	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	1	10							
عطورات	0	0	0	2	0	2	0	0	1	6	2	3	0	2	2	1	1	1	0	0	0	0	0	0	2	4	1	1	0	0	0	3	0	0	39						
تنظيم الفعاليات	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2							
محسسات	0	0	1	0	0	0	0	0	1	1	0	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	8							
جلود	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1							
احيان	0	0	0	0	0	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	4							
اكسسوارات	0	0	0	0	0	1	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0	1	0	3	15						
خرف	0	0	0	0	0	2	0	0	0	0	0	0	2	0	0	0	2	0	2	0	2	0	0	0	2	0	2	1	2	0	2	0	0	2	23						
قراقرير	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1							
تصوير	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1							
حناء	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	0	2	0	1	0	0	0	0	0	0	0	3	0	0	0	0	3	12							
زيوت	0	0	0	0	0	0	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5							
سبراميك	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0	1	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	6						
مكياج	0	0	0	0	0	0	0	0	2	0	1	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	8						
نقطة	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2							
اشغال خشبية	0	0	0	0	0	0	0	0	0	2	2	2	1	1	0	2	0	3	1	2	0	1	0	0	1	0	0	0	0	1	0	1	2	0	31						
سفن خشبية	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	0	0	0	0	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	8						
زيوت	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1							
سف اخروص	0	0	0	0	0	0	0	0	0	3	0	0	2	0	0	4	3	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	15						
الاجموع	2	8	5	15	1	20	0	7	10	42	10	39	7	34	5	24	13	34	5	22	3	19	2	3	9	43	6	49	3	20	3	23	1	22	0	28	11	27	2	5	
	10		20		21		7		52		49		41		29		47		27		22		5		52		55		23		26		23		28		38		7		
الاجموع الكلي	58								171								101								156								96								

Source: Ministry of Social Development Website

# رسم بياني يوضح عدد المستحقين من مشروع الدعم المالي الذين تنطبق عليهم المعايير والضوابط والذي بلغ عددهم 676.76 مواطن في نهاية شهر يونيو 2010



Source: Ministry of Social Development Website



## ***No Extreme Poverty But Economic Inequality Exists***

According to the UNDP MDGs website, based on the indicator of people living under US\$ 1 per day, Bahrain does not suffer from extreme poverty. Income inequality however, exists with the richest 20 per cent of the population capturing 41.6 per cent of the total income earned.

*Source: UNDP MDGs*

## ***Measures Taken Towards MDGs: Eradicating Poverty***

- 1- Signature of an agreement between the Ministry of Social Development and the World Bank for assessing and development the social security net work in Bahrain. The relevant study was launched in 2006.
- 2- Increase of governmental allocations for social assistance and increase of the minimum amount of allocations
- 3- Reduction of water and electricity fees for poor families (around 9020 families)
- 4- Allocation of 30% of the shares of Seef Real Estate Company to needy families (10,655 families)
- 5- Approval of the government on the national strategy for developing needy families
- 6- The national plan for developing and supporting productive families that includes the establishment of product marketing centers and offering an encouragement prize in the name of Sheikha Sabika daughter of Ibrahim Al Khalifa starting 2007.
- 7- Allocation of a 2-million-dinar budget in 2004 for the house rehabilitation and reconstruction program: 100 housing units were reconstructed, in addition to the planning for building 500 housing units each year in 2005 and 2006 with credits amounting to 20 million dinars.
- 8- Execution of the national employment project in 2006 and 2007, from which 22,100 employees benefited, in addition to the training of 5425 citizens.
- 9- The government of Bahrain specified the minimum wage in the public sector at 200 dinars per month, and the minimum retirement pension at 180 dinars per month. The national employment project called the private sector to set the minimum wage to 200 dinars per month also, in addition to cash rewards to trainees searching for jobs during their training.
- 10- Issuing of the insurance law against unemployment on 22 October 2006, with a 1% cut from the salaries of employees in the public and private sectors. This insurance includes unemployment benefits to unemployed men and women (not less than 150 dinars per month for university graduates and 120 dinars for non-university graduates). Such measures contribute greatly to limit poverty.
- 11- Continuing the subsidy policy for the prices of goods and increase the proportion of governmental subsidies to 22%.

***Source: UNDP Bahrain MDGs Progress Report 2004-2007***











## *Contd.*

- 12- Supporting people with special needs, with decision No. 3-1807 issued by the Council of Ministers on 12 September 2004 that allocated 50 dinars per month per individual. There were around 4988 beneficiaries from this decision until December 2007, out of the 5500 individuals with special needs in Bahrain. Moreover, the Ministry of Social Development employed 500 persons with special needs in 2006-2007 (7).
- 13- On 7 March 2007, Minister of Social Affairs Mrs. Fatima Al Ballushi and Grameen bank founder and Nobel peace prize winner Professor Mohammad Younes signed a memorandum of agreement for the establishment of the Bahraini Family Bank for supporting the poor in Bahrain with capital of 15 million dinars.
- 14- Widen the scope of work of charity funds (from 72 funds in 2003 to 80 funds in 2007), which offer cash and in kind social assistance to weak categories. They are currently working on developing their work system for enabling a more effective combat of poverty.
- 15- His Majesty, King Hamad Bin Issa Al Khalifa, issued a decree on July 14, 2001 to create a committee to support orphans, followed by a decree on November 4th, 2001 to create a committee to support widows.

*Source:* UNDP Bahrain MDGs Progress Report 2004-2007

*Contd.*

## Table of Progress in Achieving General Goals

		Achieved	Nearly Achieved	Progress with Difficulties	
					Achievement Level    Remarks
	<b>1</b>				
	<b>Eliminate Extreme Poverty and Hunger</b>				
	Reduce by half the proportion of people living on less than \$ 1 a day between 1990 and 2015				Achieved with attention being paid to develop a full strategy for social development
	Achieve full and productive employment and decent work for all, including women and young people				Progress with active employment policies
	Reduce by half the proportion of people who suffer from hunger between 1990 and 2015				Achieved
	<b>2</b>				
	<b>Achieve Universal Primary Education</b>				
	Ensure that all boys and girls complete a full course of primary schooling by the year 2015				Achieved, with emphasis on quality of education
	<b>3</b>				
	<b>Promote Gender Equality and Empower Women</b>				
	Eliminate gender disparity in primary and secondary education preferably by 2010 and at all events by 2015				Achieved, with progress in the economic and political fields
	<b>4</b>				
	<b>Reduce Child Mortality</b>				
	Reduce by two thirds the mortality rate among children under five				Nearly achieved

*Source:* UNDP Bahrain 2010 MDGs Progress

# MDGs: Goal One



## Goal One

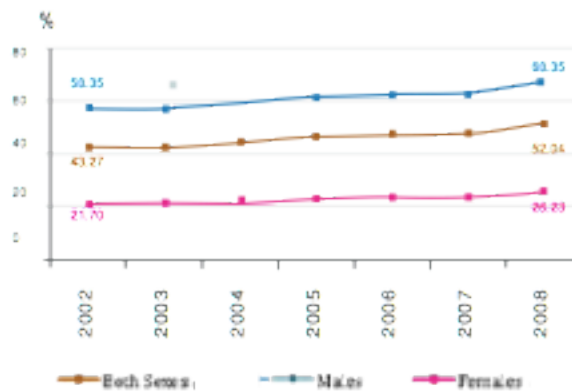
**Target :** Achieve full and productive employment and decent work for all, including women and young people

The first amendment deals with adding a quantifiable target related to achieving full employment, including women and young people, while respecting the requirements of decent work. Four indicators have been identified to monitor progress in this quantifiable target, namely:

1. Growth rate of GDP per person employed
2. Employment-to-population ratio
3. Proportion of employed people living below \$1 per day
4. Proportion of own-account and contributing family-workers in total employment

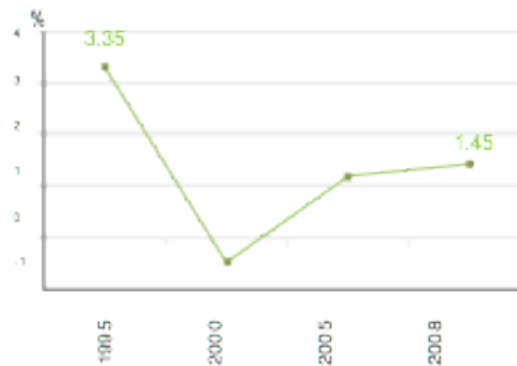
The data have been made available in connected time frameworks for two of these four indicators (the first and the second), while the third indicator is not applicable to Bahrain and was not originally used in measuring Goal One dealing with the Eradication of Extreme Poverty. The Fourth Indicator is not available in the census years 1991 and 2001. The two graphs below show the progress of the two available indicators:

Employment to population ratio



Source: LMRA

GDP per working person



Source: Data for the years 1995, 2000 from <http://data.un.org/Goal1/mg/data.aspx?cr=48>

**Source: UNDP Bahrain 2010 MDGs Progress**

# Initiatives Preventing Extreme Poverty

is not an estimate of the proportion of the population living in extreme poverty, as intended in the Millennium Goals. In general, extreme poverty (according to the prevailing standards) is not an existing phenomenon in Bahrain for many reasons, the most important of which are as follows:

- Bahrain is a small country in terms of size and population, with limited of material and human resources.
- The Government policies adopted in Bahrain aim at providing free basic services for all, especially education and health care, which are characterized by their high quality. Yet there are other social policies, such as housing, etc., which are more difficult to provide for than the two former fields.
- For the vulnerable categories, Bahrain adopts a multi-faceted social assistance scheme (advanced social security network) that includes direct financial assistance to families whose income is less than BD 337 (US\$ 894) for a family of five members. The system also includes granting assistances to several social categories, some of which are based on economic or social criteria. This, in turn, broadens the base of beneficiaries.

On this basis, we can safely say that in Bahrain there is no such problem as people living in extreme poverty, and the same applies to hunger, as such a problem does not actually exist. The globally adopted indicators are not applicable, neither for the proportion of the population who do not receive an adequate amount of calories, nor for underweight



Reduce by half the proportion of people living on less than \$1 a day between 1990 and 2015

**Source: UNDP Bahrain 2010 MDGs Progress**

## ***Employment Remains An Issue***

However, employment issues remain among the major priorities for Bahrain. In general, a continuous and steady improvement was recorded in wages (as one of the components of decent work), with the average (monthly, quarterly?) wages for Bahrainis increasing gradually from BD 424 (US\$1,125) in the second quarter of 2002 to BD 643 (US\$ 1,705) in the second quarter of 2009, and then to BD 683 (US\$ 1,811) in the second quarter of 2010. At the same time, the number of Bahrainis receiving low salaries (less than BD 200) dropped from 47.1% in 1999 to 10.3% in the second quarter of 2010.

On the other hand, measures taken to reduce the wage gap between Bahrainis and expatriate workers have not been effective, which is one of the main objectives of the labor market reform strategy. This gap has gradually grown wider, reaching BD 235 in the second quarter of 2010, with no actual increase recorded in the average wages of expatriates for at least the past two years. A contributing factor was the drop in demand for expatriate workers following the global financial crisis, and as the Government maintained its policy of increasing the wages of Bahrainis, the gap between the two categories of workers in Bahrain widened even more (doesn't make sense; it seems that the gap should be getting narrower?).

In summary, the Government will shift its focus from issues like poverty and hunger to improving the tools for measuring social conditions, whether by calculating the relative poverty lines or by preparing a guide for living conditions or a welfare guide that would be more appropriate for implementing Government social policies. This will always be in conjunction with improving the effectiveness of the social assistance scheme and security networks and verifying the criteria of selection of the beneficiaries. All the foregoing are to be considered within a comprehensive national strategy for social development in the Kingdom.

***Source: UNDP Bahrain 2010 MDGs Progress***

# Unemployment Insurance Scheme

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Good Practice

## Unemployment Insurance Scheme

The Kingdom of Bahrain launched the Unemployment Insurance Scheme by Law No. 78 on 22 November 2006 as a new element of the social security safety net in the Kingdom. The scheme includes two types of assistance: the first is unemployment subsidies for first time job seekers, and is for Bahraini nationals, and the second scheme is unemployment compensation which includes Bahraini and non-Bahraini workers who are working under formal employment contracts in the Kingdom.

The scheme is funded by monthly contributions of 3% of the wages of the concerned worker, paid equally by the three parties: the employee (1%), the employer (1%) and the Government (1%). The amount is deposited in a special fund from which subsidies and compensations are paid to beneficiaries.

Regarding the unemployment subsidy for Bahraini first-time job seekers, which also benefits dismissed workers entitled to unemployment compensation but who have joined the scheme for less than 12 months, the subsidiary value has been fixed at BD 150 a month for university graduates and BD 120 a month for others, paid for a maximum of six months.

While in the case of the unemployment compensation, the condition for entitlement is that participation by the insured in the scheme should not be less than 12 months, and that he/she should not have left work voluntarily or been dismissed for disciplinary reasons. In this case, the beneficiary is paid 60% of the average monthly wage of the past year, provided that it is not less than BD 150 and not more than BD 500, for a maximum period of six months.

**Source: UNDP Bahrain 2010 MDGs Progress**



## ***Unemployment Insurance Scheme Beneficiaries***



After a modest start in August 2008, the total number of beneficiaries from the Unemployment Insurance Scheme was 281 in October 2009 (197 males and 84 females). The subsidy beneficiaries began with a high number which reached a peak figure in March 2008, when the number of those registered was 9,566, falling to 1,930 beneficiaries in October 2009 (656 males and 1,274 females). The reason for this drop is improvement in the control and verification measures of the conditions of entitlement, in addition to the successful measures of employment in the public and private sectors accommodating those registered under the scheme.

***Source: UNDP Bahrain 2010 MDGs Progress***

# Contact

[impact@3blassociates.com](mailto:impact@3blassociates.com)

[www.3BLassociates.com](http://www.3BLassociates.com)

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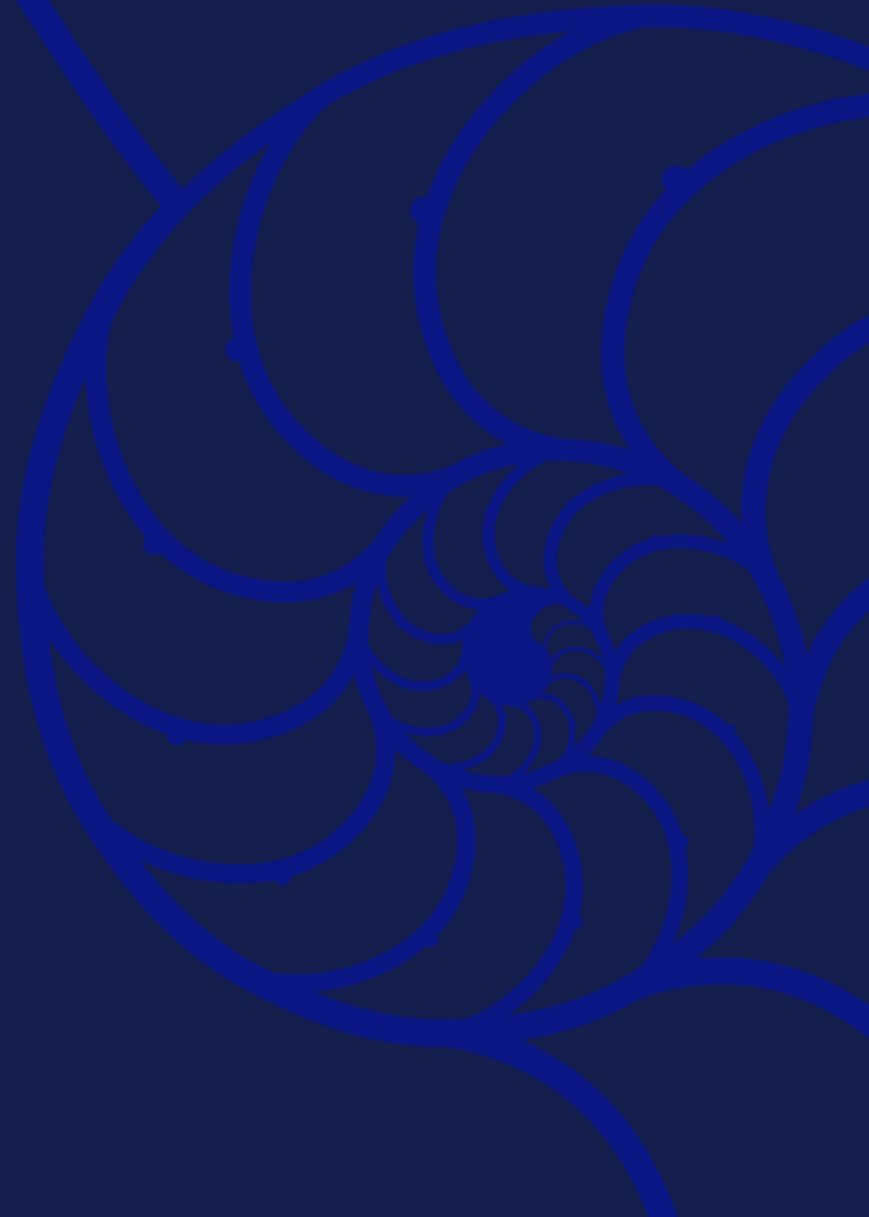
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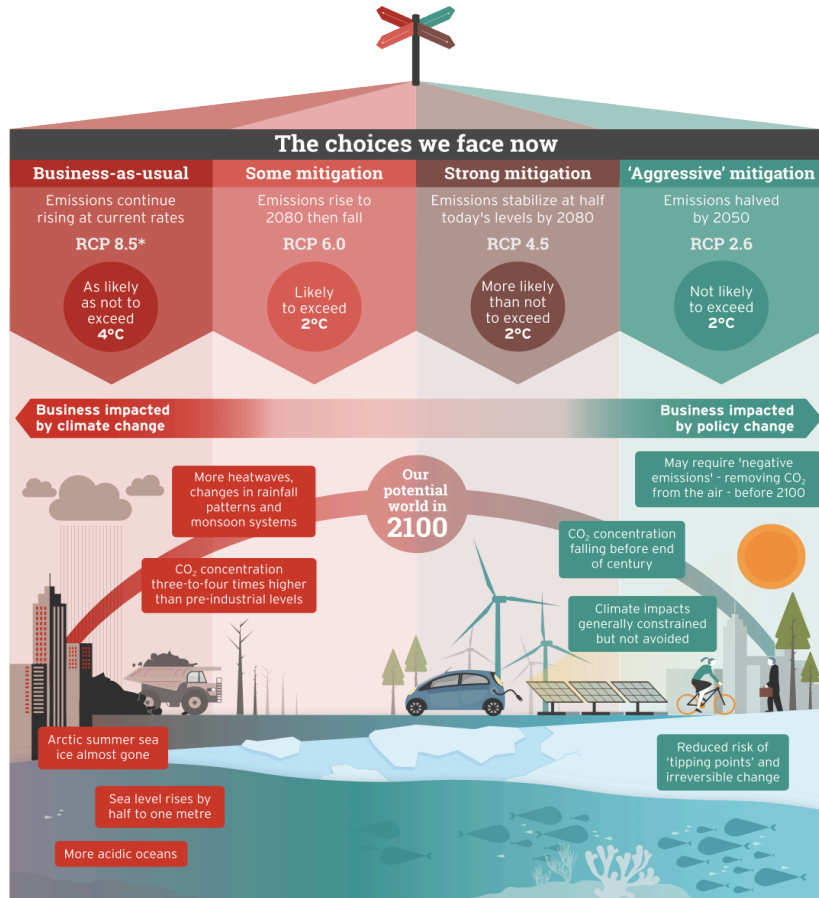
# Data Pack: Environment



# CLIMATE CHANGE: GLOBAL PATHWAY

## Carbon crossroads

The Intergovernmental Panel on Climate Change (IPCC) explores four potential futures depending on what policies governments adopt to cut emissions

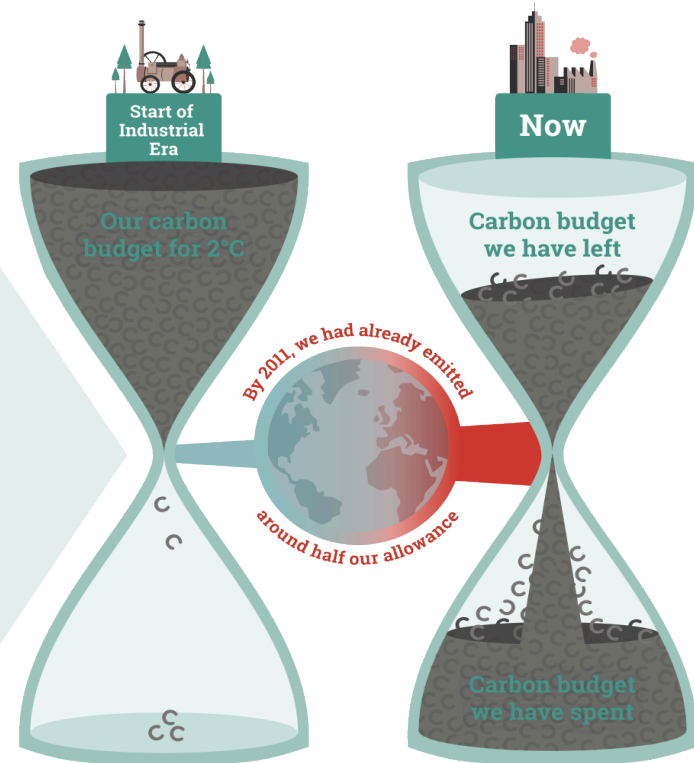


\*The four RCP (Representative Concentration Pathway) scenarios each project a certain amount of carbon to be emitted by 2100, and as a result lead to a different amount of human-driven climate change. Climate change will continue after 2100 and elevated temperatures will remain for many centuries after human CO<sub>2</sub> emissions cease.

