



BIODIVERSITY STAKEHOLDER AND DECISION MAKING ANALYSIS REPORT

KINGDOM OF BAHRAIN

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Project Supervisor: Ms. Nouf Al-Wasmi

Project Coordinator: Ms. Reem Al-Mealla

Project Team: Dr. Mohamed Mubarak Bin Daina, Mr. Abdulqader Khamis, Mr. Mohamed Abdulrazzaq Alqassim, Dr. Elsa Sattout, Prof. Jameel Alkhuzai, Ms. Tamera Alhusseini, Ms. Eman Husain

Drafting Committee: Dr. Abdelmawgoud Ragab (Directorate of Agricultural Affairs), Mr. Bassam Al Shuwaikh (Directorate of Fisheries), Dr. Humood Naser (University of Bahrain) and Mrs. Nouf Al Wasmi (Supreme Council for Environment).

Consultant: Prof. Jameel Alkhuzai

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Government Sector

Bahrain Authority for Culture and Antiquities (BACA)
Central Informatics Organisation (CIO)
Chamber of Commerce and Industry
Economic Development Board
Electricity and Water Authority
National Oil and Gas Authority
Ministry of Education
Ministry of Finance
Ministry of Interior
 Customs
 National Coast Guard
Ministry of Transport
Ministry of Works, Municipality and Urban Planning
 Directorate of Fisheries
Directorate of Agriculture Affairs
Supreme Council for Environment
Supreme Council for Women
Survey and Land Registration Bureau
 Topographic Survey Directorate
 Hydrographic Survey Directorate

Private Sector

Environment Arabia Consultancy Services
Gulf Petrochemical Industries CO. (GPIC)
Mattar Jewellery
The Bahrain Petroleum Company (Bapco)
The National Initiative for Agricultural Development

Academic Sector

Arabian Gulf University
Bahrain Center for Strategic, International and Energy Studies
University of Bahrain

Civil Society & NGO's

Arab Youth Climate Movement, Bahrain Chapter
Bahrain Environment Society
National Institute for Human Rights
Youth and Environment Association

Intergovernmental

United Nations Development Programme (UNDP)
United Nations Environmental Programme – Regional Office of West Asia (UNEP-ROWA)

Executive summary

Bahrain has been part of the ancient civilizations of the regions for thousands of years ago. Throughout history, people of Bahrain have used biological resources from sea and land and have practiced professions which are based on biological resources such as fishes and other types of seafood, corals for ornaments, pearl as jewellery, algae as fish bait, date palm for food, shelter, baskets, mats, ropes and other uses, vegetables and other crops for food, wild plants for remedy and treatment of illnesses.

Recognizing the importance of environment and biological diversity, Bahrain is signatory of many regional and multilateral environmental agreements (MEAs). These agreements include Convention on biodiversity, Framework Convention on Climate Change¹⁴⁹ and Kyoto Protocol, the Ramsar Convention, the World Heritage Convention, the CITES Convention, Regional Organization for the Protection of the Marine Environment (ROPME), the Cartagena Protocol on Biosafety, UN Desertification Convention, and GCC Wildlife Convention.

Bahrain recognizes the obligations and responsibilities borne with the signed agreements. It has ratified the International Convention on Biological Diversity Convention (CBD) in 1996 based on Decree (18) 1996. It is required from countries that signed and ratified the convention to prepare a National Biodiversity Strategy and Action Plan (NBSAP). The strategy should be built around the main objectives of the convention which include:

1. The conservation of biological diversity
2. The sustainable use of the components of biological diversity
3. The fair and equitable sharing of the benefits arising out of the utilization of genetic resources

The NBSAP should also use, as a guideline, the United Nations Environmental Program (UNEP) Strategic Plan for Biodiversity 2011-2020 and the Aichi Biodiversity Targets. According to the strategy and the targets, it is expected from countries during the preparation of their NBSAP to develop and implement the national strategy in a participatory process with involvement of all possible stakeholders who affect or are affected by the strategy.

This report is a reflection of Bahrain responsibility from signing the Convention of Biological Diversity (CBD) and its participatory approach during the development and implementation of its NBSAP. The expected outcomes of this report were:

1. Identification of biodiversity governance and decision making process in Bahrain.
2. Identification of all possible biodiversity stakeholders.