This material can be freely used to advance discussion on the implications of the IPCC's Fifth Assessment Working Group I Report and Impacts for business. The report is made available via a creative commons licence.

## The pathway to two degrees

Meeting the internationally agreed target of 2°C means spending what remains of our carbon budget wisely\*



Unless we follow the '2.6' path we will reach our budget limit between 2050-2070

\*To have a better than two-thirds chance of limiting warming to less than 2°C from pre-industrial levels, the total cumulative CO<sub>2</sub> emissions since the start of the industrial era would need to be limited to 1,000 gigatonnes of carbon. About half of this amount had already been emitted by 2011. The amount of carbon that can be released would be reduced if concentrations of non-CO<sub>2</sub> greenhouse gases continue to rise. Other factors (for example, the unexpected release of greenhouse gases from permafrost) could also tighten this 'carbon budget'.

For more information: [cpsl.cam.ac.uk](http://cpsl.cam.ac.uk)

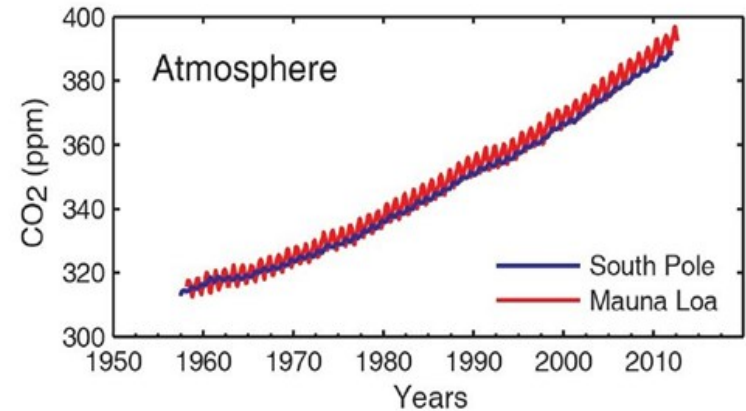
Information is Beautiful Studio

Source: Intergovernmental Panel on Climate Change (IPCC), AR5 report

# CLIMATE CHANGE: GLOBAL PATHWAY

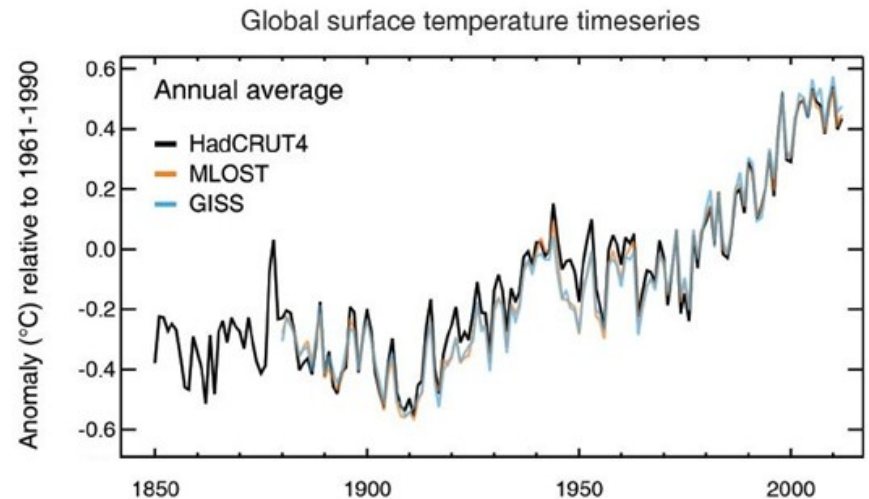
**The amount of carbon dioxide in the atmosphere is rising:**

Measurements show the concentration of carbon dioxide in the atmosphere has risen. Since pre-industrial times, carbon dioxide levels have increased 40 per cent. The biggest cause of the increase is fossil fuel emissions, while land use changes - for example turning forest into farmland - are the second biggest cause.



**The earth's surface is warming:**

Between 1880 and 2012, earth's surface has warmed by approximately 0.85°C. Surface temperatures fluctuate substantially, and warming has naturally occurred more slowly in some decades than others, but data collected by a number of scientific institutions confirms a long term warming trend.

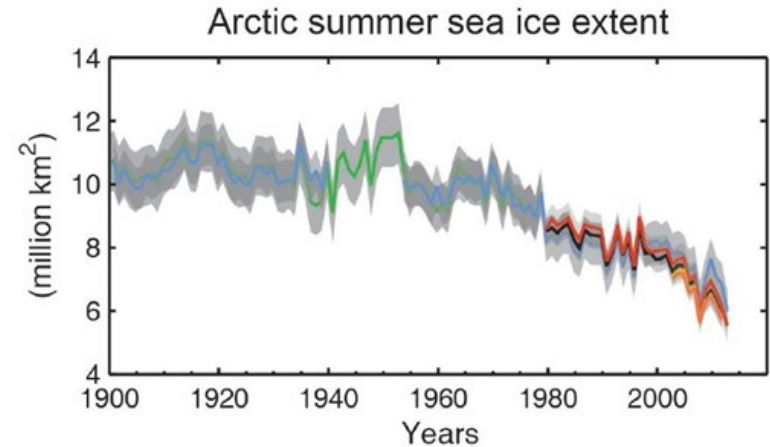


*Source: Intergovernmental Panel on Climate Change (IPCC), AR5 report*

# CLIMATE CHANGE: GLOBAL PATHWAY

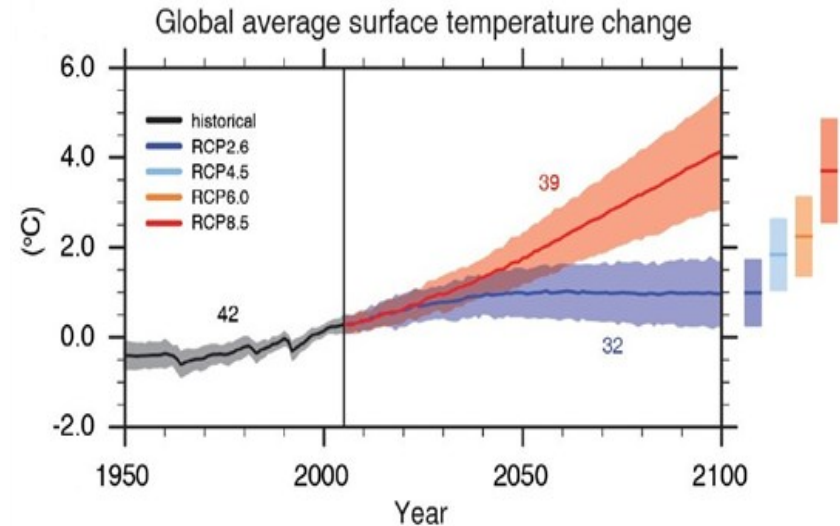
## Arctic sea ice is melting:

The amount of ice left at the end of the summer melt season in the Arctic is shrinking. The area of ice covered ocean - also known as sea ice extent - has shrunk by between 3.5 and 4.1 per cent per decade since satellite records began in 1979. The change in summer months has been particularly strong, with ice extent decreasing 13 per cent per decade.



## Earth's surface will continue warming:

The IPCC predicts that surface temperatures will continue to rise. Depending on the amount of greenhouse gases produced in the future, temperatures could rise by as little as 0.3°C or as much as 4.8°C. The mean temperature rise predicted under the IPCC's low emissions scenario (RCP2.6) is 1°C by 2100. But remember! That's a scenario where we cut emissions aggressively.

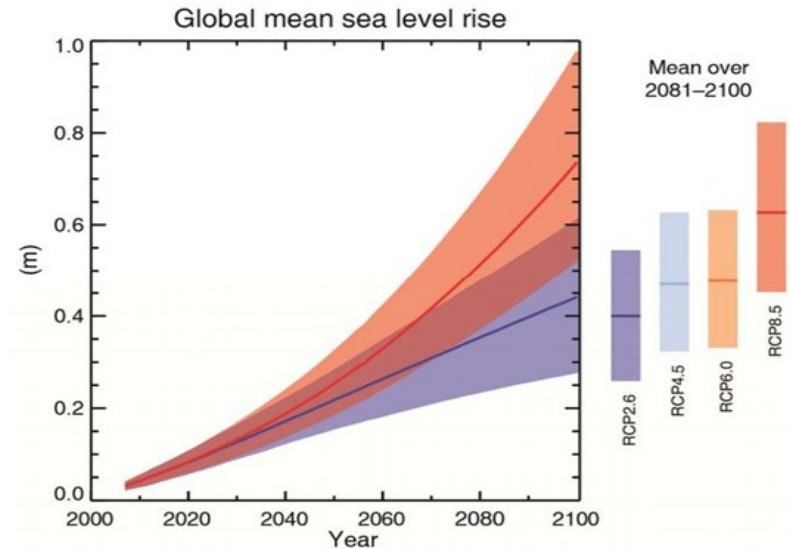


*Source: Intergovernmental Panel on Climate Change (IPCC), AR5 report*

# CLIMATE CHANGE: GLOBAL PATHWAY

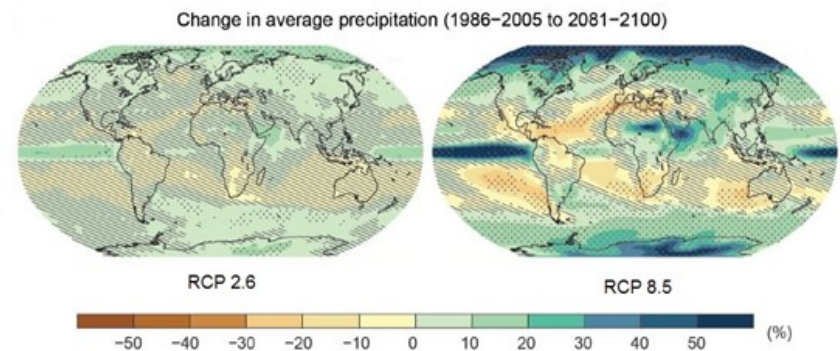
## Sea levels will rise:

Sea levels are predicted to rise as glaciers and ice sheets melt, and ocean water warms and expands. By the end of the century, sea levels are likely to rise by between 26 and 82 centimetres (cm). The mean sea level rise predicted under the IPCC's low emissions scenario is 40cm, while a high emissions scenario could result in an average of 63cm of sea level rise.



## Rainfall patterns will change:

Rainfall patterns are expected to change by the end of the century, with wet regions getting wetter and dry regions getting drier (generally speaking). Under a low emissions scenario this contrast is likely to be less obvious. But under the high emissions scenarios, some places will receive up to 50 per cent more rainfall, while others receive up to 30 per cent less.



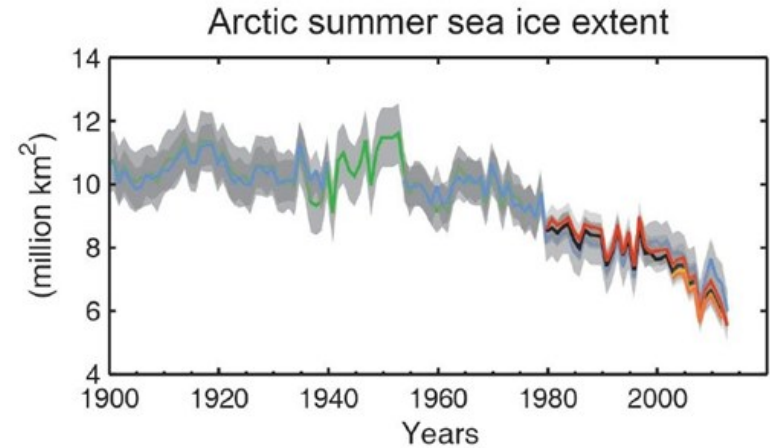
*Source: Intergovernmental Panel on Climate Change (IPCC), AR5 report*



# CLIMATE CHANGE: GLOBAL PATHWAY

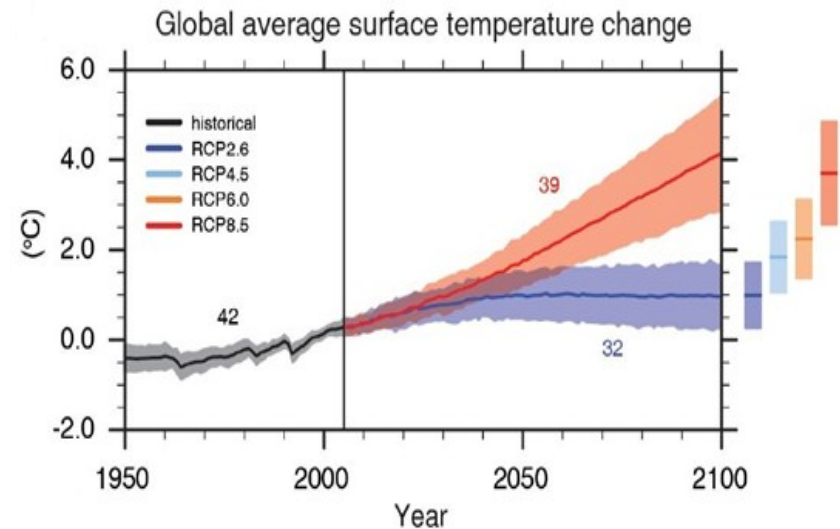
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*Source: Intergovernmental Panel on Climate Change (IPCC), AR5 report*



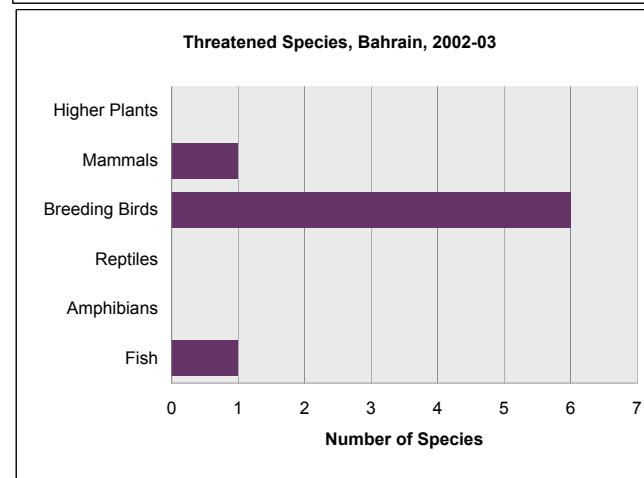
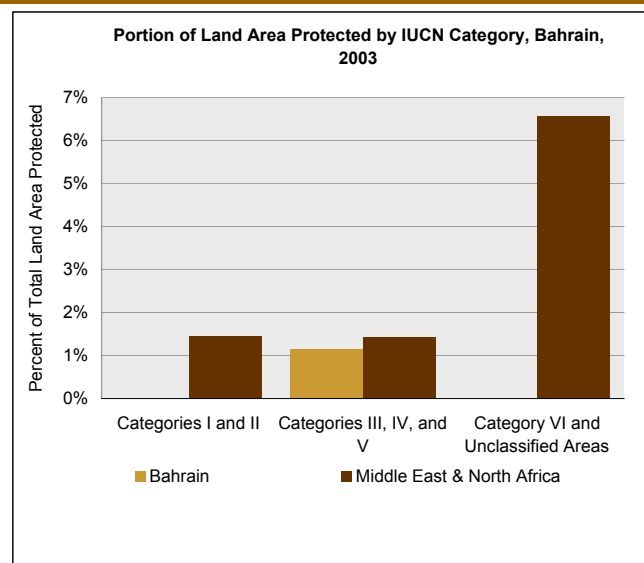
# BAHRAIN BIODIVERSITY AND PROTECTED AREAS

## Biodiversity and Protected Areas-- Bahrain

EarthTrends  
Country Profiles



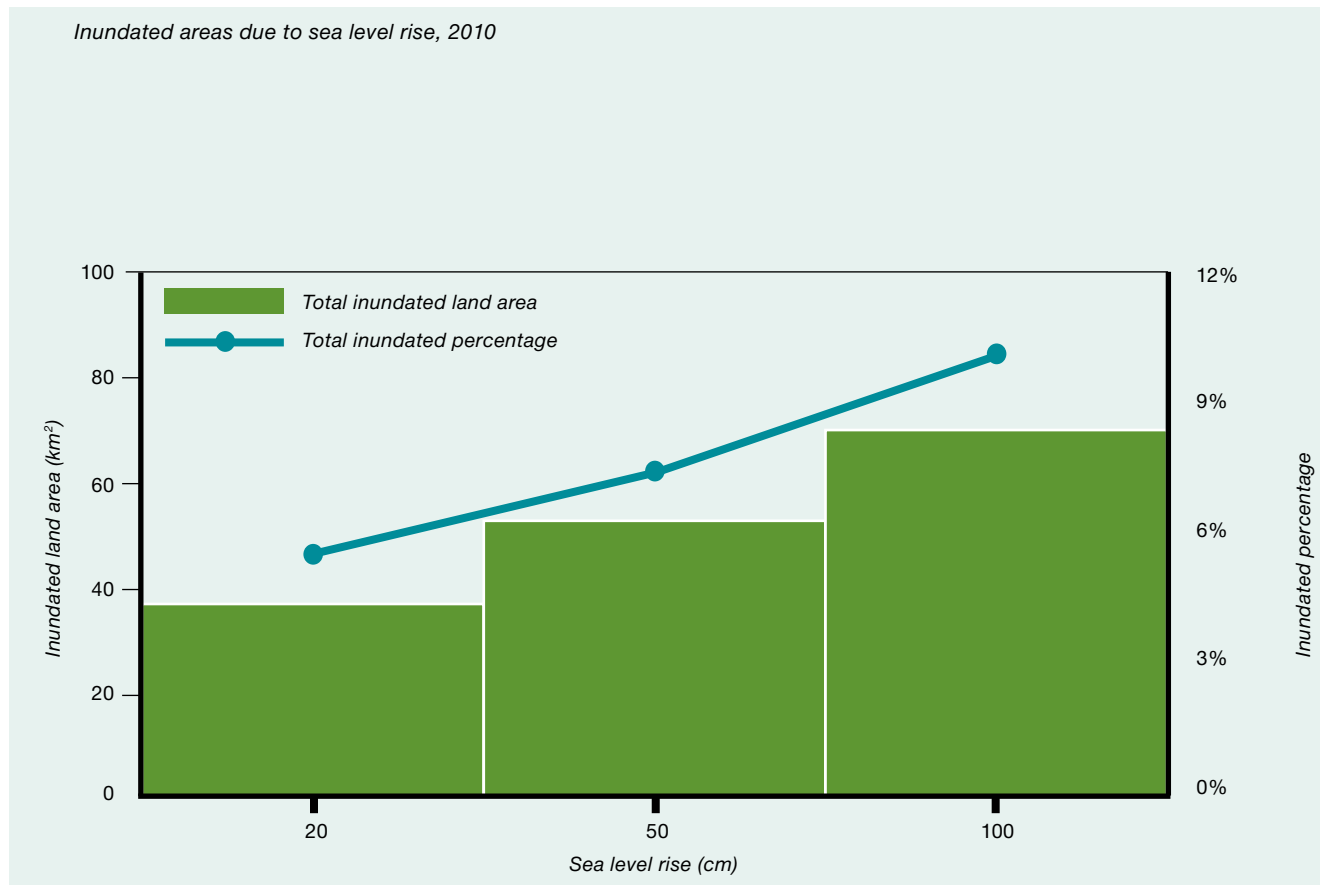
	Bahrain	Middle East & North Africa	World
Total Land Area (000 ha)	69	1,256,964	13,328,979
<b>Protected Areas</b>			
<i>Extent of Protected Areas by IUCN Category (000 ha), 2003:</i>			
Nature Reserves, Wilderness Areas, and National Parks (categories I and II)	X	18,165	438,448
Natural Monuments, Species Management Areas, and Protected Landscapes and Seascapes (categories III, IV, and V)	1	18,063	326,503
Areas Managed for Sustainable Use and Unclassified Areas (category VI and "other")	0	82,569	692,723
Total Area Protected (all categories)	1	118,797	1,457,674
Marine and Littoral Protected Areas {a}	0	9,580	417,970
Protected Areas as a Percent of Total Land Area, 2003 {b}	1.3%	10.2%	10.8%
Number of Protected Areas, 2003	2	1,090	98,400
Number of Areas >100,000 ha, 2003	X	56	2,091
Number of Areas > 1 million ha, 2003	X	X	243
Wetlands of International Importance (Ramsar Sites), 2002:			
Number of Sites	2	X	1,179
Total Area (000 ha)	7	X	102,283
Biosphere Reserves, 2002			
Number of Sites	X	22	408
Total Area (000 ha)	X	X	439,000
<b>Number and Status of Species</b>			
Higher Plants			
Total known species (number), 1992-2002	195	X	X
Number of threatened species, 2002	X	X	5,714
Mammals			
Total known species (number), 1992-2002	17	X	X
Number of threatened species, 2002	1	X	1,137
Breeding Birds			
Total known species (number), 1992-2002	14	X	X
Number of threatened species, 2002	6	X	1,192



View more Country Profiles on-line at <http://earthtrends.wri.org>

Source: Earth trends country profile

# Bahrain Environmental Impacts – Sea Level Rise



*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

# ***Bahrain Environmental Impacts – Sea Level Rise***

The low-lying geology of Bahrain's islands, coupled with high land reclamation and extensive industrial, commercial, and residential activity in coastal zones, highlight the island's acute vulnerability to climate change induced sea level rise (SLR).

The total land area that would be inundated under the various climate change scenarios was found to be substantial. Even the low SLR scenario will result in an inundation of about five per cent (36 km<sup>2</sup>) of the total land area of Bahrain by 2100. This level increases to about 10 per cent of total land area (69 km<sup>2</sup>) in the worst case scenario.

The result also revealed that inundation will unevenly affect Bahrain's vulnerable infrastructure in the five main islands and would adversely affect cities, roads, agricultural areas, as well as beaches and salt marshes. If the total inundated area was about 57 km<sup>2</sup>, as predicted in the second scenario, about a quarter of the affected area would lie in the productive zones that comprise of cities, roads, and agricultural lands.

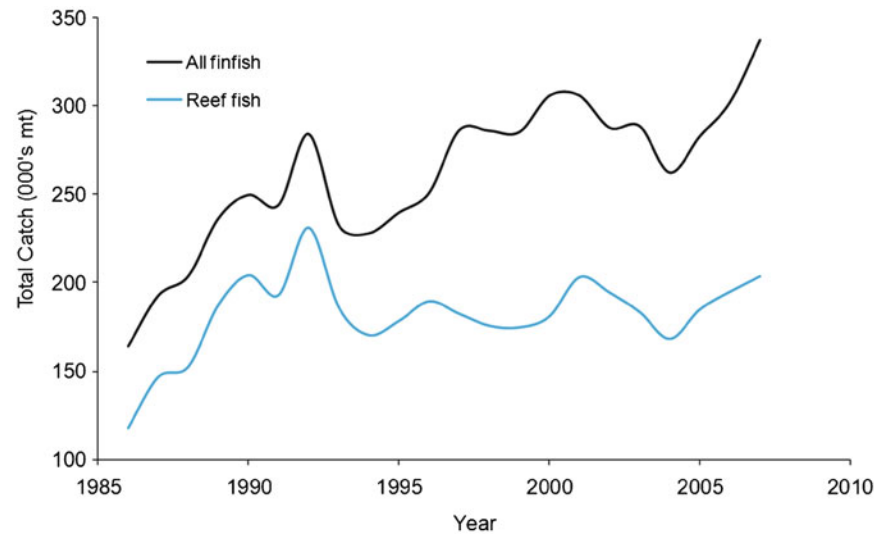
**Hawar Islands:** The extent of inundation on the Hawar Islands, given their status as wetlands of international importance is particularly noteworthy. The islands in this chain are even more low-lying than the main islands. Jazirat Hawar, the largest in the island chain, has a maximum elevation of 12.5 meters, and a mean elevation of 0.5 meters above sea level. With SLR of one meter, about 22 per cent or 11 km<sup>2</sup> of the combined land area of these pristine islands would be inundated.

**Mangroves:** Mangroves around Bahrain are already under high stress due to land reclamation activities. In the event of SLR, major portions of mangrove ecosystems would be inundated and will lead to a gradual retreat of plantations. Coastal salt marshes in the main islands will be among the hardest hit areas. Home to unique and sensitive ecosystems, the total area that would be affected by a one metre rise in sea level is about 32 km<sup>2</sup>. This represents about 55 per cent of all the submerged areas, and about five per cent of the main lands' total land area.

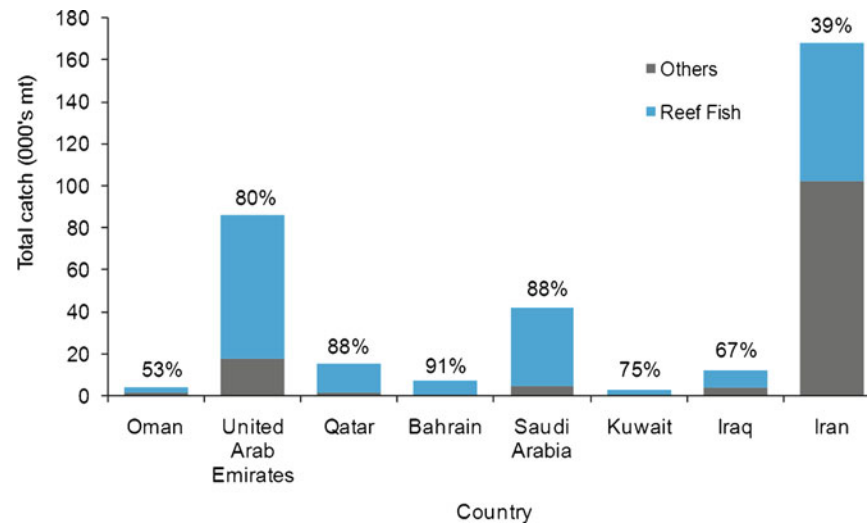
*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

## Gulf fish yields

**Fig. 8.8** Total yield of all species of fish (All finfish) and reef associated species only (Reef fish) in the Gulf between 1986 and 2007 (Data source: FAO 2009)

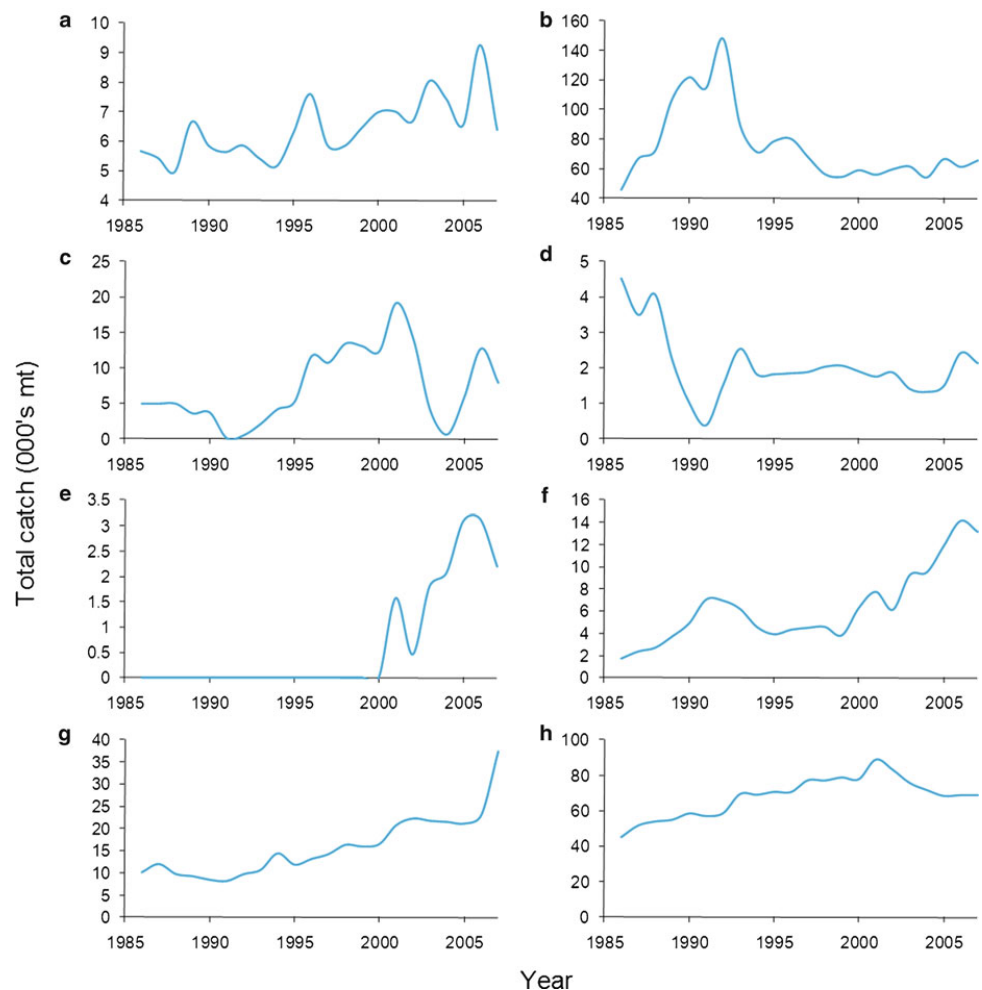


**Fig. 8.9** Fishery yields by country in the Gulf during 2007 showing reef fish as a proportion of the total of all finfish species (data labels). Note: landings for Oman, Iran, the United Arab Emirates and Saudi Arabia relate to those derived from Gulf waters only (Data source: FAO 2009)



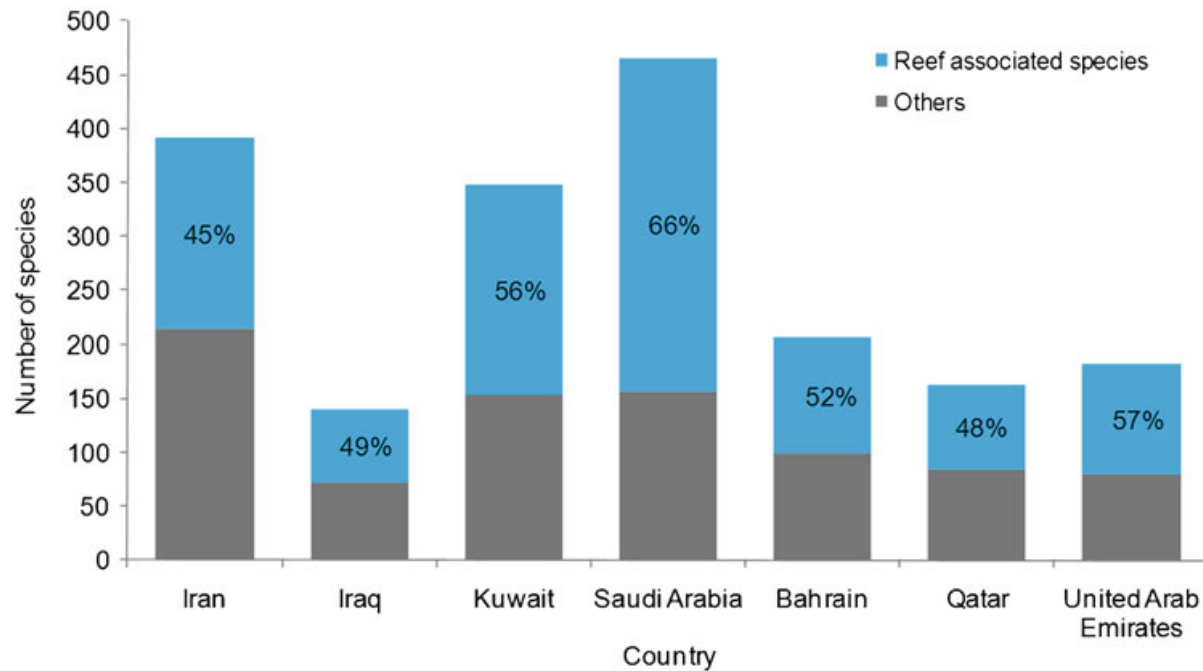
Source: *Coral Reefs of the Gulf – Adaption to Climatic Extremes* (2012)

## Total Annual landed catch – Reef Fish



**Fig. 8.11** Total annual landed catch of reef fish in the Gulf by country between 1986 and 2007. (a) Bahrain, (b) Iran, (c) Iraq, (d) Kuwait, (e) Oman, (f) Qatar, (g) Saudi Arabia, (h) United Arab Emirates (Data source: FAO 2009)

# Total number of Marine fish species in the Gulf



**Fig. 8.14** Total number of marine fish species by country in the Gulf showing the proportion that are reef associated (data labels) (Data source: Froese and Pauly 2009; Bishop 2003; Riegl 2002)

## ***Bahrain Fishing Industry***

There are over 6,000 people employed in the fishing industry. Annual fish yields are approximately 12 metric tonnes, of which coral fishes such as shrimp and crab account for about 28 per cent of the total annual catch. Deterioration of coral reef habitats will negatively affect associated fauna and fish stocks, and eventually threaten the viability of Bahrain's fishing industry.

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

## ***Bahrain Agriculture Industry***

Although the contribution of agriculture to the national economy accounts for less than one percent, this sector plays an important role in the livelihood of Bahraini society. The agriculture sector relies on heavy irrigation and currently provides job opportunities to over 3,400 people and contributes to national food security goals.

The loss of agricultural land due to a one metre rise in sea level is likely to be around five km<sup>2</sup>, or about 11 per cent of the total arable land in the country. Other impacts of this scenario include damage to drainage systems, increase in water logging problems and higher groundwater tables. This will adversely impact crop production levels, particularly date palms, which are highly susceptible to groundwater salinity levels

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*



## *Main Contributors of Waste*

Most industries are located in the eastern coast of the country. The wastes of these industries are gases, liquid (industrial effluents) and solid waste.

The following are major industries contributing to waste:

- Petrochemical industries
- Aluminum industries
- Shipbuilding and Repair Yards
- Petroleum
- Sand wash plants
- Limestone production plants
- Cement plants
- Gulf Industrial Investment Company
- Sewage Treatment Facilities
- The domestic sewage effluents discharged from urban and rural areas of the country.

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

## *Water demand 'threatens Bahrain's future'*

An increasing demand for water threatens the long-term future of the country, according to an expert in Bahrain.

Increases in population, agriculture and urbanisation are all draining the country's water resources, warned Arabian Gulf University academic affairs vice-president Professor Waleed Al Zubari.

However, he said the use of non-renewable water in agriculture was a major factor in depleting Bahrain's limited groundwater reserves.

'Much of our water is being used without knowing what will happen once the water is gone,' he said.

'We must weigh up our immediate gains from this water with the long-term impact.

'The GCC has invested in agriculture for food security, but it is mainly using fossil ground water, which is not renewable. We are practising agriculture like we are in a wet country, and we must change this.'

Professor Al Zubari said that it was time for Bahrain and other Gulf countries to invest in research and development to address increasing water demands and escalating scarcity.

He claimed that instead of managing water consumption, most GCC countries had only looked at increasing the supply.

'The supply-driven approach to water management has failed and now there is a shift to demand management,' said Professor Al Zubari, who is also editor-in-chief of the Arab Gulf Journal of Scientific Research.

'We need an integrated approach where we take into account all aspects, including climate change and bio-fuels.

'We need sustainable water management and adequate quantity and quality, but it must be at a minimum financial and environmental cost.'

He warned that although desalination plants were being introduced to cope with increasing demand, they were a burden on the environment and simply adding more was not the answer.

'We are installing a lot of desalination plants, but the costs are a big burden on the national budget and there is no return because we have a subsidy system,' he said.

'It's not just about having more desalination plants we need to reduce consumption because they have an environmental impact, for example with marine and air pollution.

'These plants are still imported technology, there are no GCC desalination factories. We haven't got any indigenous technology and this technology doesn't employ a lot of people.

'If this is to become the future of the GCC then it must become a major sector in the region and be indigenised.'

He revealed 66 per cent of Bahrain's water supply comes from non-renewable groundwater, 29 per cent from renewable desalination plants and the rest from waste and used water.

In Bahrain, 45 per cent of water is used for agriculture, 49 per cent for domestic use and 6 per cent for industry.

## ***Bahrain desertification Danger***

A leading expert on water resources has warned against the increasing desertification of the Kingdom. Bahrain was once considered to be a “Garden of Eden” filled with lush trees and more than 200 fresh water springs.

Decades ago, agriculture was also a flourishing industry – especially in the fertile lands of the north. Today, the country is far from this image. Gulf University Water Resources Management Programme Coordinator and Professor Dr. Waleed Khalil Zubari told DT, “Bahrain’s agricultural lands have been decreasing with time owing to the loss of productivity on one side and urbanization on the other.”

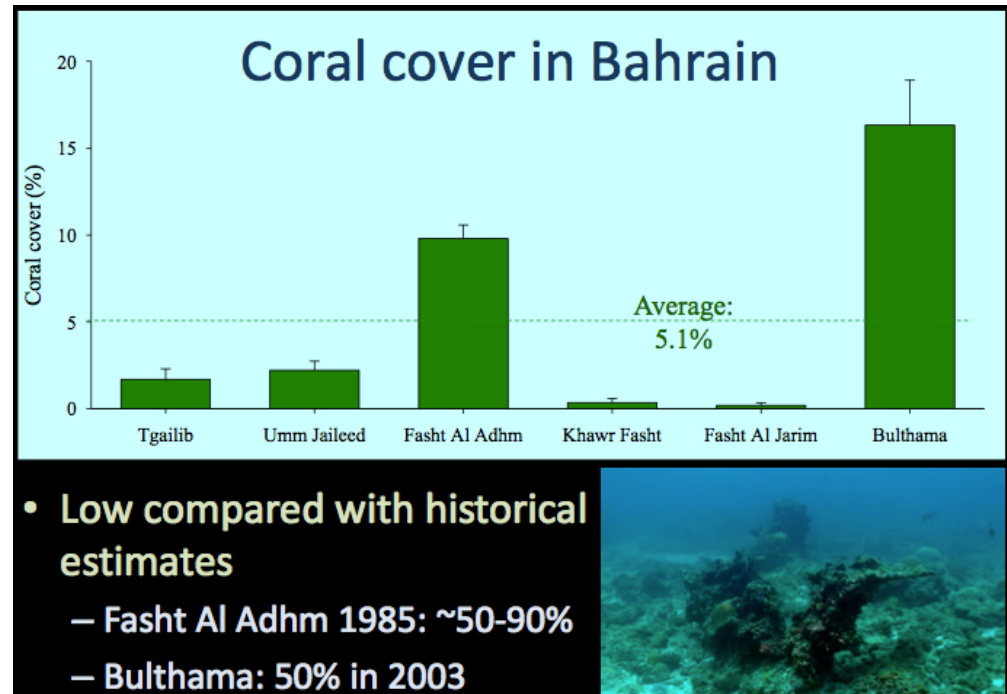
Dr. Zubari, one of the country’s leading experts on the matter, has published several studies and is seriously tracking the government’s efforts to stop desertification – or loss of agricultural land. “In my opinion, agriculture is a feasible sector in a traditional way and it is possible to develop it into a contributing sector of the economy,” he said.

The depletion of Bahrain’s groundwater through urbanisation has led to the loss of freshwater springs, which the country was once famous for, as well as its fertile lands. Back in the fifties, groundwater was used by farmers to irrigate their farms. There were no regulations to build wells and extract groundwater. The government later adopted a regulation whereby anyone wishing to build a well must first procure a licence.

Dr. Zubari continued, “Desertification is defined as the loss of land productivity, either due to natural reasons such as sand dune movement or man-made causes.” “The major causes of desertification in Bahrain are groundwater exploitation and depletion. Deterioration of its quality led to the salinisation of soil and the loss of its productivity. That was the beginning.”

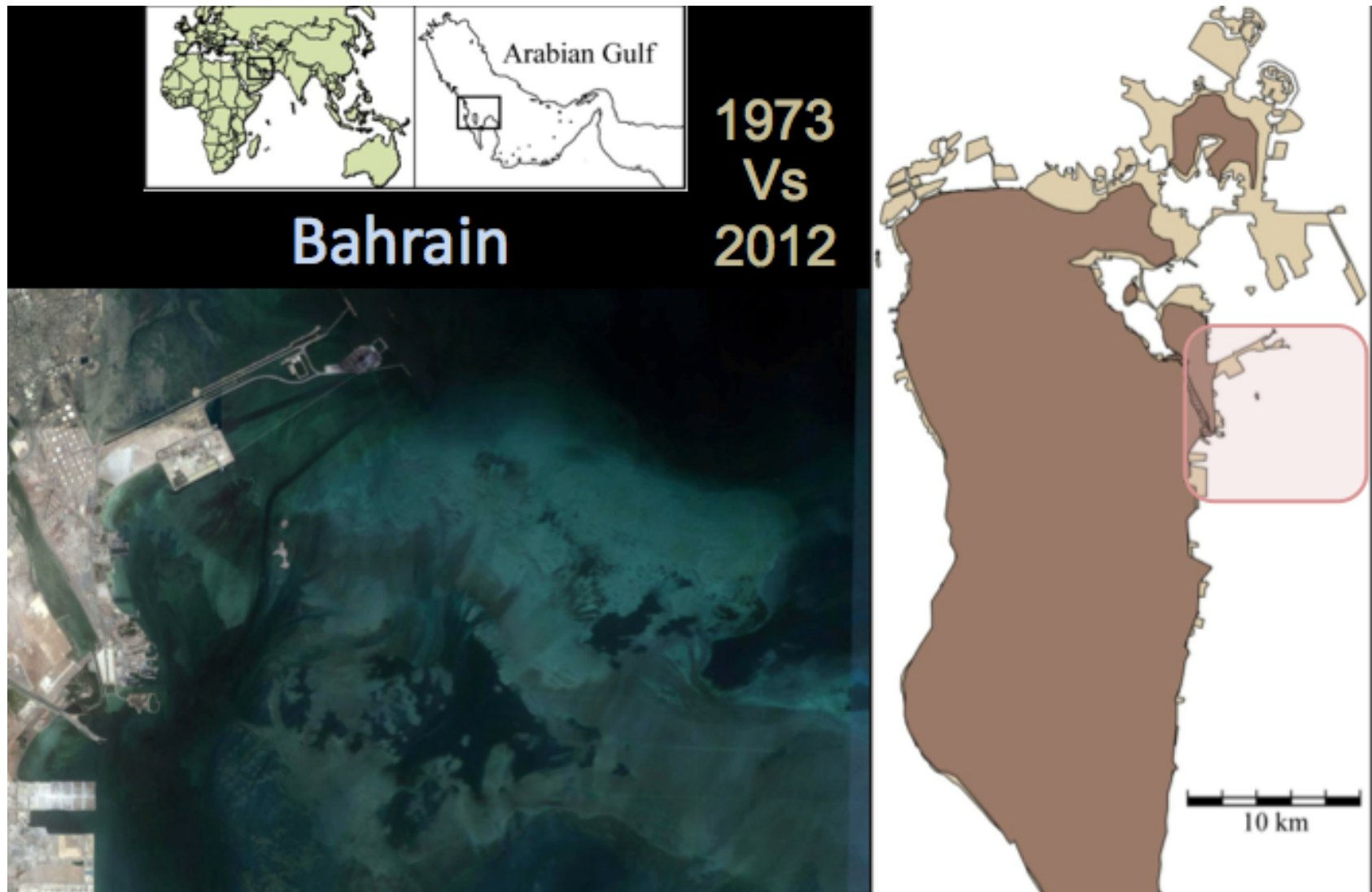
## Bahrain Coral Reefs

Historically coral reefs of Bahrain were among the most extensive in the southern basin of the Arabian Gulf. However, Bahrain's reefs have undergone significant decline in the last four decades as a result of large-scale coastal development and elevated sea surface temperature events. Here we quantitatively surveyed six sites including most major coral reef habitats around Bahrain and a reef located 72 km offshore. Fleishy and turf algae now dominate Bahrain's reefs (mean: 72% cover), and live coral cover is low (mean: 5.1%). Formerly dominant *Acropora* were not observed at any site. The offshore Bulthama reef had the highest coral cover (16.3%) and species richness (22 of the 23 species observed, 13 of which were exclusive to this site). All reefs for which recent and historical data are available show continued degradation, and it is unlikely that they will recover under continuing coastal development and projected climate change impacts.