3. Determination of the relationships among stakeholders using Fuzzy Cognitive Mapping based on specific criteria for the main ecosystem types.
4. Identification and categorization of ecosystems stakeholders and their mapping in a power/ interest matrix for the main ecosystem types.

The report gives an introduction about the geography, history, culture, and ecosystem service. This section describes the location of Bahrain, the Bahraini people history and culture in relation to the use of biological resources, and the main services and benefits from biodiversity in Bahrain. The report also includes a section on methodology used to achieve the outcomes which included workshop exercises and questionnaires, survey of stakeholders' role and their analysis, and the governance and biodiversity decision making processes.

There are three main ecosystems in Bahrain: the marine ecosystem, the agriculture ecosystem, and the desert ecosystem. Each of these ecosystems provides a number of services and benefits such as food, recreation, scenery, support to the species and habitat biodiversity, etc. The report provides an account of the stakeholders, their role and impact on the selected services for each ecosystem. Also, the stakeholders for each service were analyzed and categorized into: Promoters (those who should be engaged); Latents (those who should be consulted); Defenders (those who should be informed), and Apathetics (bystanders). The influence of stakeholders for each ecosystem service was mapped using fuzzy cognitive mapping.

ABBREVIATIONS

ARCWH:	Arab Regional Centre for World Heritage
ALBA:	Aluminium Bahrain
AGU:	Arabian Gulf University
ASRY:	Arab Shipbuilding and Repair Yard
AYCM:	Arab Youth Climate Movement
BACA:	Bahrain Authority for Culture and Antiquities
BDB:	Bahrain Development Bank
BAPCO:	The Bahrain Petroleum Company
BANAGAS:	Bahrain National Gas
BALEXECO:	Bahrain Aluminium Extrusion Co.
BASREC:	Bahrain Ship Repairing and Engineering Company
BAS:	Bahrain Airport Services
BCCI:	Bahrain Chamber of Commerce & Industry
BWS:	Bahrain Women Society
CBD:	Convention on Biological Diversity
CIO:	Central Informatics Organization
Coastguards:	Coast Guard Directorate
EDB:	Economic Development Board
EFS:	Environment Friends Society
EWA:	Electricity & Water Authority
GEF:	Global Environment Facility
GOYS:	General Organization for Youth and Sport
GPIC:	Gulf Petrochemical Industries Co.
GIIC:	Gulf Industrial Investment Co.
GARMCO:	Gulf Aluminium Rolling Mill Company
IAA:	Information Affairs Authority
M Rangers:	Malkiya Rangers
Meteorology:	Bahrain Meteorological Service
NIAD:	National Initiative for Agricultural Development
NIHR:	National Institution for Human Rights
NOGA:	National Oil & Gas Authority
Ports:	Ports & Maritime Affairs
UNEP:	United Nations Environment Programme
UOB:	University of Bahrain
Roads:	Roads Planning and Design Directorate
RUW:	Royal University for Women
SCE:	Supreme Council for Environment
SCW:	Supreme Council for Women
TATWEER:	Tatweer Petroleum

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1. INTRODUCTION

1.1 Context of the Project:

"Biological diversity" means the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems. In other words, biodiversity includes the number of species of plants, animals, and microorganisms, the enormous diversity of genes in these species, the different ecosystems on the planet, such as deserts, rainforests and coral reefs. Appropriate conservation and sustainable development strategies attempt to recognize this as being integral to any approach to preserving biodiversity.

Biological diversity provides many services and benefits to humans, nature, and Planet Earth at large. The services falls under four main categories: provisioning, supporting, regulating, and cultural (Fig. 1).