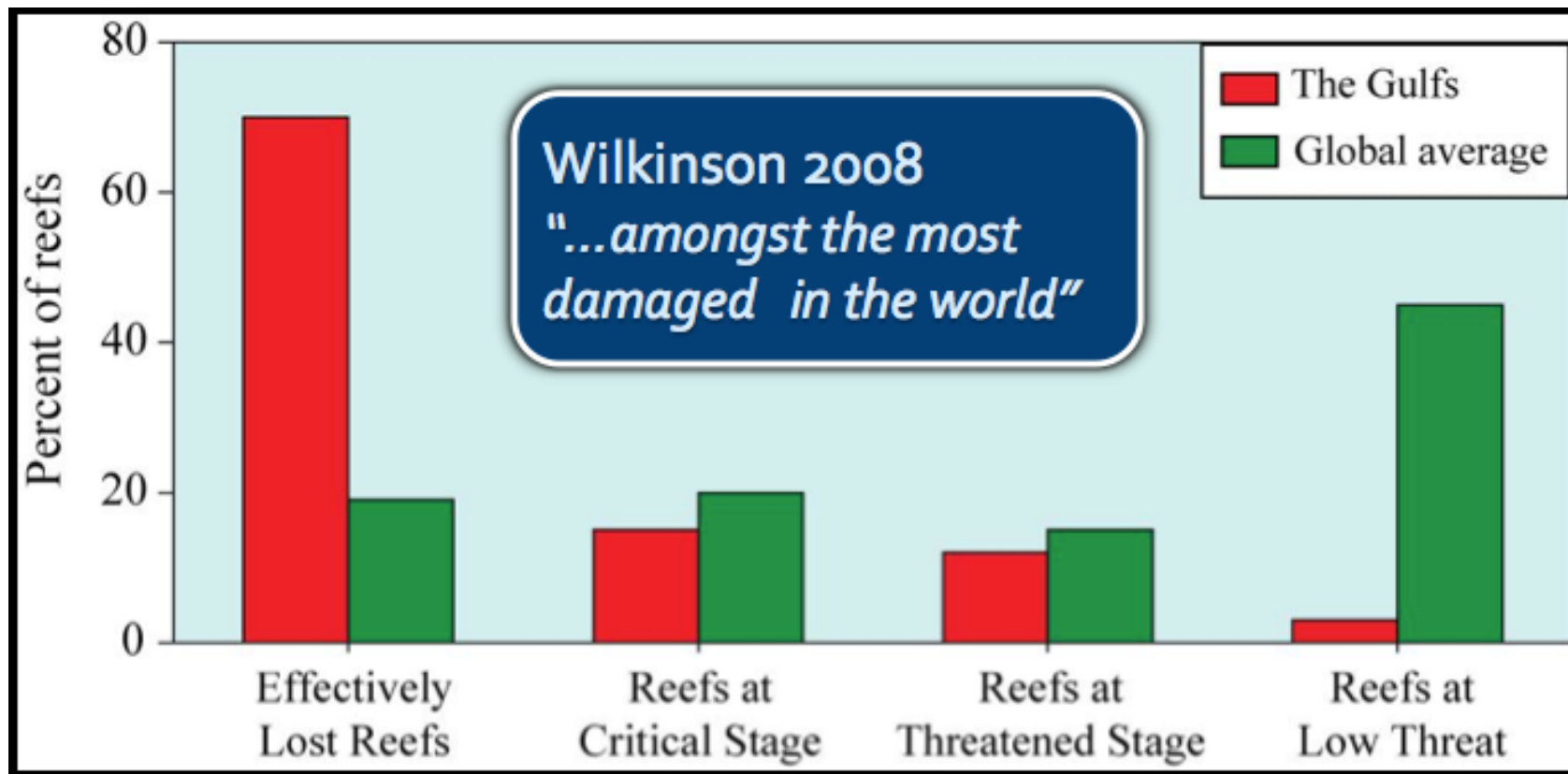
Source: Burt et al (2012) – Marine Pollution Bulletin

## *Bahrain Coral Reefs*



*Source: Burt et al (2012) – Marine Pollution Bulletin*

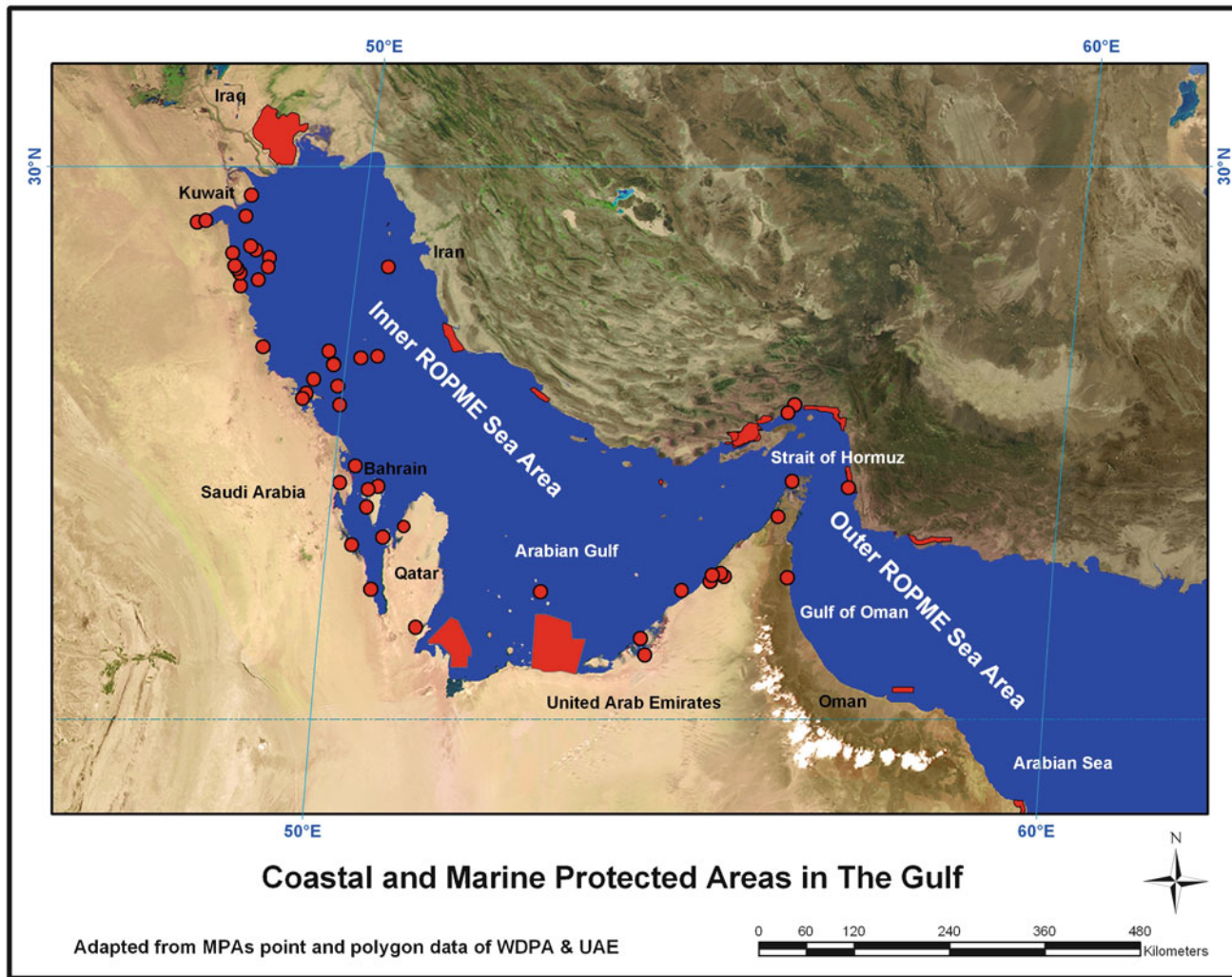
## Condition of Gulf Regional Reefs



Source: Burt et al (2012) – Marine Pollution Bulletin



## *Costal and Marine Protected Areas in the Gulf*



**Fig. 15.1** Coastal and marine protected areas in the ROPME Sea Area

*Source: Coral Reefs of the Gulf – Adaption to Climatic Extremes (2012)*

## *Climate Mitigation*

The mitigation measures considered are briefly mentioned as follows which are crucial in making Bahrain more 'greener' and environment friendly:

- To replace or upgrade local electric power supply system operating at low efficiencies to achieve greater combustion efficiencies and eventually considerably reduce the annual natural gas consumption levels.
- The overwhelming majority of GHG emission in the energy supply sector is from the combustion of natural gas for electric power generation. Exploring and adopting alternative sources will conserve this resource.
- Combined cycle units achieving at least 50 per cent combustion efficiency could be introduced at eight inefficient single cycle power stations and cogeneration introduced at one station. These changes would annually reduce CO<sub>2</sub> emissions by 2.7 MT.
- By adding 'zero-carbon' or 'renewable resources' for generating electricity as Bahrain is well endowed with solar energy with an annual average solar insolation level of about 400 W/m<sup>2</sup>, one of the highest in the world. Wind energy is less attractive as average wind speeds are well below five meters per second for large periods of the year over large portions of the country. Tidal energy is also not considered an attractive option due to land use required for the installation of turbines and the resulting adverse ecological impacts.

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*



# *Adaptation to Sea Level Rise*

## **Adaptation**

Adaptation to SLR in Bahrain is a multi-stage and iterative process that includes information acquisition, raising public awareness, mainstreaming SLR into the policy context, implementing adaptation measures, monitoring and evaluation. The proposed approach adopted by the government is a mix of strategies and measures that are tailored to fit Bahraini local conditions and that take into account existing constraints and opportunities. These include:

**Promote artificial recharge/storage:** This involves the introduction of technological interventions (e.g., infiltration basins, treated effluent disposal, diversion of excess irrigation) to store excess water for aquifer rehabilitation and/or later use.

**Reducing demand:** This involves the introduction of demand side management programmes (e.g., tariffs, regulation, conservation) to reduce groundwater use in the municipal and agricultural sectors.

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

# Climate Change Adaptation – Considered Measures

**Table 3.1: Specific measures in the Adaptation Plan**

<i>Integrate SLR considerations into policies:</i>	<i>Prioritize near-term coastal protection:</i>	<i>Strengthen stakeholder capacity:</i>
<ul style="list-style-type: none"> <li>• Accommodate SLR in the design of new policies regarding building codes and coastal structures,</li> <li>• Formulate sector specific development guidelines (tourism, industry, etc) to highlight for investors the potential problems arising from SLR,</li> <li>• Formulate a comprehensive policy framework for integrated coastal and marine resources management, and</li> <li>• Formulate guidelines and legislation for the implementation of integrated coastal zone management.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and delineate critically vulnerable coastal areas,</li> <li>• Reassess coastal area vulnerability to SLR, including economic valuation of endangered properties, establishments, and resources,</li> <li>• Create a GIS-based coastal database management system for facilitating decision-making regarding coastal areas,</li> <li>• Investigate the feasibility of new coastal structures (e.g., dikes, levees, etc..) and maintenance measures (e.g., periodic beach nourishment) to protect high priority areas.</li> <li>• Establish and maintain effective agricultural drainage systems,</li> <li>• Rehabilitate endangered ecosystems with special emphasis on coral reef areas, mangroves, and important bird nesting areas,</li> <li>• Raise public awareness on climate change issues in general, and SLR in particular,</li> <li>• Actively enforce legislation regarding coastal areas and marine resources,</li> <li>• Formulate an integrated water resource management plan to rationalize water use and protect aquifers from salinization,</li> <li>• Accommodate SLR in the design of new policies regarding building codes and coastal structures, and ongoing projects,</li> <li>• Review and update legislations related to water usage.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen national capacity (marine authorities) for monitoring SLR dynamics and trends through upgrading and networking existing monitoring stations.</li> <li>• Develop legal, institutional and human resources capacity for the EA and national research institutions.</li> <li>• Conduct training programs in CC/SLR information management, vulnerability, risks assessments and adaptation planning</li> <li>• Strengthen the capacity of farmers to adapt to new techniques in farming and management of salt affected soils.</li> <li>• Strengthen regional cooperation and networking among countries in the region to facilitate exchange of data and information on CC/ SLR issues.</li> </ul>
<b><i>Mangrove ecosystems</i></b>	<b><i>Coral ecosystems</i></b>	<b><i>Groundwater resources</i></b>
<ul style="list-style-type: none"> <li>• Establish a protective buffer zone around Mangrove plantations.</li> <li>• Reforest mudflats &amp; other locations along beaches.</li> <li>• Revive traditional agricultural systems around mangroves using treated sewage effluent.</li> <li>• Launch a national campaign to raise public awareness among various sectors of the society.</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitate corals in key sites,</li> <li>• Aggressively enforce of legislation regarding marine resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate an integrated water resource management plan to rationalize water use and protect aquifers from being excessively salinized.</li> <li>• Legalize and institutionalize reuse of sewage treated water.</li> </ul>

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

# Energy Overview

Profile	Energy Overview
Proven Oil Reserves (January 1, 2011)	125 million barrels
Oil Production (2010)	46,000 barrels per day, of which 76% was crude oil.
Oil Consumption (2009)	45,000 barrels per day
Crude Oil Distillation Capacity (2009)	262,000 barrels per day
Proven Natural Gas Reserves (January 1, 2011)	3.25 trillion cubic feet
Natural Gas Production/Consumption (2009)	444 billion cubic feet
Recoverable Coal Reserves (2008)	None
Coal Production (2009)	None
Coal Consumption (2009)	None
Electricity Installed Capacity (2009)	2.8 gigawatts
Electricity Production (2009)	11.2 billion kilowatt hours
Electricity Consumption (2009)	10.5 billion kilowatt hours
Total Energy Consumption (2008)	0.55 quadrillion Btus*, of which Natural Gas (85%), Oil (15%)
Total Per Capita Energy Consumption (2008)	762.4 million Btus
Energy Intensity (2008)	26,142 Btu per \$2000-PPP**
Oil and Gas Industry Organization	Bahrain Petroleum Company (Bapco); Bahrain Natural Gas Company (Banagas)
Major Oil Fields	Awali (32,192 bbl/d)(2009)
Major Refineries	Sitra (253,650 bbl/d)

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

## ***Electricity Consumption***

Electricity is used intensively to meet the needs of an expanding economy and for desalinated water production. Most electricity is produced in relatively efficient natural gas-fired units

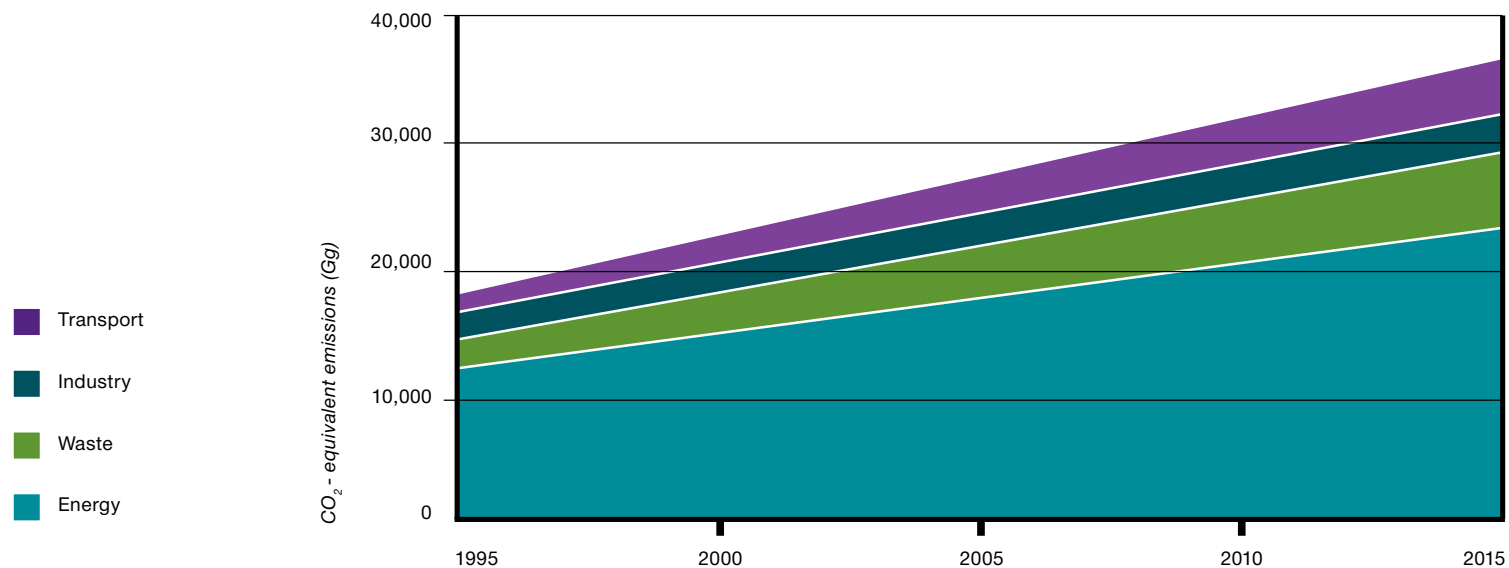
The household sector is the largest consumer followed by commercial and industrial sectors.

Average annual per capita electricity consumption, about 12.8MWh/cap, is one of the highest in the world, and is expected to increase.

*Source: Bahrain 2<sup>nd</sup> National Communications to the UNFCCC*

# Emission Pathway Status

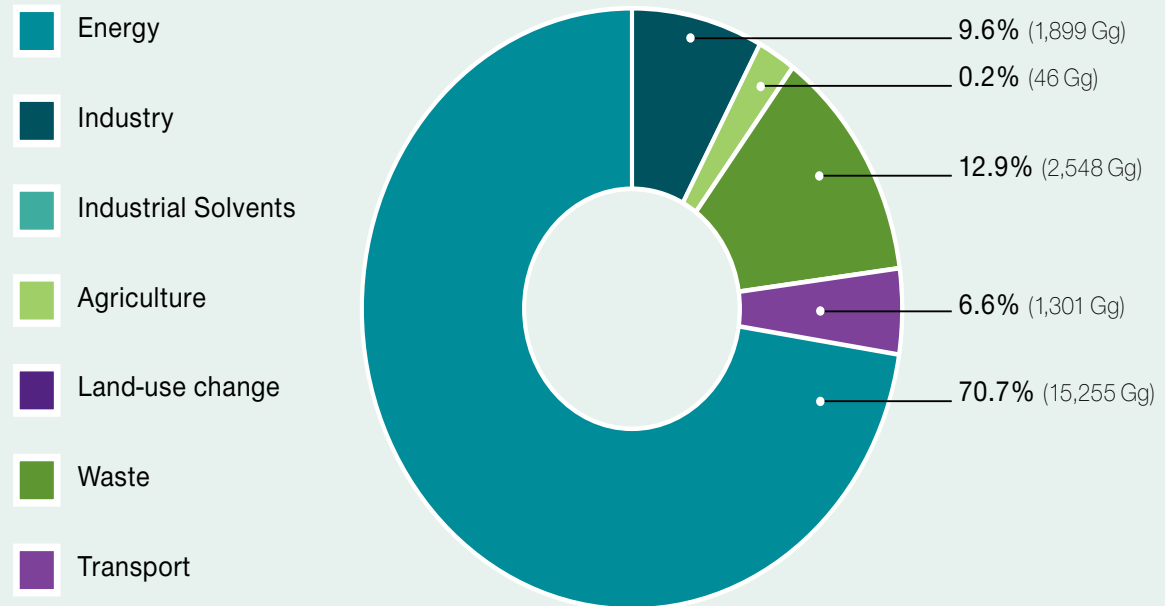
GHG emissions in the normal scenario



Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment

## Main Contributor to emissions by economic Sector

CO<sub>2</sub> - EQUIVALENT BY SECTOR



Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment

## ***Future Energy Solutions Classified by the government of Bahrain:***

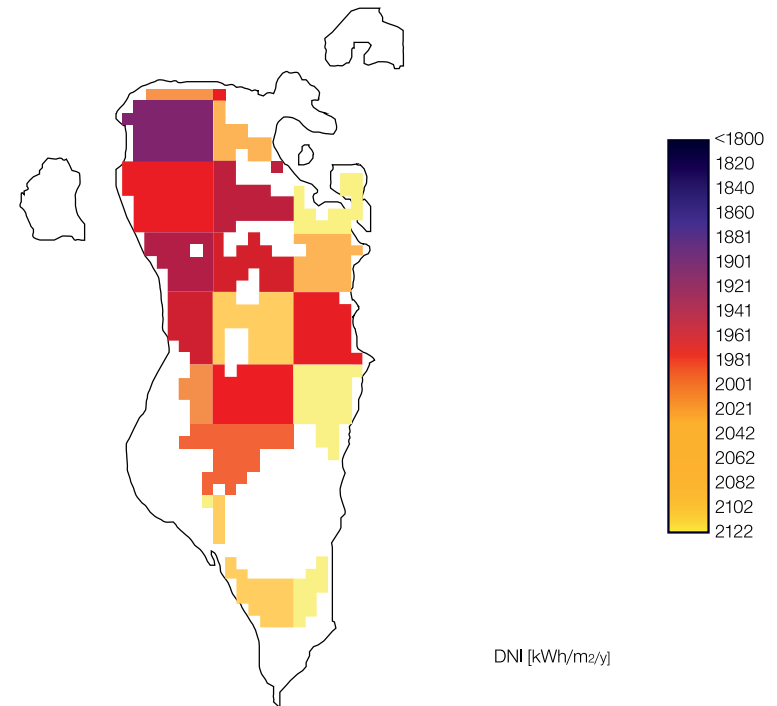
- Geothermal energy from heat inside the Earth ( not applicable to Bahrain)
- Biomass from plants, which includes firewood from trees, ethanol from corn, and biodiesel from vegetable oil (not applicable to Bahrain)
- Solar thermal and solar radiation (Abundantly available in Bahrain)
- Hydropower from tidal and wave energy (Abundantly available in Bahrain)
- Wind Energy (Abundantly available in Bahrain).

*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*

# Bahrain Solar Potential

**Solar Energy:** The annual average long-term solar potential on a horizontal surface in Bahrain was found to be 408 W/m<sup>2</sup> with 3400 sunshine hours a year so it is created to use solar. The Kingdom of Bahrain has total area 720 km<sup>2</sup>. Only 3.5% ( 25 km<sup>2</sup>) of its mean land is needed to install standard sized Concentrator Solar Trough for generation of adequate water and electricity. The technical solar potential (thermal) is 36 TWh with Direct Normal Incidence (DNI) of more than 1800kWh/m<sup>2</sup>. The estimated power needed for water production to meet demand is 1 TWh.

*Solar Energy for the future of Bahrain. The vertical gradual bar is the Direct Normal Incidence (DNI) of Solar Radiation in kWh/m<sup>2</sup>/y*



*Source: Towards a Green Bahrain Report (2012)- Supreme Council For the Environment*



# Contact

[impact@3blassociates.com](mailto:impact@3blassociates.com)

[www.3BLassociates.com](http://www.3BLassociates.com)

Twitter: [@3BLassociates](https://twitter.com/3BLassociates)

[Facebook.com/3blassociates](https://Facebook.com/3blassociates)



## SOCIAL BUSINESS CASE STUDIES

For the purposes of the following section, we have collated the most appropriate social business and social enterprise case studies. The latter can be easily modified to adopt a non-dividend distributing model to comply with Prof. Yunus's definition of a "social business".

Although there are many innovative and disruptive social enterprises, we have not included non-revenue generating models that rely solely on grants and donations as a source of funding. We have also not included models that already exist in Bahrain, such as InJAz for instance, as the purpose of the case studies is to catalyze the initiation of new paradigms in each social issue sector in Bahrain.

### EDUCATION: CASE STUDY ONE

#### NAFHAM, EGYPT

- Year founded: 2012
- Market Sector: Education, IT
- Target: Primary & Secondary School Students (Children & Youth), Teachers
- Impact: 10,175 instructional videos have been uploaded to date and 2 million instructional video views on YouTube
- Website: [www.nafham.com](http://www.nafham.com)
- Awards: ArabNet Beirut 2013 - Best Social Impact Award and 3rd place Startup Demo Award.



#### APPROACH & STRATEGY

Online learning (and web content) is rapidly growing in the West, while only 1% of online content is in Arabic, serving over 300 million native speakers.<sup>77</sup> Nafham, which means, "we understand" in Arabic, is aiming to build the largest Arabic online educational video platform.

Somewhat of a "Khan Academy" for the Arab world, the free e-learning platform is pioneering "crowdteaching" through encouraging (and rewarding) students to record and upload 5-20 minute video lessons themselves. Since one of the best ways to learn is to teach, Nafham gives students deeper insight into the learning process.

The videos are evaluated and linked to the Egyptian public school curriculum, categorized by grade, subject, topic and date. To incentivize the creation of high quality content, students are rewarded

<sup>77</sup> Kalan, Jonathan. "Egypt's Revolution Inspires Tech Start-ups." *BBC News*. BBC, 20 June 2013. Web. 16 Oct. 2013. <<http://www.bbc.co.uk/news/business-22989236>>.

points based on participation, and compete monthly to win prizes such as an Android tablet, digital camera, or webcam.<sup>78</sup>

Nafham also offers an interactive platform for students to follow-up with teachers, and also allows teachers and instructors to supplement their teaching by posting films or other creative media. The site

also allows parents to follow up on their children's progress through regular reports, and provides a social environment like that of Facebook, to attract students and increase their participation and commitment.<sup>79</sup>



## BUSINESS MODEL

- Nafham will earn revenue through advertising, which will help remove the burden of paying for tutoring, which costs Egyptian families a staggering \$2-3bn annually.<sup>80</sup>

## APPLICABILITY TO BAHRAIN

- A similar model can be implemented in Bahrain to enable students, teachers and tutors to upload short instructional videos that are linked to the national curriculum.
- Revenue can be generated through advertising targeting the youth demographic, including higher education, products, services etc. Revenue may also be generated through a modest annual subscription fee once a substantial user base has been built. This will be particularly beneficial for students who cannot afford expensive private tutoring. For those who can afford private tutoring, the Bahrain model could also act as a platform that links the most outstanding student and adult 'teachers' and 'tutors' to those seeking tutoring in various subjects, and taking a small commission fee.
- Prizes can be sponsored by the private sector, and the best videos can also be awarded in various categories in partnership with government organizations.
- Suggested partnerships include the Ministry of Education, eGovernment Authority, Economic Development Board's Education Project, and the Quality Assurance Authority for Education & Training.

<sup>78</sup> Ibid.

<sup>79</sup> Sadek, Khaled. "Nafham: A Learning Management Platform to Enhance Education in Egypt." Wamda, 29 Apr. 2012. Web. 16 Oct. 2013. <<http://www.wamda.com/2012/04/nafham-a-learning-management-platform-to-enhance-education-in-egypt>[http%3A//www.wamda.com/2012/04/nafham-a-learning-management-platform-to-enhance-education-in-egypt](http://www.wamda.com/2012/04/nafham-a-learning-management-platform-to-enhance-education-in-egypt)>.

<sup>80</sup> "Egypt's Revolution Inspires Tech Start-ups."

## EDUCATION: CASE STUDY TWO

### F1 IN SCHOOLS, UK (GLOBAL)

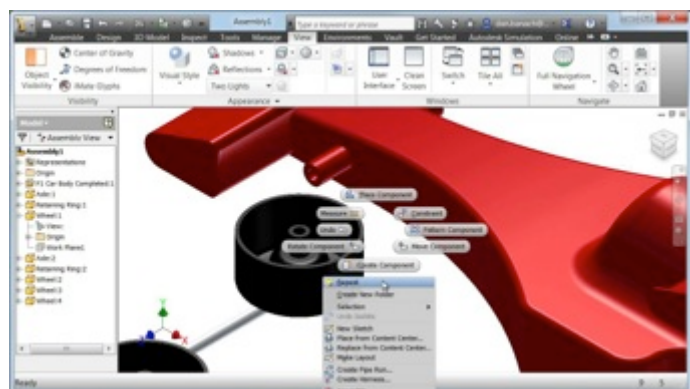
- Year founded: 1999
- Market Sector: Education, Sports & Leisure
- Target: Primary & Secondary School Students (Children & Youth), Teachers
- Impact: Largest and most successful school based STEM program in the world with presence in 40 countries reaching 20 million students.
- Website: [www.f1inschools.com](http://www.f1inschools.com)



### APPROACH & STRATEGY

F1 in Schools delivers a World-class STEM (Science, Technology, Engineering & Maths) competition that has engaged with millions of students across the Globe. The aim of F1 in Schools is to provide a fun and hands-on STEM initiative that demonstrates many different levels of Science and Engineering, in a positive and attractive light. The challenge provides students with the opportunity to develop key skills such as; communication, presenting and team working, which will form the foundation of their future, in whichever career path they choose. The processes that student teams will follow are the same as those a real Formula One team has to follow, from creating an initial business plan, to designing, making and racing their car. They will use Computer Aided Design (CAD) software and will analyze their designs using CFD and drag calculation software. They will then use Computerized Numerical Control (CNC) machinery to manufacture their car, before testing it in wind and smoke tunnels. Finally, they will race their car on our 20m F1 in Schools racetrack, to see who has designed and manufactured the fastest car.

- Students aged 9 to 19 deploy CAD/CAM software to collaborate, design, analyze, manufacture, test, and then race miniature compressed air powered balsa wood F1 cars.
- Teams must raise sponsorship and manage budgets to fund research, travel and accommodation.
- Students use IT to learn about physics, aerodynamics, design,



manufacture, branding, graphics, sponsorship, marketing, leadership/teamwork, media skills

and financial strategy, and apply them in a practical, imaginative, and competitive way.

- Students from around the world compete in the F1 in Schools Challenge, which is free.<sup>81</sup>

## BUSINESS MODEL

- Although participation in the Challenge is free, the F1 in Schools Curriculum Resource is provided via an annual subscription of £295+VAT per curriculum edition.
- Other funds are generated through industry partnerships that benefit from the marketing, publicity and Corporate Social Responsibility (CSR) benefits of being involved, as well as the opportunity to network with education providers, and target the student demographic for their products/services.

## APPLICABILITY TO BAHRAIN

- Given Bahrain's below average performance on STEM subjects and the country's passion for motorsports, cars and racing, this model represents an ideal platform for engaging students in cross-curricular learning—particularly boys who perform lower than girls at school.
- Since there are existing curricula such as F1 in Schools, and also Williams F1 team's Race 2 Learn, we do not recommend that a Bahrain-based social enterprise reinvents the wheel and develops an entire curriculum from scratch. However, the F1 in Schools model can be applied as part of a wider initiative that is modified and adapted to spur local innovation. For example: an annual local challenge to design a solar F1 car—or even a regular solar car. The initiative can also be used to convene participants in mixed-public school teams to encourage integration and strengthen social cohesion among youth in an informal setting. For the public schools, this represents an opportunity to foster social inclusion amongst low-income groups who may feel economically marginalized and lack access to the Formula 1.
- In addition to private sector partnerships and sponsorships, revenue can be generated through bulk-buying and selling or renting expensive equipment to facilitate participation of schools that would otherwise find the Challenge to be cost-prohibitive: Car Kits; Materials and Spare Parts; Race System & Track; Design & Simulation Software; 3D Printer for Prototyping; 3D Scanning & Manufacturing Machines; Wind & Smoke Tunnels etc. F1 in Schools has a partnership with Denford Ltd. for provision of such equipment.
- Revenue can also be generated through charging modest participation fees to run nation-wide after-schools activities based around the F1 in Schools curriculum. This will allow students from non-participating school to engage in the learning (*to date, St. Christopher's is the only school in Bahrain to have participated in F1 in Schools*). Another option could be to provide an online Arabic e-learning curriculum based on the F1, which either charges user fees or schools membership fees to use the curriculum, as well as generating revenues through online advertising.
- Suggested partnerships include the Ministry of Education, Bahrain International Circuit, Corporate Partners with F1 teams e.g. Red Bull, Ferrari, Mercedes etc.; and corporate partners with engineering expertise e.g. Bapco.

<sup>81</sup> "F1 in Schools." *F1 in Schools*. F1 in Schools, n.d. Web. 19 Oct. 2013.  
<<http://www.f1inschools.com/>>.

## EDUCATION: CASE STUDY THREE

### MAHARISHI INSTITUTE, SOUTH AFRICA

- Year founded: 2007
- Market Sector: Education
- Target: Youth, Unemployment, Social Cohesion
- Impact: Over 5,500 graduates and formerly unemployed youth now have combined salaries in excess of R250 million (US\$31 million) per year and expected life-time earnings of R9.5 billion (US\$1.2 billion). Besides CIDA City Campus and Maharishi Institute, Founder Taddy Blecher has helped found at least six other free educational institutions in South Africa. More than 600,000 young South Africans have been educated in general business courses and special life-skills classes through these schools. The model is currently being replicated in Rwanda, and South America and will be scaled globally.<sup>82</sup>
- Website: [www.maharishiinstitute.org](http://www.maharishiinstitute.org)
- Awards: Ashoka Fellow, World Economic Forum "Global Leader of Tomorrow" and "Young Global Leader", Skoll Global Social Entrepreneur award.



### APPROACH & STRATEGY

With entrepreneurship and higher education in mind, Maharishi founder, Taddy Blecher sought a low-cost, high-quality, inventive solution that would equip young South Africans with an accredited business qualification, and instill a sense of responsibility and dedication to community service. Taddy first founded CIDA City Campus, a university where, regardless of background, the infinite potential of every student could be developed. He focused on: (1) leadership training; (2) cutting-edge business skills; (3) technology-enriched, mass-scale higher education; (4) low maintenance costs and (5) community services.

The university's primary offering was a Bachelor of Business Administration (BBA) degree that is fully accredited by the Council on Higher Education (CHE) of South Africa. This programme is enriched through doing live work for real companies and is therefore of crucial value in preparing individuals for the workplace, helping ensure that they are able to find employment or start their own business.

Through a new infrastructure created in Maharishi, admitted students qualify for a full scholarship that includes tuition, books, food, accommodation and transport through a "earn and learn" model which works by allowing students to learn while making the campus self-sufficient.

Students pay their way through their degree in four different ways: (1) manage and maintain the campus; (2) mentor younger students; (3) work in real work-places as interns; (4) provide various

<sup>82</sup> "Taddy Blecher." Ashoka - Innovators for the Public, 2012. Web. 16 Oct. 2013. <<https://www.ashoka.org/fellow/adam-paul-blecher>>.



support services to the community, including teaching. This combination of loans and employment both benefits the students and secures financial sustainability for the campus.



## BUSINESS MODEL

- The funding structure guarantees that for every student studying through the “learn and earn” model, enough funding is generated to bring in an additional four students.
- Taddy launched Invincible Outsourcing, a state-of-the-art call center operating inside the university, where students learn how to pay their way through their business degree, earn money to support their families and cover daily studying costs. Invincible Outsourcing offers clients unique benefits because it has the lowest staff turnover rates (as students will stay in the system for up to 7 years), and there is consistent high quality customer-service experience at the lowest possible costs for customers.
- A partnership with Kiva offers interest-free microfinance educational loans, which students repay over up to 30-years interest-free. This enables all students to pay for their education.
- Taddy established a Corporate University scheme where companies pay to establish and run their university-like training for their employees and also to source new talents.

## APPLICABILITY TO BAHRAIN

- A “learn and earn” model can be applied to existing universities in Bahrain through creating a program in which youth receive interest-free student loans in return for work. This would provide them with the job skills necessary for a transition from education to the workforce upon graduation. The work could either be for the social enterprise such as the Invincible Outsourcing company mentioned above; or for future hiring companies e.g. a student works part-time for Bahrain Co. in exchange for an interest-free student loan. Upon graduation, the student is hired by Bahrain Co. and starts paying back the loan. The social enterprise oversees this process and also contributes in training the student and equipping them with job readiness skills. The company—Bahrain Co. in this hypothetical example—would pay the social enterprise a fee for training the students.
- Suggested partnerships include Tamkeen, EDB, University of Bahrain and/or Bahrain Polytechnic University, and the Bahrain Chamber of Commerce.

## EDUCATION: CASE STUDY FOUR

### THE LITTLE ENGINEER, LEBANON (Franchises in Libya & Qatar)

- Year founded: 2009
- Market Sector: Edutainment
- Target: Primary & Secondary School Students (Children), University Students (Youth)
- Impact: Over 750 children have attended a full course, and over 1000 more have enjoyed special 'one-off' Little Engineer sessions. A further 2,500 children joined the 2011/2012 courses.
- Website: [www.thelittleengineer.com](http://www.thelittleengineer.com)
- Awards: Winner of MIT Arab Business Plan Competition, Cartier Women Initiative Laureate



### APPROACH & STRATEGY

Worried about future leaders, TLE's mission is to empower all young minds to reach their full potential through hands-on activities in science and engineering. Hands-on edutainment courses that are fun for kids while encouraging critical thinking and promoting active learning. One of the most popular has them build and operate a robot from A to Z.

TLE uses the parts in kits from major manufacturers, but develops the designs and provides step-by-step books as guidelines for teachers and students.

The courses are taught by university undergraduates, who gain a positive experience from teaching classes the children enjoy. This also acts as an important bridge for the gaps between school, university and the professional world.

TLE offers tailored 16 hours pre-engineering courses, or pay as you go sessions and workshops, targeting different age groups (4-18+). They also partner with many Summer Camps and schools and also have a mobile station.

TLE offers 15-hour pre-engineering courses which can be taken over a period of 1-5 weeks, 3-hour half-day workshops on nuts and bolts, creativity, solar cars, solar houses, robotics and wind energy. TLE delivers these through workshops, after-school activities, birthday parties, and school clubs.





## BUSINESS MODEL

- A straightforward model that charges fees ranging from \$150-300 per course and also for workshops.
- A pay as you go model charging \$30 for any 2-hour session during school time.

## APPLICABILITY TO BAHRAIN

- TLE is currently scaling across the MENA region, Asia, Europe and America through a franchising model.
- Revenue can be generated through providing courses and workshops as per the TLE model, and fees could also go towards subsidizing participation costs for lower-income children to ensure accessibility.
- Suggested partnerships include the Ministry of Education, Tamkeen, Private Sector partnerships with companies looking to nurture local engineering talent, Ministry of Social Development Science Centre, and Ebtikar.

## SOCIAL COHESION: CASE STUDY ONE

### SEARCH FOR COMMON GROUND, USA (GLOBAL)

- Year founded: 1982
- Market Sector: Media
- Target: Primary & Secondary School Students (Children), University Students (Youth)
- Impact: In 16 African, Middle Eastern, and Asian countries, they produce localized versions of *The Team*, a TV/radio soap opera that promotes win-win ways of solving contentious problems. In Kenya, the 26-part series has been the third most-watched program in the country. The Côte d'Ivoire series won First prize at the Italian festival for best African dramatic TV series of 2009.
- They work in 26 countries in 39 local offices.
- Their program in Macedonia for bilingual and multicultural pre-schooling in public kindergartens was fully institutionalized within the country's official education structures.
- In 2008, they co-convened a working group of 34 distinguished Americans to make recommendations to the incoming U.S. administration on how to improve relations with the Muslim world. Madeleine Albright, a participant in the process, lauded the report as "very strong advice to the next president."
- With *Outward Bound*, they launched a leadership development program for Israeli and Palestinian social entrepreneurs, both to empower them in their individual work and to create the core of a Palestinian-Israeli network working for positive social change.<sup>83</sup>
- Website: <http://www.sfcg.org>
- Awards: Ashoka Fellow, Skoll Foundation Awardee



### APPROACH & STRATEGY

John Marks founded Search for Common Ground (SFCG) at the height of the Cold War to build bridges between East and West. Operating from the basic belief that the world is running out of space, resources and recuperative capacity to deal with wasteful conflict, he has built SFCG into the largest nonprofit organization in the world working to defuse, prevent and transform conflict. Susan Collin Marks is South African. Before joining her husband as Senior Vice President of SFCG, she served as a peacemaker during South Africa's transition from apartheid to democracy, mediating bloody clashes, and helping formulate national policy on community policing.

SFCG has developed a diverse toolbox, which includes such traditional techniques of conflict

<sup>83</sup> "Search for Common Ground." Skoll Foundation, n.d. Web. 19 Oct. 2013.  
<<http://www.skollfoundation.org/entrepreneur/john-and-susan-collin-marks/>>.

resolution as mediation, training, facilitation, and back-channel negotiations. Because violent conflict depends on stereotyping, demonizing, and dehumanizing, SFCG uses less conventional, mass communication tools to help reverse this process.

Thus, it produces television and radio dramas that communicate messages of mutual respect, tolerance, nonviolence, and problem-solving, including a TV series in Nigeria (50-episodes), Egypt (29-episodes), Macedonia (51-episodes), Côte d'Ivoire (20-episodes), and Kenya (26-episodes); along with radio soap opera series in such places as Sierra Leone where over 2,000 episodes have been produced. In addition, SFCG makes music videos that have turned into theme songs for entire peace processes. It even produces reality TV—with good values. SFCG's toolbox also includes street theater, comic books, sport, art, community organizing, and film festivals.



## BUSINESS MODEL

- Generates revenues from media production of television series, radio soap operas, music videos, theatre, and comic books.
- Provides conflict resolution consultancy and workshops around the world.

## APPLICABILITY TO BAHRAIN

- Many conflict resolution organizations generate funding through consultancy and through running workshops, however SFCG's model also generates revenues through media content. Not only does this increase financial sustainability, it also scales impact to reach a much wider audience and promote values of peace and tolerance through mass culture mediums like television. A local social entrepreneur could use numerous entertainment platforms to foster social cohesion—particularly in way that is tailored to the local culture in Bahrain; as well as providing regionally tailored models specific to different Arab countries.
- Although media production could be expensive, content could be produced and distributed via a YouTube channel, which would also promote mass dissemination of materials. An online platform would also be more suitable to reach a youth demographic.
- Potential partners could be the Ministry of Culture and the Information Affairs Authority.