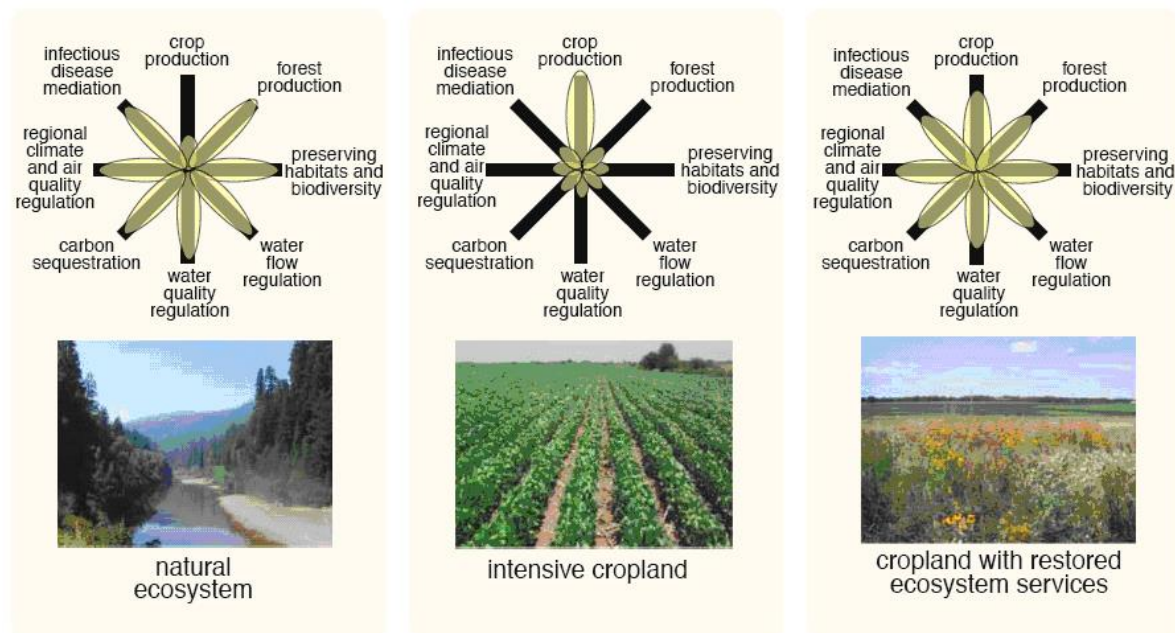


Fig. 1 Ecosystem services diagram

(http://www.epa.gov/ncer/rfa/2009/2009_star_ecosystem_services.html)

Some of these services and benefits include:

- Food
- Medicinal resources and pharmaceutical drugs
- Wood products
- Ornamental plants
- Breeding stocks, population reservoirs

- Protection of water resources
- Soils formation and protection
- Nutrient storage and recycling
- Pollution breakdown and absorption
- Contribution to climate stability
- Maintenance of ecosystems
- Research, education and monitoring
- Recreation and tourism
- Cultural values

As a result, there is a growing recognition that biological diversity is a global asset of tremendous value to present and future generations. At the same time, the threat to species and ecosystems has never been as great as it is today. Species extinction caused by human activities continues at an alarming rate.

In response, the United Nations Environment Programme (UNEP) convened an Ad Hoc Working Group of Experts on Biological Diversity in November 1988 to explore the need for an international convention on biological diversity. As a result of continuous efforts, the Convention on Biological Diversity (CBD) was developed and then entered into force on 29 December 1993.

The Convention on Biological Diversity was inspired by the world community's growing commitment to sustainable development. It represents a dramatic step forward in the conservation of biological diversity, the sustainable use of its components, and the fair and equitable sharing of benefits arising from the use of genetic resources.

The convention on biological diversity has 3 main objectives:

4. The conservation of biological diversity
5. The sustainable use of the components of biological diversity
6. The fair and equitable sharing of the benefits arising out of the utilization of genetic resources

National Biodiversity Strategies and Action Plans (NBSAPs) are the principal instruments for implementing the convention at the national level (Article 6). The Convention requires countries to prepare a national biodiversity strategy (or equivalent instrument) and to ensure that this strategy is mainstreamed into the planning and activities of all those sectors whose activities can have an impact (positive and negative) on biodiversity. The article creates an obligation for national biodiversity planning. A national strategy will reflect how the country intends to fulfil the objectives of the convention in light of specific national circumstances, and the related action plans will constitute the sequence of steps to be taken to meet these goals (CBD, 2015). Bahrain ratified the International Convention on Biological Diversity Convention (CBD) in 1996 based on Decree (18) 1996.