## SOCIAL COHESION: CASE STUDY TWO

### BILADI, LEBANON

- Year founded: 2009
- Market Sector: Education, Tourism
- Target: Primary & Secondary School Students (Children), University Students (Youth)
- Impact: Around 5,000 students -from international schools, public schools and orphanages- have discovered another face of Lebanon through Biladi<sup>84</sup>
- Website: <http://thisisbiladi.com>
- Awards: Ashoka Fellow



### APPROACH & STRATEGY

Joanne chose interactive learning techniques and games over direct classroom teaching in order to make history fun for students. Encouraged by the success of early pilot programs in the more experimental and open private schools, and the positive impact on students, teachers, and parents, Joanne founded Biladi (Arabic for My Country) to reach students and schools all over Lebanon.

The model has three core components. First are the school trips to sites of national heritage to acquaint children with their history and their fellow citizens from different backgrounds. Next, are organized extracurricular activities to complement and enrich in-school history classes, with rigorous teacher training to use her methodology. Last, Joanne trains and coaches local tourist guides and professional archaeologists on using her tool kits and methodology to make heritage sites alive to all their clients.



During the trips, students relive history as they role-play, impersonating historical figures, donning costumes of the era, and creating objects historically used in daily life. Joanne eases psychological barriers that could inhibit children from interacting with others from different backgrounds, entering their sites of worship or eating their food. Her approach enables students to view places of worship through a different lens; for example she encourages students to examine a mosque from an architectural view point, takes children on an archaeological tour of a Jewish temple with the Rabbi as guide, or enters a Christian church to see a mummy. The children's perceptions of "the other" shift as they actually interact with people from different sects and visit their homes and houses of worship.

<sup>84</sup> "Joanne Bajjaly." Ashoka - Innovators for the Public, n.d. Web. 19 Oct. 2013. <<https://www.ashoka.org/fellow/joanne-bajjaly>>.

## BUSINESS MODEL

- The social enterprise is financially sustainable, partly through segmenting the school market where privileged schools' fees cover the cost for underprivileged schools and orphanages.

## APPLICABILITY TO BAHRAIN

- There is an opportunity to create archaeological kits and experiential tours for schools, whereby Bahrainis of mixed sects are trained as educators and heritage experts, thereby creating employment opportunities. They can then run experiential and educational tours on Bahrain's history and cultural and archaeological heritage for mixed school groups. For example, mixing public and private schools; mixing schools from different areas in Bahrain to facilitate interaction.
- Revenues can be generated through tour fees (which could also use fees paid by private schools and public schools in more affluent areas to subsidize fees for lower-income school districts). An archaeological toolkit for use in the classroom can also be created to promote an appreciation for, and love of national heritage. Educators and visitors to Bahrain from abroad could also have the opportunity to participate in these interactive tours as opposed to more conventional ones i.e. dressing up, role playing or enacting different eras in Bahrain's history etc.
- Suggested partners include the Ministry of Culture and UNESCO.

## SOCIAL COHESION: CASE STUDY THREE

### DIALOGUE IN THE DARK, GERMANY (GLOBAL)

- Year founded: 1998
- Market Sector: Education, Media
- Target: Disabilities, Civic Engagement, Health
- Impact: "Dialogue in the Dark" has run in 130 cities in 19 countries. Since the first permanent exhibit opened its doors in 2000, nearly 400,000 visitors have participated in the exhibit and surrounding events. Worldwide, over 4 million people have experienced "Dialogue in the Dark." and 6,140 differently abled individuals have benefited directly.<sup>85</sup>
- Website: <http://www.dialogue-se.com>
- Awards: Ashoka Fellow, Schwab Fellow



### APPROACH & STRATEGY

In order to overcome barriers between "us" and "them" and begin to reverse deeply held prejudice and pity for the disabled, Andreas developed strategies to engage and enlighten individuals through action rather than words. It is in the harnessing of the power of shared experience that Andreas' model thrives. He began with his "Dialogue in the Dark" program in 1988 and has since developed a large array of similar programs that provide powerful experiences, which help to shift mindsets across societies.

Visitors begin by being immersed in total darkness and are guided around by a blind person. The tour takes at least one and a half hours and visitors are guided through different rooms and (artificial) environments, such as a forest, a boat trip on the sea, a city center, a vegetable stand, a sound room, ending in a bar where visitors can order a drink or something to eat. They go in small groups, with one blind guide (although people are not always aware that the guide is blind until later). The guide leads, but the group is large enough that visitors must also rely on each other, in order not to lose track of where the group is going.

In the beginning, the focus is mainly on making one's way through, thereby learning how wind and raindrops can teach you a lot about orientation, that smell and texture are as important as color, that someone's voice communicates more than you ever thought. Near the end, the visitors and the guide sit together in the dark and the guests can ask all the questions they ever wanted to ask (and probably never dared to)—the more cognitive part. The blind person, normally the presumed "weaker" and inferior, is now the one doing the teaching.

<sup>85</sup> "Andreas Heinecke." Schwab Foundation for Social Entrepreneurship, n.d. Web. 19 Oct. 2013. <<http://www.schwabfound.org/content/andreas-heinecke>>.



In special seminars, which are being continuously developed and expanded, the understanding and revelations are deepened. Andreas uses these seminars to train school classes, companies, and especially human resource departments and executive teams, trying to both change the way “normal” people think about and relate to otherness, and also increase diversity in their respective companies.

The “museums” are run by blind and visually impaired people and also various other disabled people. In each country, Andreas pulls the staff from that country, looking for “stellar” disabled people to represent the whole group. In setting up the staff this way, he is trying to show strength and talent among the disabled. In most places, for instance, a blind person is the “master guide,” responsible for training the others. The staff are not only disabled, but generally from various underprivileged backgrounds. Many do not have formal degrees or CVs. Often, their job with “Dialogue in the Dark” is the first job they ever had. They learn not only basic skills such as punctuality, but also management skills, communication skills, responsibility, and more; discovering leadership qualities in the process, which many of them did not previously know they possessed. Since the guides share visual disabilities, they tend to be very supportive of one another, allowing slower, or lower functioning individuals, to advance at their own rate of ability.

In cooperation with the local community, the local government Labour Office, and local companies, “Dialogue in the Dark” also aims to create permanent job placements for its staff in the official labor market. The museum is the training ground where the disabled are given the opportunity to prove themselves, and potential employers are given the opportunity to see that disabled people can be a valuable addition to their workforce. Forty percent of Dialogue’s employees find a job in the private sector after a year and a half.

From Dialogue, a variety of spin-off events and programs have emerged, apart from the seminars and trainings for schools and companies mentioned above. Andreas began “Blindspot,” the first blind film festival, that called for and received short films on the subject of blind-sighted interaction. A special prize was reserved for best film among the teams with both blind and sighted people. A blind photographer was one of the panelists. In another spin-off two years ago, his blind people were the “models” in a catwalk fashion show of Otto, one of the largest German fashion mail order houses. Others have copied his model and have been running very popular “Dinner in the Dark” experiences in several cities around Germany and abroad.



Andreas always makes it clear that for him, the blind are just an example of how we deal with otherness. Last year in Paris, Andreas pioneered his second major platform, called “Scenes of Silence,” where instead of blind people, he has deaf and mute people leading visitors through the a completely silent world. As you learn how to see from the blind, you learn how to communicate from people who are deaf and mute.

## BUSINESS MODEL

- The permanent and traveling exhibits charge entrance fees, usually modest (€12 per adult in Germany). Together with the cafes inside and outside the exhibit the income covers 80 percent of the cost of the permanent exhibit in Hamburg.
- Internationally, when others want to develop a "Dialogue in the Dark," Andreas works closely with them, providing the concept, building the sets, consulting on all the pieces. Then the local exhibitors who run the program pay Andreas' organization an on-going consulting fee or "royalty" fee of \$180 per day of the exhibit (about \$4,000 per month). The royalty generally amounts to 7 per cent of an exhibit's revenue. Andreas' organization pulls in around US\$200,000-\$300,000 per year this way to fund its international expansion and development of new platforms.

## APPLICABILITY TO BAHRAIN

- This model can be applied to Bahrain in various forms: a travelling exhibit which starts in Bahrain and travels across the region. This is an excellent way to highlight the regionally pressing issue of diabetes, since diabetes can lead to blindness (*See Health Social Issues Bulletin*). Various spin-off events can also be created such as "Dinner in the Dark" which has already been piloted in Bahrain, as well as other cultural and entertainment events. The model can also be applied to running corporate workshops on diversity and social inclusion of all people regardless of race, religion, gender or ability. Corporate wellness workshops on health, diabetes and obesity could also be run by blind facilitators since health and wellness has a major impact on employee productivity. Blind employees can "graduate" into full-time employment positions with other companies once they have proven their abilities and broken social stigmas surrounding their capabilities as productive members of the workforce.
- Revenues can be generated from the exhibit fees in Bahrain and across the region, and spin-off events like "Dinner in the Dark" can also generate revenues. Companies can pay fees for corporate wellness, diversity, and social inclusion workshops that are run by blind facilitators. This can also be considered part of a company's CSR.
- Partners for the exhibit and cultural events include Ministry of Culture; others include Tamkeen, MOSD, Ministry of Labour, Disabilities NGOs, Private Sector Companies that donate to disabilities charities.



## SOCIAL COHESION: CASE STUDY FOUR

### STREETFOOTBALL WORLD, GERMANY (GLOBAL)

- Year founded: 2004
- Market Sector: Sports
- Target: Children, Youth, Disabilities, Civic Engagement, Women's Empowerment, Environment, Health
- Impact: 87 organizations; 3,700 staff; 25,000 volunteers; 700,000 youth<sup>86</sup>
- Website: [www.streetfootballworld.org](http://www.streetfootballworld.org)
- Awards: Ashoka Fellow, Schwab Fellow, Laureus Sport for Good Award, FIFA Fair Play Award



### APPROACH & STRATEGY

For more than 20 years, organizations all over the world have used football to increase their impact in communities, addressing issues such as social integration, education and peace building. streetfootballworld has converted isolated initiatives into a truly global network that currently unites nearly 100 such organizations across 61 countries; in 2011 alone, these organizations reached close to 700,000 young people around the world.

Streetfootballworld drives an international collaboration of private and public sector bodies to strengthen its network members through capacity development programmes, expertise sharing, partnerships and advocacy work. Partnering with selected corporations, foundations, governments and philanthropists, Streetfootballworld aims to build a mission-driven, sector-wide coalition that maximizes and sustains the social impact of football on society. Current partners include Adidas, Gillette, Sony, Hyundai, the German government, the European Union and the Inter-American Development Bank.

The founder focuses on football because it is easy, highly emotional, cost efficient, and excites people almost all over the globe. He coined the term "streetfootball" to describe the use of football for social change making use of public space—it is different from traditional football and goes beyond just kicking in the streets. In streetfootball, democratic rules are set and committed to by the participating youngsters, and through the game, youth learn conflict-solving strategies (replacing referees by agreed decisions), gender



<sup>86</sup> "Juergen Griesbeck." *Schwab Foundation for Social Entrepreneurship*. N.p., n.d. Web. 19 Oct. 2013. <<http://www.schwabfound.org/content/juergen-griesbeck>>.

equality (girls as a fundamental part of the teams and/or girl's scoring the first goal), environmental protection (by collecting waste, goals are scored), mutual respect and fair play (the overall winner is not the one with the most goals, but who the players decide is the "fairest" team). Football acts as the trigger to attract and organize youth. They reach out to all youngsters, including those who otherwise can not be reached in formal structures, including schools and social service organizations.

## BUSINESS MODEL

- Develops strategies for social change and legacy programs for mega-events, working with football governing bodies like FIFA and UEFA. Initiatives include the construction of 20 Football for Hope centers across Africa, creating a lasting social legacy for the World Cup 2010. Recently, Streetfootballworld agreed on a 10-year football and social responsibility plan with the Asian Football Conference.
- Created a platform for Monitoring and Evaluation (M&E), and provides training and support in addition to licensing the software to other organizations using football as a development tool.
- Provides the private sector with opportunities for joint events, consultancy, employee engagement, customer engagement, and sponsorship under a CSR umbrella.
- Exploring other practices such as social stock exchanges to create possibilities for leveraged investments for the whole streetfootball sector.

## APPLICABILITY TO BAHRAIN

- Football in Bahrain—like in much of the region and the world—is a very popular sport and is accessible by anyone. While Streetfootballworld's model is creating a network that convenes different organizations using football for social change, a Bahrain model could focus on creating football for social change curricula that is tailored for Bahrain and also for the Arab world. The football program can address a variety of issues to foster social cohesion and inclusion, such as Disabilities, by including differently-abled players with abled players; or Women's Empowerment, by including girls. It can also target health issues such as obesity and diabetes, which are very prevalent for Bahrain and the region.
- Revenues can be generated through developing and licensing football for social change toolkits, as well as running workshops, or longer-term programs and summer camps for schools, universities, sports clubs, youth societies and NGOs. Youth can also be engaged and trained to play the role of the coaches and run corporate teambuilding workshops for companies to foster social cohesion, and highlight wellness and health. This model can be customized and franchised across the region.
- Suggested partners include: Bahrain Olympic Committee, General Organisation for Youth & Sports (GOYs), Bahrain Football Association, UNDP.

## HEALTH: CASE STUDY ONE

### Discovering Hands, Germany

- Year founded: 2012
- Market Sector: Health, Disabilities
- Target: Women, Blind and visually impaired
- Impact: Around 20 blind women are part of the discovering hands® network, working in 17 gynecologist's practices and hospitals across Germany. More than 10,000 examinations have been carried out to date.<sup>87</sup>
- Website: <http://www.discovering-hands.de/english.html>
- Awards: Ashoka fellowship, Prize for innovation in the German healthcare system in 2011.



### APPROACH & STRATEGY

In Germany, preventive breast cancer diagnosis is either offered through mammography—which is expensive and therefore only routinely available for women over 50—or a superficial manual breast examination (i.e. limited to a few minutes by most German insurance options). This option—which is available to all women—is performed by doctors who do not employ a standardized technique i.e. there is no mandatory in-depth training for physicians in Germany. As a result of the impersonal and often stressful experience, many women choose not to undergo preventative diagnosis. Consequently, Germany has the lowest participation rate for breast-cancer diagnosis Europe—an indicator of the broader challenge potentially facing many Western health systems where escalating costs create pressures on patient care.

As prevention is critical in the fight against breast cancer, Frank recognized that the existing system required new resources and more cost efficient processes. He found this new resource among blind people, who possess a far better sense of touch and are widely neglected in the German labor market. (A mere 30 percent of Germany's



1.2 million visually impaired people actually work for an income.) Discovering Hands developed the program, which trains blind women to become Medical Tactile Examiners (MTEs). Their superior sensitive touch gives them a higher precision rate and enables them to detect breast cancer earlier than the average doctor. The first scientific study deducted within half a year has shown that in 450 cases, MTEs found more and smaller tumors than doctors. Moreover, the 30-minute breast examination, as compared to the usual 3-minute exam, gives women more time to ask questions

<sup>87</sup> "Frank Hoffmann." Ashoka - Innovators for the Public, n.d. Web. 20 Oct. 2013.  
<<https://www.ashoka.org/fellow/frank-hoffmann>>.

and be reassured that they are healthy.

Discovering Hands designed a standardized system of orientation for breast examiners based on braille strips. This mapping system is an innovative solution on its own and has already been adopted by other gynecologists. It consists of five adhesive strips placed around a woman's breast with both braille and color coordinates that allow any abnormality/lump to be pinpointed by two dimensional coordinates. This allows blind women to carry out breast examinations with complete autonomy. Trained as MTEs—a completely new profession that Frank created through his standardized training curriculum—they are also able to accomplish other daily tasks of a seeing medical assistant, including the maintenance of medical records.

The training of MTEs takes place at the BFW occupational school in Düren, a center located in western Germany for individuals no longer able to continue their profession as a result of visual impairment or blindness.

With this model, Discovering Hands is not only offering improved and more cost-effective early preventive breast cancer diagnosis, but is also creating a new profession, opening the medical field to the blind. Furthermore, Frank's program helps seeing patients become aware of blind people's unique capacities; turning blindness, often considered a disability, into an asset.



A study conducted by Essen University's women's clinic concluded that in 450 cases, MTEs found more and smaller tumors than doctors. The identification of smaller lumps allows earlier diagnosis and more effective treatment.

## BUSINESS MODEL

- The program is based on a process that can be paid through the existing cost covering system of insurance companies. Thus, it is profitable for every doctor able to return license fees to Discovering Hands®. In this way, it is one of the very few health innovations that is self-financing from the very beginning and thus, able to greatly expand. It also has enormous potential in countries without high tech medicine.
- Another advantage of employing MTEs is their ability to dedicate more time to patient examinations. Whereas a doctor is able to spend only a few minutes on each examination, MTEs can commit a half hour due to their lower labor costs. At 30 EUR (US\$45) per breast exam (with a duration of 30 minutes) Frank's model costs four times less than a mammography examination.

## APPLICABILITY TO BAHRAIN

- A similar model can be implemented in Bahrain to provide superior, personal, low-cost breast examination method by training unemployed blind women as skilled diagnosticians.
- Breast cancer campaigns are widespread due to the female population risk, and a similar model would encourage early breast disease detection.
- An opportunity to create meaningful jobs for Bahrain's blind population to financial and provide economic opportunities that foster financial independence.
- Suggested partnerships include the Ministry of Health, Bahrain Friendship Social For the Blind / Bahrain Saudi Institute for the Blind, Ministry of Social Development, Think Pink, and Health Insurance companies.

## HEALTH: CASE STUDY TWO

### Patients Know Best, UK

- Year founded: 2012
- Market Sector: Health, IT
- Target: Primary & Secondary School Students, Teachers
- Impact: One million people will control their medical records through Patients Know Best by 2014.<sup>88</sup>
- Website: <http://www.patientsknowbest.com>
- Awards: Ashoka Fellow, Deloitte Social Innovation Pioneer, Janssen Connected Health Challenge, TechCrunch Best Social Innovation Startup 2012, BusinessWeek 25 Most Intriguing Startups from around the world.



### APPROACH & STRATEGY

Patients Know Best (PNB) provides individual patients access to and control over their individual medical records by providing clinicians and health care organizations with a platform to securely communicate and collaborate with patients and to deliver coordinated care. It is the world's first patient-centered medical records system and is still the only one integrated into the U.K.'s National Health Service (NHS) secure network for use by any patient with any clinician in the U.K. or overseas. By increasing the flow of information to the person with the greatest stake in a successful outcome—the patient—they believe that the unnecessary use of the health care system will be reduced and overall care will improve. Patients Know Best's goal is to make patients more active participants at the center of their care, rather than simply passive recipients, which will increase the quality and reduce costs to the healthcare system in the long-term.

Most medical records are fragmented, incomplete, scattered and generally inaccessible to the person who has the most vested interest in seeing them: the patient. Every different hospital that a patient has ever visited will have a separate record of their admission. A patient's General Practitioner (GP) will also have an electronic record but this is separate from the hospital's records, duplicating work and introducing independent errors. The patient's hospital might have old paper copies of previous test results and consultations but they will not be instantly accessible. This means that the current system of multiple, disorganized and often unavailable records is hugely inefficient. Furthermore, as clinicians are frequently pressed for time, medical records can end up being littered with mistakes. These can be simple mistakes such as the spelling of the patient's name or the wrong date of birth to more serious errors such as the patient's blood type or omissions about their allergies. Because the patient cannot see their record without asking for a copy, which is very difficult to get hold of, these mistakes often go unnoticed until a breach of care is made.

<sup>88</sup> "Mohammad Al-Ubaydli." Ashoka United Kingdom, 2011. Web. 20 Oct. 2013. <<http://uk.ashoka.org/fellow/mohammad-al-ubaydli>>.



As a long-term trend, the cost of health care in all countries, including the U.K., continues to rise; health care providers must find ways to deliver care more efficiently. It is estimated that 20 to 25 percent of medical consultations do not need to take place face-to-face and even in real time. In addition, patients are increasingly demanding to be able to communicate with their clinicians and manage their health online, as they do in all other areas of their lives. The more a patient can manage their own health, the lower the costs of healthcare. Patients Know Best offers tools to do just that by providing the option for online messaging and consultations, which can save valuable time for both the doctor and the patient.

The concept of patients being in control of their medical records is challenging for healthcare professionals, as it involves a mindshift in the way that clinicians relate to and engage with their patients.



Common reasons cited by professionals

as to why patients should not be the ones in control of their data include: patients are not trained to understand their records, they do not want the responsibility of control, and doctors are to be trusted to decide instead of the patient. Mohammad believes that these arguments are simply a smokescreen to avoid the real issue of patient control.

## BUSINESS MODEL

- Patients Know Best earns revenue by charging different stakeholders such as hospitals, patient charities, home health care companies and pharmaceutical companies to give Patients Know Best accounts to all of their patients. From the start they were aware that they needed to register the organization as a company because of the huge amount of investment needed to allow them to compete with the likes of Microsoft and Google Health.