In 2010, the international community In Nagoya, Japan adopted the Strategic Plan for Biodiversity 2011-2020 and the Aichi Biodiversity Targets. The plan consists of five strategic goals, including twenty Aichi Biodiversity Targets. The goals and targets comprise both aspirations for achievement at the global level, and a flexible framework for the establishment of national or regional targets. Parties are invited to set their own targets within this flexible framework, taking into account national needs and priorities, while also bearing in mind national contributions to the achievement of the global targets, and report thereon to the eleventh meeting of the Conference of the Parties. Parties are also invited to incorporate this information in their national biodiversity strategy and action plan. As a follow up to the strategy, the Conference of Parties has adopted in 2012 indicators for each of the twenty targets. These are measures on the achievements of targets by the various parties.

1.2 Expected Outcomes of the Stakeholder and Decision Making Analysis Report:

Biodiversity conservation and sustainable use is a global, regional, and national aim. At the national level, services and benefits from biodiversity is for all components of the population. Therefore, conservation and sustainable use is the responsibility of everybody in the society. The degree of benefit and responsibility will naturally vary within the society. There are stakeholders who are directly affected positively or negatively by changes in the ecosystems, and those who are indirectly affected. Some are responsible for the management of the ecosystems, while others probably depend on the ecosystems' services in their livelihood.

The success of NBSAP development is based on a total involvement of stakeholders through a participatory approach. This has been emphasized in Goal E of the Plan for Biodiversity 2011-2020, which states the following:

Enhance implementation through participatory planning, knowledge management and capacity building.

This goal includes Target 17 which states that:

By 2015 each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.

The headline indicator for this target is to measure the: *trends in integration of biodiversity into planning, policy formulation and implementation.*

Societal groups with different relationships, interests, and influence should reach choices that result from negotiations and trade-offs amongst them and reflect societal groups with different relationships with biodiversity, with different economic, social,

and cultural needs, interests, and aspirations. Therefore, identification, analysis, and engagement of stakeholders are essential components in NBSAP development and implementation.

The current Stakeholder and Decision Making Analysis Report is based on the participatory activities during the first (inception) workshop in October 2013, the second workshop from 24th to 26th February 2015, questionnaires, information research, and analyses of available data and information in order to identify the decision making process in Bahrain and stakeholder analysis. The expected outcomes of this process were:

1. Identification of biodiversity governance and decision making process in Bahrain.
2. Identification of all possible biodiversity stakeholders.
3. Determination of the relationships among stakeholders using Fuzzy Cognitive Mapping based on specific criteria for the main ecosystem types.
4. Identification and categorization of ecosystems stakeholders and their mapping in a power/ interest matrix for the main ecosystem types.

2. GEOGRAPHY, HISTORY, CULTURE, AND ECOSYSTEM SERVICES

2.1. Geography, History, and Culture:

Bahrain is an archipelago of 84 natural and artificial islands with a total area of 770.34 km². The biggest island is Bahrain island (615.56 km²) followed by Muharraq (64.22 km²), and Sitra (15.82 km²). It is located at the south western coast of Arabian Gulf between Saudi Arabia and Qatar. It is surrounded by water with a total area of 7549 km². Bahrain falls within the subtropical region as part of the desert belt extending from North Africa to central China passing through the Arabian Peninsula. Climate is arid with extremely hot summer and mild winter. It is characterized by high mean annual temperature and low mean annual rainfall.

Historically, Bahrain was part of the ancient civilizations of the region. Dilmun (an ancient name for Bahrain) was an important trading center between Sumer and Indus Valley from late fourth millennium to 800 BC. Dilmun, sometimes described as "the place where the sun rises" and "the Land of the Living", is the scene of some versions of the Sumerian creation myth. It is also described in the epic story of Enki (a god in Sumerian mythology) and Ninhursag (mother goddess of Earth and mountains) as the site at which the creation occurred. The later Babylonian Enuma Elish, speaks of the creation site as the place where the mixture of salt water, personified as Tiamat met and mingled with the fresh water of Abzu. Bahrain in Arabic means "the twin waters" or the two seas, where the fresh water of the Arabian aquifer mingles with the salt waters of the Gulf. The description of nature setting in Dilmun is stated in the promise of Enki to Ninhursag:

For Dilmun, the land of my lady's heart, I will create long waterways, rivers and canals, whereby water will flow to quench the thirst of all beings and bring abundance to all that lives.