## APPLICABILITY TO BAHRAIN

- A similar model can be implemented in Bahrain to provide patients with easy access and control over their medical data. This would reduce waiting time and pressure on hospitals and clinics—especially public ones. This would also provide doctors with data on the patient that allows greater holistic treatment and avoids critical and sometimes fatal errors. The model can also provide more holistic and accurate health data for medical research, and identification of healthcare sectors and required solutions.
- Revenue can be generated through charging fees to various healthcare providers to upload their patient data on the system. This would also give certain healthcare providers a point of differentiation between competitors.
- Suggested partnerships include the Ministry of Health, eGovernment Authority, Economic Development Board, Private clinics, health insurance providers, RCSI University, Arabian Gulf University.

## HEALTH: CASE STUDY THREE

### TABLE FOR TWO INTERNATIONAL, JAPAN (GLOBAL)

- Year founded: 2007
- Market Sector: Health, Food, Education
- Target: Those who are obese; those who suffer from hunger & malnutrition
- Impact: 19,300 direct beneficiaries<sup>89</sup>
- Website: [www.tablefor2.org](http://www.tablefor2.org)
- Awards: Schwab Foundation Fellow

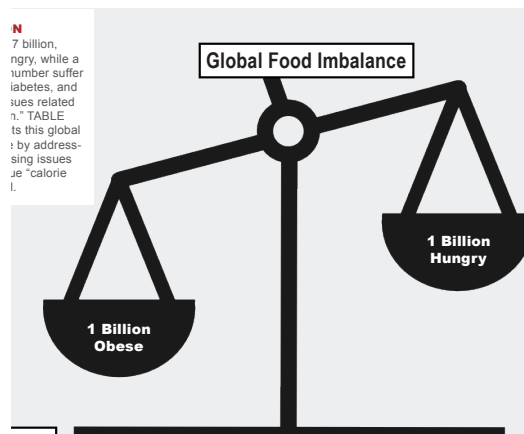


### APPROACH & STRATEGY

TFT aims to shift the global food imbalance by “transferring excess calories” from the developed to the developing world, working to confront obesity and malnutrition.

There are +925 million undernourished people in the world. At the same time, more than 1.6 billion are considered overweight or obese, many of whom suffer from conditions like diabetes and chronic heart disease. World food production could adequately feed all its inhabitants, yet there remains tremendous inequality in food access and distribution, a dichotomy between “undernutrition” and “overnutrition.” TFT addresses this global nutrition imbalance to benefit those suffering on both ends of the nutrition spectrum.

TFT works with its partners to serve healthy, balanced meals to those in the developed world and transfer the excess calories to impoverished, undernourished children in the developing world, primarily in sub-Saharan Africa. Unlike other programmes that combat child under-nutrition, TFT does not just transfer donations from the developed world, but actively promotes and works towards better health and nutrition for those on both sides of “the table”.



TFT works with 500 partners in the developed world in Japan, US, UK, Switzerland, India, Taiwan, Korea, and Hong Kong, including corporate cafeterias, university dining halls, governments, and public restaurants. Partners serve balanced meals to their clients and transfer US\$ 0.25 per meal (the value of the excess calories) to TFT and its Millennium Village Project, which currently serves nearly 19,000 school children in Malawi, Ethiopia, Uganda, and Rwanda. As a result, young students across Sub-Saharan Africa who have received free lunches have displayed higher enrolment and retention rates in school.

<sup>89</sup> "Masa Kogure." Schwab Foundation for Social Entrepreneurship, 2011. Web. 20 Oct. 2013. <<http://www.schwabfound.org/content/masa-kogure>>.



## BUSINESS MODEL

- TFT works with 500 partners in the developed world in Japan, US, UK, Switzerland, India, Taiwan, Korea, and Hong Kong, including corporate cafeterias, university dining halls, governments, and public restaurants. Partners serve balanced meals to their clients and transfer US\$ 0.25 per meal (the value of the excess calories) to TFT and its Millennium Village Project, which currently serves nearly 19,000 school children in Malawi, Ethiopia, Uganda, and Rwanda. TFT options are also sold in more than 400 convenience stores in Japan.
- The low-cost model designed by TFT has allowed for easier, widespread participation among those in the developed world, while TFT partners have found that raising meal prices for such a social cause has garnered positive employee and student interest.

## APPLICABILITY TO BAHRAIN

- Given the mushrooming of low-calorie meal box delivery businesses in Bahrain to aid people in weight loss, a similar model could be implemented whereby a healthy and nutritious low-calorie meal using local produce, is delivered to those trying to lose weight, while a small portion of the cost goes towards buying a meal for those suffering from hunger, or refugees across the MENA region. This model would also help support and encourage local agriculture and farmers; as well as fisherman. A mobile or online app can also help users track their impact, both in terms of personal i.e. calorie consumption, nutrition and vitamins consumed, as well as provide health tips and advice; while also tracking impact in terms of number of meals provided, people fed; farmers and fisherman supported etc.
- Revenues can be generated through the meal delivery service, as well a small fee for the app. The social enterprise can also provide charge small membership fees for restaurants wishing to take part in the scheme, whereby they can work with the restaurants to provide healthy modifications for certain dishes so that the user can still eat out—a popular form of entertainment in Bahrain—without ruining their diet. Workplace wellness workshops can also be conducted in interactive and “edutainment” style ways whereby companies can pay a small workshop fee as part of their CSR and employee wellness. A healthier workforce also leads to greater productivity.
- Suggested partnerships include restaurants, schools, universities, private sector companies, Ministry of Health, Tamkeen (to support local fisherman and farmers).

## HEALTH: CASE STUDY FOUR

### HEALTHY VENDING MACHINE, USA

- Year founded: 2008
- Market Sector: Health, Education, Entrepreneurship
- Target: Primary & Secondary School Students (Children), Youth, Teachers
- Impact: World's leading franchisor of healthy vending businesses, with hundreds of valued operator partners in over 100 markets and 40 states across the United States. Their goal is to have 10,000 machines across all 50 States by 2015 and millions of eating habits changed.<sup>90</sup>
- Website: <http://www.healthyvending.com/>
- Awards: Ranked as the #1 Vending & Automated Retail Company on the Inc. 500 "America's Fastest Growing Private Companies" list in 2013, Entrepreneur Magazine's "Top 100 Most Brilliant Companies", Forbes' "America's Most Promising Companies" list.



### APPROACH & STRATEGY

H.u.m.a.n. (Helping Unite Mankind And Nutrition) is a socially responsible franchisor of healthy vending machine and micromarket franchise businesses, including coffee vending machines, focused on increasing access to better-for-you foods and drinks, fresh fruit, and locally-sourced products. Their catalogue has over 1000 healthy approved products for schools, offices and other locations to choose from.

This enables "Easy Nutrition Everywhere" and is helping the organization get closer to their ambitious goal of having more physical nutritional distribution points than any other organization in the world.

HUMAN donates 10% of its profits to promote improved nutrition & entrepreneurial education in underserved schools via its charity, HUMAN Everywhere. HUMAN Everywhere's overarching mission is to leverage the power of social entrepreneurship to improve the nation's collective health by increasing access to nutrition education and healthful foods while advocating for public policy that contributes to these goals. Its flagship program is The Young Entrepreneur's Program which



**Before**

**After**

<sup>90</sup> "HUMAN Healthy Vending." HUMAN Healthy Vending, n.d. Web. 20 Oct. 2013. <<http://www.healthyvending.com/>>.

empowers youth in underserved schools to learn the ropes of social entrepreneurship by owning and operating their own eco-friendly healthy vending business in the comfort of their school and with the support of their peers, school staff and HUMAN Everywhere.

In addition to providing healthy food options, the machines provide health education via high-definition LCD screens that display streaming videos and other content. By making healthy products and healthy-living information accessible in schools, hospitals, gyms, community centers and additional public spaces, HUMAN empowers people to make healthy choices.

## **BUSINESS MODEL**

- The model is fairly straightforward with fees for vending machine installations at schools, workplaces, gyms etc. They maintain a low cost for their products by getting wholesale prices—the savings of which are passed on to consumers. They also provide research and analysis the best product mix for each location, and allow location vendors to benefit from commissions.

## **APPLICABILITY TO BAHRAIN**

- This franchise model could be implemented in Bahrain or a region-specific model can be created to provide healthy vending machines in schools, hospitals, universities, gyms, certain public spaces, government offices, big corporations, and office buildings. If the healthy products are locally or regionally sourced and produced, this would support and encourage more healthy food production. In particular, the Entrepreneurship Program—whereby students learn to manage and run the vending machine—presents a unique opportunity for students to learn real-life entrepreneurial skills as well as promoting healthy eating. A competition could be run between schools for best operations management, best marketing campaigns, best healthy living awareness campaigns etc. as part of the programs.
- Revenue can be generated through installation and service of the vending machines; while corporate partnerships could provide mentorship for students in the Entrepreneurship program as part of a company's CSR. A partnership with Tamkeen can subsidize the cost of the entrepreneurship program. This model is easily scalable to larger markets such as Saudi Arabia, the UAE and the wider MENA region.
- Prizes can be sponsored by the private sector, and the best videos can also be awarded in various categories in partnership with government organizations.
- Suggested partnerships include the Ministry of Education, Ministry of Health, BCCI, Tamkeen.

## POVERTY: CASE STUDY ONE

### ACUMEN, USA (AFRICA, INDIA, PAKISTAN)

- Year founded: 2001
- Market Sector: Financial Services
- Target: Social enterprises working to alleviate poverty
- Impact: manages a portfolio of \$83 million in investments in social enterprises across the developing world and has created 58,000 jobs, impacted the lives of 100 million.<sup>91</sup>
- Website: <http://acumen.org>
- Awards: Skoll Foundation grantee; Acumen founder Jacqueline Novogratz was listed in Foreign Policy's Top 100 Global Thinkers, and received CASE Leadership in Social Entrepreneurship Award, both in 2009; Ernst & Young Metro New York Entrepreneur of the Year 2008; and is a Warren Weaver Fellow at the Rockefeller Foundation, Henry Crown Fellow at the Aspen Institute, and a Synergos Institute Senior Fellow.



### APPROACH & STRATEGY

Acumen is a social business whose mission is to create a world beyond poverty by helping build financially sustainable organizations that deliver affordable goods and services that improve the lives of the poor. Since 2001, Acumen Fund has invested more than \$83 million in 75 social enterprises providing 80+ million people with critical goods and services in South Asia and Africa, including countries like: India, Pakistan, Kenya, Ghana, Nigeria, Rwanda, Tanzania, Uganda, the United States and the United Kingdom.

Acumen emphasizes the importance of dignity and empowerment in helping the poor to break the poverty cycle; and the need for patient capital. Investments are separated into six portfolios: Water, Health, Housing, Energy, Agriculture, and Education.

One example of Acumen's investments is Husk Power Systems (HPS), which uses discarded rice husk to generate clean, safe and efficient electricity at affordable rates in some of India's most remote communities.

HPS currently serves 150,000 people in hundreds of villages across Bihar, where 80 to 90 percent of households are un-electrified. HPS plants reduce indoor air pollution, emissions, and the amount of time women spend collecting firewood; and increase the time children can study. In the next five years HPS aims to deploy 2,000 plants, impacting five million people.

<sup>91</sup> "Acumen Is a Bold New Way of Tackling Poverty." Acumen, n.d. Web. 21 Oct. 2013. <<http://acumen.org/>>.

Acumen also runs a Global and Regional Fellows Program whereby young professionals spend a year working on the ground with Acumen portfolio companies in the countries where it invests. Acumen also facilitates a volunteer-driven +Acumen program; volunteer chapters in around 20 cities around the world, that are supportive of Acumen's mission. Acumen also launched free online leadership courses under the +Acumen Online Leadership Academy.



Acumen was incorporated on with seed capital from the Rockefeller Foundation, Bill & Melinda Gates Foundation, Cisco, Google.org, the Skoll Foundation and individual philanthropists. Other current funders include Abraaj Capital, Citibank, and Dow Chemical.

## BUSINESS MODEL

- Generates revenues through making investments—either through loans or equity—that yield both financial and social returns. Investments range from \$300,000 to \$2,000,000 in equity or debt with a payback or exit in approximately seven to ten years

## APPLICABILITY TO BAHRAIN

- An institution like Family Bank could potentially create a program that encourages the establishment of social businesses/enterprises that work on issues related to poverty alleviation in Bahrain. The social enterprises could be established by groups who are themselves economically marginalized—including widows, orphans and other vulnerable group. Revenues can also be generated through equity or loans. A Fellows program could also be initiated in partnership with the private sector to provide pro bono business and consulting support to help the social businesses succeed.
- Potential partners could be the Ministry of Social Development, Family Bank, the Bahrain Development Bank, the Royal Charity Organization and the Supreme Council for Women, BCCI.

## POVERTY: CASE STUDY TWO

### BAREFOOT COLLEGE SOLAR SOLUTIONS, INDIA

- Year founded: 1972
- Market Sector: Education, Energy,
- Target: Poor illiterate women
- Impact: 3 million direct beneficiaries<sup>92</sup>
- Website: <http://www.barefootcollege.org/solutions/solar-electrification/>
- Awards: Clinton Global Citizen Award for Leadership in Civil Society 2013, Skoll Foundation Awardee, Schwab Foundation Award, Time magazine one of the 100 most influential personalities in the world 2010.



### APPROACH & STRATEGY

Barefoot College has been providing basic services and solutions to problems in rural communities for more than 40 years, with the objective of making them self-sufficient and sustainable. These 'Barefoot solutions' can be broadly categorized into the delivery of Solar Electrification, Clean Water, Education, Livelihood Development, and Activism. With a geographic focus on the Least Developed Countries (LDCs), Barefoot believes strongly in Empowering Women as agents of sustainable change.

Barefoot College, since 1989, has been harnessing the sun's energy to help rural communities thrive through applying solar energy solutions in four critical areas of village life: 1) solar electrification of 1000+ villages, 2) hot water, 3) solar cookers, and 4) fresh drinking water through solar powered desalination.

Each of the solar electrification solutions pioneered in rural, remote, non-electrified villages by Barefoot College has proved that both illiterate and semi-literate men and women can fabricate, install, use, repair and maintain sophisticated solar units through basic knowledge share and intense hands-on practical training. The Barefoot College has harnessed solar energy not only to provide light but also to create employment for the unemployable, to boost income for the poor, to save the environment by reducing carbon emission and not cutting trees, and most importantly, to provide self-reliant solutions within village life.

For the solar electrification of villages, Barefoot College annually trains about 100 grandmothers from India and 80 grandmothers from international rural villages located in the least developed countries as per the UN. The grandmothers complete a comprehensive 6-month solar engineering training program at Barefoot College campus in India where they learn how to light up solar home units, solar lamps, and charge controllers. Upon completion of training, the grandmothers return to their village to electrify up to 250 households with solar lighting units and assume the responsibility of

<sup>92</sup> "Sanjit (Bunker) Roy." Schwab Foundation for Social Entrepreneurship, n.d. Web. 21 Oct. 2013. <<http://www.schwabfound.org/content/sanjit-bunker-roy>>.



repair and maintenance for a minimum of 5 years. They play a key role in sustaining and replicating solar technology in rural communities by training other women and managing the finances of the solar workshop. The solar electrification program benefits the villages through save money on kerosene and wood and increasing the time spent on education and livelihood.

Barefoot College's solar water heater solution provides rural communities access to a smoke free and eco-friendly source of heating water as well as to generate employment for unemployed rural youth. The solar water heater engineers are trained to fabricate, install, repair and maintain two varieties of solar heaters, oil-based and non oil-based, that can store up to 300 liters of water. More than 70 solar water heaters have been manufactured and are benefiting hundreds of people living in rural, remote villages in 8 states of India. The 2.5 square metre, 130kg parabolic solar cookers used to cook food are fabricated, installed and maintained to precise measurements by illiterate and semi-literate women. The eco-friendly solar cookers used in Indian villages feed more than 400 people every day.



The solar powered desalination plant setup by Barefoot College, the first of its kind in India, is a joint partnership with the scientific community that produces 600 litres of water per hour, for 6 hours every day.

## BUSINESS MODEL

- In addition to generating income and creating jobs for its solar engineers, Barefoot College also sells handicrafts by various Indian artisans.

## APPLICABILITY TO BAHRAIN

- Given the Electricity & Water Authority and Ministry of Finance's direction towards more efficient lighting solutions; and the abundant potential for solar energy in Bahrain, a Barefoot solar model could be economically empowering for low-income women, or marginalized youth who don't even need to be literate (despite Bahrain's 100 per cent youth literacy levels). Such a model would also decentralize energy (solar lights, cookers, and water heaters) and potentially decentralize water through solar water desalination. This would save carbon emissions and also government subsidies currently spend on fossil fuels can be redirected into solar energy and water for Bahrain's future environmental and financial sustainability.
- After training the women or otherwise vulnerable solar engineers, revenues can be generated from selling the solar equipment, as well as through government contracts to provide energy and water to certain areas at a cost cheaper to the government than using fossil fuels.
- Potential partners include the Ministry of Social Development, Supreme Council for Women, Electricity & Water Authority, Tamkeen, Ministry of Finance, and private sector companies.

## POVERTY: CASE STUDY THREE

### KIVA MICROFUNDS, USA / GLOBAL

- Year founded: 2005
- Market Sector: Poverty, Microfinance
- Target: Global
- Impact: 1,005,110 Kiva lenders, \$484,961,300 in loans, 73 countries, 99.04% Repayment rate
- Website: [www.kiva.org](http://www.kiva.org)
- Awards: Skoll Foundation Award, Omidyar Network Award



### APPROACH & STRATEGY

Kiva is an organization that allows people to lend money via the Internet to low-income / underserved entrepreneurs and students in 70 countries. Kiva operates two models—Kiva.org and KivaZip.org. The former model relies on a network of field partners to administer the loans on the ground. These field partners can be microfinance institutions, social businesses, schools or non-profit organizations. KivaZip.org facilitates loans at 0% directly to entrepreneurs via mobile payments and PayPal. In both Kiva.org and KivaZip.org, Kiva includes personal stories of each person who needs a loan because they want their lenders to connect with their entrepreneurs on a human level.

Kiva allows microfinance institutions, social businesses, schools and non-profit organizations around the world, called "Field Partners", to post profiles of qualified local entrepreneurs on its website, Kiva.org. Lenders browse and choose an entrepreneur they wish to fund. The lenders transfer their funds to Kiva through PayPal, which waives its transaction fee in these cases. It is possible to pay by credit card through PayPal's website, even without a PayPal account, but a PayPal account is needed to withdraw funds. After receiving a user's money, Kiva aggregates loan capital from individual lenders and transfers it to the appropriate Field Partners, who then disburse the loan to the entrepreneur chosen by the lender.

As of May 27, 2013, Kiva has distributed \$437,054,600 in loans from 938,049 lenders that has been distributed to 1,050,587 borrowers. A total of 564,336 loans have been funded through Kiva. The average loan size is \$406.79, and the average Kiva user has made 9.57 loans. Kiva's current repayment rate for all its partners is 99.01%.<sup>93</sup>



<sup>93</sup> "Kiva - Loans That Change Lives." Kiva, n.d. Web. 21 Oct. 2013. <<https://www.kiva.org/>>.



## BUSINESS MODEL

- Kiva itself does not collect any interest on the loans it facilitates. It is purely supported by grants, loans, and donations from its users, corporations, and national institutions. For the fiscal year of 2010, Kiva made \$11,515,298 in total revenue and had \$6,225,091 in total expenses, leaving \$5,290,207 to invest. The organization's net assets in 2010 totaled \$11,121,817.
- Even though Kiva itself does not charge interest on the loans, the Field Partners charge relatively high interest rates. As the entrepreneurs repay their loans with interest, the Field Partners remit funds back to Kiva. As the loan is repaid, the Kiva lenders can withdraw their principal or re-lend it to another entrepreneur.

## APPLICABILITY TO BAHRAIN

- While we have an Islamic microfinance institution, as well as microfinance funds that have been given to 6 NGOs to manage, this model could explore how IT based platforms partnered with local organizations can have wider reach and support marginalized and at-risk communities in starting or expanding their own businesses. Given high mobile and internet penetration rates this model may help reach more communities. The model could also be adopted by a microfinance institution like Family Bank as an online platform that enables individuals to micro-lend on an online platform, while Family Bank Field Partners manage and remit funds back to the Bank. Alternatively, NGOs or social businesses could partner with Kiva and become Kiva Field Partners to help alleviate poverty while also generating financial sustainability.
- Suggested partners include EDB, Ministry of Finance, MOSD, BCCI, Family Bank, eGovernment, Tamkeen.

## POVERTY: CASE STUDY FOUR

### BRAC, BANGLADESH

- Year founded: 1972
- Market Sector: Poverty, Development, Microfinance
- Target: Global
- Impact: BRAC employs over 100,000 people, roughly 70 percent of whom are women, reaching more than 126 million people.
- Website: [www.brac.net](http://www.brac.net)
- Awards: No.1 in Top 100 Best NGOs in 2013, No.1 Nonprofit in International Microfinance, Gates Award for Global Health



### APPROACH & STRATEGY

BRAC is an international development organization based in Bangladesh, and is the largest non-governmental development organization in the world, measured by the number of employees and the number of people it has helped.

In addition to microfinance, BRAC provides enterprise training and support to its member borrowers in poultry and livestock, fisheries, social forestry, agriculture and sericulture. It provides inputs essential for some enterprises through its 'Programme Support Enterprises' that include Poultry farm and disease diagnostic laboratory, Bull Station, Feed Mill, Broiler Production and Marketing, Seed Production, Processing, Marketing and Soil Testing, BRAC Nursery, and Fish and Prawn Hatchery.

BRAC's Vegetable Export programme started in 1998 is a venture that is aimed at bridging the gap between local producers and international markets.

BRAC's Non-Formal Primary Education programme provides five-year primary education course in four years to poor, rural, disadvantaged children and drop-outs who cannot access formal schooling.