The epic of Gilgamesh tells how he reached Dilmun in search for the flower of eternity. Many sources tell of Dilmun as the land of eternity. Seals from Dilmun era reflect some of the animals and plants from that time (Photo.1).



Photo 1 A seal from Dilmun era

Tylos was the name used to refer to Bahrain by the Greeks, as the centre of pearl trading, when Nearchus, the Greek admiral serving under Alexander the Great, came to discover it. Nearchus is believed to have been the first of Alexander's commanders to visit the island, and he found a fertile land that was part of a wide trading network; he recorded: "That in the island of Tylos are large plantations of cotton tree, from which are manufactured clothes called *sindones*, a very different degrees of value, some being costly, others less expensive". The Greek historian, Theophrastus, states that much of the islands were covered in these cotton trees and that Tylos was famous for exporting walking canes engraved with emblems that were customarily carried in Babylon. Copper and a variety of other goods, including stone beads, precious stones, pearls, dates, and vegetables, were shipped to Sumer and Babylonia in return for agricultural products.

In more recent history, and up to the time of oil discovery in 1932, Bahrain has been known for its pearl diving and pearl trade (Photo 2). Many Bahrainis left the harsh profession of pearl diving to the new oil industry with the major oil company BAPCO.

Being a country with a number of islands, sea has been part of people’s history, culture, entertainment, and most of all food. Fish is considered by most as an essential part of Bahraini dishes (Photo 3). More inland, agriculture has been the other component of Bahraini’s history, culture, and life. Up to mid twentieth century, villages and water springs provided the setting for agricultural life where date palm plantations and vegetable farms were the dominant types of agriculture.



Photo 2 Opening of pearl oysters



Photo 3 Local fish market

2.2 Ecosystem Services in Bahrain:

Despite the small land area of Bahrain, it supports a variety of ecosystems and habitats that provide a variety of services. They include the agriculture and desert ecosystems with habitats such as plantations and farms, freshwater springs and agricultural channels, sand dunes, gravels and stone pavements, runnels and wadis, and jabals. On the other hand, waters surrounding Bahrain represent a marine ecosystem with a variety of habitats including mangroves, seagrass beds, algal beds, coral reefs, and sabkhas and salt marshes. These terrestrial and marine ecosystems provide an array of functions and services. The services include provisioning, regulating, and cultural services that directly affect people, and supporting services needed to maintain the other services. They range from seafood (Photo 4&5), recreation (Photo 6), aesthetic, and biological and habitat biodiversity from the sea to crop (Photo 7& 8), raw material, herbal medicine, and recreation (Photo 9) from the terrestrial ecosystems.



Photo 4 Traditional boat used for fishing



Photo 5 Traditional method of fishing



Photo 6 Recreational diving in Bahrain



Photo 7 Dates on sale in local market



Photo 8 A local farmer harvesting vegetables



Photo 9 Winter camping in the desert

As a by-product of date palm agriculture, a number of small industries and professions were found including preserved dates, mat making (Photo 10), ropes, traditional cottages construction, etc. In a study at the University of Bahrain, it was found that more than 90% of Bahrainis use herbal medicine (Abbas *et al.*, 1992). It is worth to mention that although many of the native plants in Bahrain have medicinal uses in Arabia and neighbouring countries, herbalist import most of their herbs from Pakistan, Iran, India, and Lebanon (Photo 10). It seems that the destruction of habitats, particularly in agriculture land and riparian vegetation, has affected the use of native plants by herbalists.



Photo 10 Bahraini women sewing mats and baskets with date palm leaves



Photo 11 Herbalist shop in Manama

Therefore, the different kinds of ecosystem services found in Bahrain as a result of biodiversity have led to the development of many small businesses and users forming a network of stakeholders. The businesses and professions (previously or at present time) directly benefiting from ecosystem services include: fishing companies and fishers, pearl divers and merchants, recreational divers, scuba diving business, recreational sea tours companies, traditional ship builders, sand and building materials trade, seaside chalet business, farmers, herbalists, baskets and mats making, campers, etc. Other stakeholders are directly or indirectly involved in the administration, management, use, or benefit from the ecosystem services. Thus economy of Bahrain and many of the people directly benefit from the ecosystem services.

3. METHODOLOGY

3.1. Governance and Decision Making:

- a. Mind Mapping Exercise: Participants were divided into groups and were asked to do an exercise (Annex. 1) through which they draw a mind map showing ecosystem service in the middle and connected to stakeholders within the concept of governance.
- b. A thorough analysis of decision making process at the national level was investigated by the consultant through visiting all related official websites including: Legislation & Legal Opinion Commission, Official Gazette, Bahrain National Charter, National Constitution, Decrees and Laws related to biodiversity and environment. Also, a meeting with SCE Biodiversity Directorate was set to clarify the process by which this directorate operates and how the decisions related to biodiversity are taken and implemented.

3.2. Stakeholder Analysis:

Stakeholder analysis was carried out during the workshop in two stages. The stages are:

1. Stakeholders Identification and roles
2. Stakeholder Analysis

3.2.1 Stakeholders Identification and roles

Participants worked in 4 groups (Photo 12). Each group was provided with a list of workshop participants (Annex 2). They were given exercise 1 (Annex 3) to identify and add any additional stakeholders not present in the workshop. In addition, the sector, service, mandate/ role of each additional stakeholder were requested.



Fig. 12. Participants working in groups

The compiled list from the participants and the information given were further studied, analyzed, and finalized by the consultant. Mission, vision, and term of reference were added to all stakeholders by the consultant whenever the information was obtained through websites or communication by email or phone.

3.2.2 Stakeholder Analysis

The same groups were asked to carry out exercise 2 which represents stakeholder analysis (Annex 4) using Power/ Interest Matrix to initially determine the different categories of stakeholders: Promoters; Latents; Defenders; Apathetics.

- a. Stakeholders identification was extracted from the outcomes of:
 - The inception workshop (2013).
 - The stakeholder identification exercise of second workshop (Annex. 3)
- b. Stakeholder analyses by participants of the inception workshop and the second workshop (Annex. 4) which were based on power/ interest matrix were used partially to formulate the final stakeholder analysis.
- c. The consultant allocated power and interest points for all stakeholders in the compiled list prepared by the second workshop participants based on the following criteria:
 1. Power:
 - Decision making: Legislative authority of the stakeholder at the national or sector level
 - Administration and Term of Reference: Administrative and management authority of the stakeholder at the national or sector level based on law, decision at the national or sector level
 - Impact on Ecosystem: Direct positive or negative impact of the stakeholder on the ecosystem
 - Stakeholder Contribution to Economy: the contribution of selected stakeholder (or its sector) to the GDP of the national economy
 2. Interest:
 - Mission and Activities: how much the stakeholder's mission or activities reflect interest in biodiversity or ecosystem services
 - Source of Living: the ecosystem service represents a source of living for the stakeholder
 - Data and Information: the stakeholder interest is reflected in it as a source of data or information
 - NGOs: the stake holder is an NGO dedicated partially or fully to biodiversity or environment
- d. The overall result of stakeholder power and interest assessment was used to prepare Fuzzy Cognitive Mapping (FCM) using Mental Modeler Software for 2-3 services of each the main ecosystems (marine, agriculture, and desert). The FCM

shows the relationship between stakeholders and the service represented by positive or negative influence at high, medium, or low effect.

- e. The overall result of stakeholder power and interest assessment was also used to:
1. Prepare Power/ Interest Map for each ecosystem that shows the different categories of stakeholders: High power and high interest (Promoters); high power and low interest (Latents); low power and high interest (Defenders); low power and low interest (Apathetics).
 2. Identify primary and secondary stakeholders. Primary stakeholders are the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization (NBSAP). Secondary stakeholders are people or groups that are indirectly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization (NBSAP).
 3. Key stakeholders (those whose power, authority, or responsibility are central to the NBSAP project).