BRAC started providing public healthcare in 1972 with an initial focus on curative care through paramedics and a self-financing health insurance scheme. The programme went on to offer integrated health care services, its key achievements including the reduction of child mortality rates through campaign for oral rehydration in the 80s and taking immunization from 2% to 70% in Bangladesh.



### BUSINESS MODEL

- The organization is 70-80% self-funded through a number of commercial enterprises.
- In 1978, BRAC's flagship social enterprise, Aarong, was created as a support mechanism to BRAC's existing sericulture programme so that the hand-spun silk they were creating could be successfully marketed at a larger scale. Aarong was established as a retail distribution

outlet that offered a fair price to the rural suppliers while introducing the products to urban markets where both demand and consumers' willingness to pay were the highest.

- Today, Aarong has transformed into a high surplus generating enterprise, operating as one of the largest retailers in Bangladesh. Other BRAC enterprises also came into existence at various times in similar efforts to create economic space for the poor. Although most of the BRAC enterprises were formed as programme support enterprises, majority of them currently operate as surplus generating ventures while maintaining their on-going commitment toward alleviation of poverty via empowerment of the poor.
- BRAC operates 18 financially and socially profitable enterprises, across health, agriculture, livestock, fisheries, education, green energy, printing and retail sectors, making significant contribution to local economy through creation of market linkages, entrepreneurs and employment opportunities. By targeting profitable and scalable businesses, BRAC enterprises are able to fulfil their social missions at a much greater scale while increasing financial surplus that reduce the organisation's donor dependency and support BRAC's developmental programmes and other innovations at a greater level. That is why BRAC enterprises continue to exist, expand and innovate through across multiple sectors.<sup>94</sup>

#### APPLICABILITY TO BAHRAIN

- The BRAC model is one of the most innovative in the creation of opportunities for the poor to lift themselves out of poverty through large scale, economic and social programmes that enable men and women to realise their potential. Several elements of this model can be applied to existing initiatives in Bahrain that may not be well-integrated or connected. For example, microfinance borrowers can be provided with additional enterprise training by Tamkeen, as well as receiving pro-bono consulting and business advisory by private sector companies. Tamkeen's agriculture support scheme and can be linked to microfinance lenders to help grow this sector, while the BCCI can provide support in exporting agricultural production to international markets. The productive families products can be sold in an attractive online marketplace also to facilitate purchases from abroad. The Ministry of Culture could showcase such traditional products at events and exhibitions abroad that feature Bahraini culture.
- Suggested partners include EDB, Ministry of Finance, MOSD, BCCI, Family Bank, Tamkeen, Ministry of Industry and Commerce, Ministry of Culture.

<sup>94</sup> "Creating Opportunity for the World's Poor | BRAC-Creating Opportunity for the World's Poor." *Creating Opportunity for the World's Poor | BRAC-Creating Opportunity for the World's Poor*. BRAC, n.d. Web. 21 Oct. 2013. <<http://www.brac.net/>>.

## ENVIRONMENT: CASE STUDY ONE

### SUNGEVITY, USA, NETHERLANDS, AUSTRALIA

- Year founded: 2007
- Market Sector: Energy, Environment
- Target: Residential, Business
- Impact: Raised \$125 million in a combo of equity and project financing. Sungevity.org has saved 220,000 metric tons of carbon. Mission is to increase the amount of solar installed on Earth 700-fold before 2054
- Website: [www.sungevity.com](http://www.sungevity.com)
- Awards: Planet Forward Innovator of the year, Green Jobs Award, Green Business Award, recognized by B Corp as one of the "Best for the World" companies for using the power of business to solve social and environmental problems.



### APPROACH & STRATEGY

Sungevity is a solar electricity company based in Oakland, California. Founded in 2007, it was the first American solar company to design residential solar energy systems remotely over the Internet, using satellite imagery. This Remote Solar Design (RSD) strategy allows Sungevity to offer price quotes within 24 hours, without needing to send a representative to the location. The company designs home solar systems; finances new systems with its Solar Lease program; and manages system installation, maintenance, and performance.<sup>95</sup>

Sungevity has a unique approach to help you go solar: you can learn about solar energy and get a free, personalized iQuote for a lease on a system within 24 hours--all online before you make a payment. They use satellite images and aerial photography to assess your roof remotely, and accurately determine your home's solar potential. Sungevity consultants then personally designs two to five system options for you, taking into account all available rebates and incentives in your area to provide you with the most accurate quote available. Most traditional solar companies need to come to your house to do this, but Sungevity and its Network of Preferred Installers want to save you time and money by bringing this process online.

Sungevity's mission is to increase the amount of solar installed on Earth 700-fold before 2054 in order to meet the challenge of global warming by constantly making it easier and more affordable. Sungevity is dedicated to providing affordable and accessible solar installation in order to combat the changing climate as well as contribute to the rising clean energy economy as a community. But they aim to not only scale a pure solution to climate change, but, create new green-collar jobs and

<sup>95</sup> "Be a Solar Champion." Sungevity, n.d. Web. 20 Oct. 2013. <<http://www.sungevity.com/>>.

economic development opportunities in the clean energy economy.

## BUSINESS MODEL

- Sungevity developed its Solar Lease payment option to further its vision of making solar energy as affordable as possible for consumers. The lease allows homeowners to go solar with no upfront cost—the price of the solar panels and system are paid back over twenty years. Before lease financing was applied to the solar industry, most customers experienced a return on their investment in solar-energy equipment only after many years. Leases allow customers to experience an immediate return on this investment.
- Sungevity was able to cut its total installation cost per system by about a third in 2012 with Internet, software and satellite technologies that reach more potential customers and lower expenses for design and permitting.
- In January 2011, Sungevity announced the launch of Sungevity.org as a way to help schools and non-profit organizations raise money while getting more homeowners to put solar on their rooftops. For every customer that a participating non-profit or school sends Sungevity's way, the company donates money to both the school or non-profit and the customer. Sungevity.org claims it has since raised over \$1,325,500 for non-profits and saved over 218,965 metric tons of carbon dioxide from entering the atmosphere.

## APPLICABILITY TO BAHRAIN

- Introducing a solar community model to harness Bahrain's solar potential in the face of energy security challenges and climate change threats.
- Help make local communities more self sufficient and conserve the local environment.
- Use community solar as a platform for environmental and energy education in creating a society ready for Bahrain's shift away from hydrocarbons
- Creating new markets and "green" jobs and an output for the eventual shift away in fossil fuel subsidies.
- Suggested partnerships include Electricity and Water Authority, National Oil & Gas Authority, Ministry of Education, eGovernment Authority, Economic Development Board's Education Project, Tamkeen, Bahrain Development Bank, SCE, UNEP.

## ENVIRONMENT: CASE STUDY TWO

### HEMAYA, EGYPT

- Year founded: 1986
- Market Sector: Ecotourism, Waste management, Environment
- Target: Government, Private sector and Civil Society
- Impact: 65,000 beneficiaries.
- Website: <http://www.schwabfound.org/content/sherif-ghamrawy>
- Awards: Ashoka Fellowship, World Economic Forum Schwab Foundation Fellowship



### APPROACH & STRATEGY

In rapidly developing areas where the production of garbage threatens to overwhelm fragile systems of sanitation, Sherif El Ghamrawy develops an approach to waste management that brings citizens, businesses, and local governments together in the simultaneous pursuit of environmental protection and economic development.<sup>96</sup>

Egypt's 26 governorates produce more than 25,000 tons of garbage every day, and the rate of production rises every year. In the absence of effective large-scale recycling programs, landfills fill up at an alarming rate. Wasteful and hazardous methods of disposal, like the burning of unsorted trash, are common. Waste management has become an urgent issue for Egyptian authorities, but the fragmented and inefficient systems that currently dominate waste disposal in their country elude their attempts at meaningful reform.

Hemaya collects the waste of approximately 60,000 people from hotels and camps, households and city streets in the towns of Taba, Nuweiba and Dahab. The collected waste is then sorted: organic material is distributed among the Bedouins as cattle feed, and non-organic waste is packed, shredded or pressed and sent to Cairo for recycling. Only 15% of the collected waste goes to landfills. Half of the income generated from the sale of the recycled waste is distributed among the workers.

Hemaya has expanded its community involvement by providing services related to education and healthcare. In addition, Hemaya campaigns to stop the construction of a 750 MW power plant in Nuweiba, which poses a threat to the environment and local community. In conjunction with local authorities Hemaya has also hired local Bedouins as rangers to protect the coral reef and to prevent illegal fishing.

<sup>96</sup> "Sherif Ghamrawy." Schwab Foundation for Social Entrepreneurship, n.d. Web. 20 Oct. 2013. <<http://www.schwabfound.org/content/sherif-ghamrawy>>.

## BUSINESS MODEL

- As Sinai grows cleaner, fees from the businesses of a newly thriving tourism industry support the operation and growth of Hemaya. But even in the hard times of the intifada, when few Israelis ventured to south Sinai for vacation and most hotels couldn't afford to pay for garbage collection, Sherif and his team continued to serve. He kept going in spite of a lack of funds, demonstrating the effectiveness of his locally led approach and earning the loyalty of his customers. Now businesses are reimbursing him for the work performed years ago.

## APPLICABILITY TO BAHRAIN

- A community model to waste management can be implemented in Bahrain communities that serve to foster social cohesion and provides a platform for education.
- Utilize the waste in Bahrain for regenerative purposes instead of dumping it in a landfill i.e. enriching soil quality for farming and agriculture; producing and selling fertilizer.
- Natural areas in Bahrain that are suffering from degradation and pollution can be cleaned and managed through a community-based approach that allows eco-tourism to flourish.
- Partners could include SCE, UNEP, and the Municipalities Ministry.

## ENVIRONMENT: CASE STUDY THREE

### SEKEM GROUP, EGYPT

- Year founded: 1977
- Market Sector: Environment, Agriculture, Health, Rural Communities
- Target: Egypt – nation wide
- Impact: 30,000 beneficiaries. US\$ 40 million annual budget.
- Website: [www.sekem.com](http://www.sekem.com)
- Awards: Schwab World Economic Forum Social Enterprise fellows



### APPROACH & STRATEGY

The SEKEM initiative was founded to realize the vision of sustainable human development. Its mission is the development of the individual, society and environment through a holistic concept integrating economic, societal and cultural life.<sup>97</sup>

SEKEM is the first initiative to develop biodynamic farming methods in Egypt, building up fertile soil structures, improving agro-biodiversity and promoting organic composting; all products of the system can be sold, used in processing or re-used in cultivation. SEKEM's strong commitment to innovative development led to the nationwide application of biodynamic methods to control pests and improve crop yields. For example, in collaboration with the Egyptian Ministry of Agriculture, SEKEM deployed a new system of plant protection for cotton, reducing total pesticide use to less than 10% and leading to a ban on crop dusting within the country.

In recent years, the SEKEM Group has established a professional management system of corporate sustainability, including a comprehensive annual report on sustainable development, and progress analysis and monitoring of 40 performance indicators related to economics, society, culture and the environment.

To extend its commitment to sustainable development, SEKEM is currently establishing the Heliopolis University for Sustainable Development. It firmly believes in the role of academic institutions to actively contribute to social innovation and to helping solve the major challenges of our times.

### BUSINESS MODEL

- SEKEM has grown exponentially in the last decade to become a nationally renowned enterprise and market leader in organic consumer goods. Apart from strong and long-lasting export partnerships in Europe and the US, today more than half of SEKEM's overall sales are

<sup>97</sup> "Helmy Abouleish." Schwab Foundation for Social Entrepreneurship, n.d. Web. 20 Oct. 2013. <<http://www.schwabfound.org/content/helmy-abouleish>>.



domestic within Egypt, making the country home to one of the largest markets of organic products outside the western world.

#### APPLICABILITY TO BAHRAIN

- Opportunity to establish biodynamic agriculture as one solution to Bahrain's food security challenges while also generating revenues from export of organic products—a growing global market. This will also contribute to job creation and support local advocacy for a holistic approach to sustainable development.
- Suggested partnerships include the Ministry of Education, Economic Development Board, Ministry of Municipalities Affairs and Tamkeen.

## ENVIRONMENT: CASE STUDY FOUR

### South Pole Carbon, Switzerland

- Year founded: 2006
- Market Sector: Environment, Technology
- Target: Global
- Impact: Direct beneficiaries: 100 employees; 10,000 locals. Annual budget of US\$ 28.6 million.<sup>98</sup>
- Website: [www.sierragorda.net](http://www.sierragorda.net)
- Awards: Schwab World Economic Forum fellow, Social Entrepreneur of the Year, Switzerland.



### APPROACH & STRATEGY

Climate change is among the biggest challenges the world faces today, and one that causes the poorest people to suffer the most. Although various states committed to a reduction of greenhouse gases under the Kyoto Protocol, global leaders have thus far failed to agree on a new, binding deal to cut emissions. In this context, South Pole is committed to providing market-based and private sector solutions to help address the problem.

South Pole creates solutions in the fields of climate change and renewable energies. By providing access to finance through international carbon markets, the company has enabled over 250 projects worldwide, ranging from renewable energy to waste treatment and forestry, thereby reducing millions of tonnes of CO<sub>2</sub> and creating thousands of jobs. Tradable "carbon credits", each representing one tonne of reduced CO<sub>2</sub>, are the main product of the company.

South Pole has successfully launched other innovative products like the Climate Credit Card accounts for emissions. These are linked to consumers' credit card purchases, and offset purchases with investments in emissions reduction projects. Another is the "carbon screener", the first and only application on the Bloomberg Terminal that allows investors and asset managers to calculate the carbon footprint of every investable company around the world. South Pole has also launched Gold Power, the first global renewable energy label.

### BUSINESS MODEL

- South Pole has a large client base consisting of states and large companies in Europe. These clients buy carbon credits from South Pole because it guarantees the certificates originate from projects that not only save CO<sub>2</sub>, but also have a positive impact on the community. South Pole sells about half of its carbon credits to governments who are obliged by the Kyoto

<sup>98</sup> "Renat Heuberger." Schwab Foundation for Social Entrepreneurship, n.d. Web. 20 Oct. 2013. <<http://www.schwabfound.org/content/renat-heuberger>>.

Protocol to reduce emissions, and the other half to companies who voluntarily finance such projects.

#### APPLICABILITY TO BAHRAIN

- This is an interesting opportunity to explore with suggested partners to identify how Bahrain can leverage the climate crisis for economic development and financing clean energy projects with a global impact. This model can also facilitate creation of “green jobs” and encouraging climate friendly solutions from the private sector. As well as the creation of innovative climate action solutions from mitigation and adaptation.
- Suggested partners include UNEP, SCE, NOGA and Ministry of Finance.

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<sup>1</sup> "Creating Opportunity for the World's Poor | BRAC-Creating Opportunity for the World's Poor." *Creating Opportunity for the World's Poor | BRAC-Creating Opportunity for the World's Poor*. BRAC, n.d. Web. 21 Oct. 2013. <<http://www.brac.net/>>.

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## APPENDIX

### Social Issues Tabulation

	Health	Education	Environment	Un(Employment)	Poverty	Women's Empowerment	Social Cohesion	Youth	Children	Elderly	Civic Engagement	Disabilities	Housing	Other
Ministry of Social Development		Early Learning; Education; Technology & Innovation		Unemployment Due to Foreign Labor; Women in particular;	Economic Empowerment, Microfinance	Abused Women, Economic Empowerment, Equal Rights	Social Cohesion; Income disparity	Youth Identity	Child Welfare and Protection	Welfare of Elderly	NGO Capacity Building	Disabilities	Poor Housing	
Royal Charity Organization	Rehabilitation hereditary diseases; HIV/AIDS; noncommunicable diseases (cancer, cardiovascular)	Education for the marginalized	Energy Conservation; Climate Change; Biodiversity; Ozone layer depletion	Assistance to the needy	Widows			Development: Healthy Lifestyle; Entrepreneurship, Capacity Building of Youth	Orphans	Elderly		Special Needs		
UNDP				Unemployment; Capacity Development; Youth Entrepreneurship	Poverty Reduction through Microfinance	Political & Economic Empowerment & Advancement of Women	Crisis Prevention & Recovery (conflict resolution)				Capacity Building of Youth NGOs; Civic Engagement	Disabilities Strategy		Cultural Preservation (historical buildings); Drug Abuse & Trafficking
EDB		Education Reform	Food Security (Agriculture); Sustainability	Entrepreneurship & Innovation; Unemployment; Human Capital Development		Women's Empowerment							Housing	Cultural Heritage
SCE	Cardiovascular and respiratory disease, particularly among elderly (due to climate change)	Environmental Education	Land & Coastal Degradation; Resource Depletion; Air & Water Pollution; Natural Resource Depletion; Climate Change; Food Security (Agriculture & Fishing); Water Management; Biodiversity; Waste Management; Green Energy; Sustainable Construction	Mismatch between education & labor market requirements						Cardiovascular and respiratory disease, particularly among elderly (due to climate change)				

	Health	Education	Environment	Un(Employment)	Poverty	Women's Empowerment	Social Cohesion	Youth	Children	Elderly	Civic Engagement	Disabilities	Housing	Other
UNEP			Ecosystem management (land & water); Biodiversity; Climate Change; Environmental Governance; Natural Disasters and Conflicts; Harmful Substances & Hazardous Wastes; Food Waste; Sustainable Consumption and Production; Desertification											
MEYI Report	Health	Education Reform		Human Capital Development	Financial Inclusion			Youth			Civic Engagement			
3BL Responsible Business Report 2012-13	Health (Diabetes, Obesity, Sickle Cell)	Education Reform	Environmental Conservation; Water & Energy Consumption	Job Creation & Innovation			Social Cohesion						Housing Shortages	
UN Arab Human Development Report 2009	Healthcare		Oil Dependency; Water Scarcity; Climate Change	Unemployment	Poverty and Hunger	Women's Rights		Children and Adolescents	Children and Adolescents					
UNDP Human Development Achievements of the Kingdom of Bahrain- a Ten Year Review														
	Health			Matching education with employment	Poverty									

	Health	Education	Environment	Un(Employment)	Poverty	Women's Empowerment	Social Cohesion	Youth	Children	Elderly	Civic Engagement	Disabilities	Housing	Other
WEF Global Threats 2013 World We Want UN Survey 2013	Antibiotic-resistant bacteria; Rising rates of chronic disease; Vulnerability to pandemics;		volatility in energy and agriculture prices; Failure of climate change adaptation; Irremediable pollution; Land and waterway use mismanagement; Mismanaged urbanization; Persistent extreme weather; Rising greenhouse gas emissions; Species overexploitation; Unprecedented geophysical destruction;				WEF Global Rising religious fanaticism; Severe income disparity; Failure of diplomatic conflict resolution							Unsustainable population growth; Ineffective illicit drug policies; Massive digital misinformation; Entrenched organized crime; Terrorism; Protection Against Crime & Violence
	Better Healthcare	Good Education		UN World We Want Survey 2013 Better Job Opportunities						Mismanagement of population ageing				

	Health	Education	Environment	Un(Employment)	Poverty	Women's Empowerment	Social Cohesion	Youth	Children	Elderly	Civic Engagement	Disabilities	Housing	Other
An Action Agenda for Sustainable Development	Health & Wellbeing At All Ages	Effective Learning for Children & Youth	Improve Agriculture Systems;Curb Human-Induced Climate Change; Ensure Clean Energy for All; Secure Ecosystem Services and Biodiversity; Ensure Good Management of Water and Other Natural Resources; Transform Governance for Sustainable Development		Poverty and Hunger	Gender Equality	Social Inclusion	Effective Learning for Youth	Effective Learning for Children					

## Survey Sample

100%

[Back](#)
Questions marked with an \* are required
[Exit Survey](#)

**On a scale of 1–5 what percentage of Bahrain's population does this issue affect, 1 being none and 5 being the entire population?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1–5, is there public discontent/concern over this issue 1 being no discontent at all and 5 being extreme discontent?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1–5, does this issue consume a disproportionately higher amount of public resources (time, human, financial etc.), 1 being it consumes a significantly lower portion of public resources and 5 being it consumes an extraordinarily high portion of public resources ?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1–5, to what extent does this issue affect Social Progress/Development, 1 being it doesn't affect it at all, and 5 being it has an extreme effect on Social Progress?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1–5, to what extent does this issue affect Economic Development/Competitiveness, 1 being it doesn't affect it at all, and 5 being it has a drastic effect on Economic Development?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1–5 to what extent does this issue affect Political Stability 1 being it doesn't affect it at all, and 5 being it has an extreme effect on Political Stability?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1–5, to what extent does this issue affect Environmental Sustainability 1 being it doesn't affect it at all, and 5 being it has an extreme effect on Environmental Sustainability?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Ultimately, how urgent is this issue, 1 being it is not urgent at all and 5 it is critical?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1 to 5, how much influence does this issue have over other social issues 1 being it has no influence on other social issues at all and 5 being it is extremely interconnected with and influential over multiple social issues?**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**On a scale of 1 to 5, how difficult do you think it would be for a social entrepreneur to address this issue, 1 being impossible to address independently, and 5 being very easy to address? Some considerations may include how decentralized is it from government, market and societal readiness, regulatory environment.**

	1	2	3	4	5	I don't know
Children (Rights & Protection, Health, Education) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civic Engagement *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (Climate Change, Energy, Water, Food Security) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (Diabetes & Obesity) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour & (Un)Employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poverty *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's Empowerment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



3BL  
وئشـركـاه  
ASSOCIATES

P.O. Box 2922, Manama, Kingdom of Bahrain, T: +973 17 226 262, F: +973 17 228 660, [impact@3blassociates.com](mailto:impact@3blassociates.com)

[3blassociates.com](http://3blassociates.com)

  /3blassociates