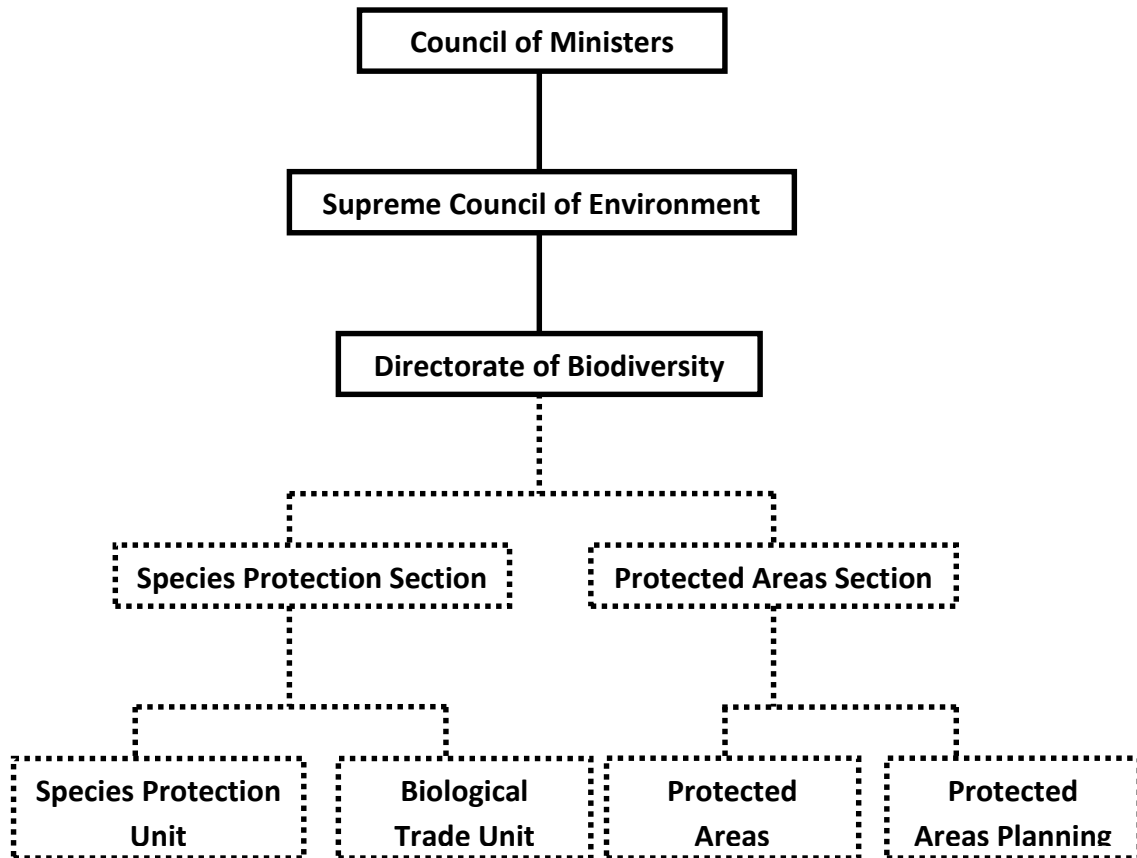
4. OUTCOMES

4.1 Governance and Decision Making

4.1.1 Governance

The structure of governing authorities in Bahrain is clarified in Fig. 2. His Majesty the King is at the top of the governance structure. He heads all three authorities: Executive, legislative, and judicial. The Supreme Council of Environment (SCE) reports to the executive authority represented by the Council of Ministers. Within the SCE, the Directorate of Biodiversity is responsible for all issues related to biodiversity in Bahrain. According to a consultation meeting with staff of the Directorate of Biodiversity, a preliminary unofficial structure (to be approved by higher authorities) includes two sections: Species Protection Section and Protected Areas Section. The Species Protection Section includes Species Protection Unit and Biological Trade Unit. The Protected Areas Section includes Protected Areas Monitoring Unit and Protected Areas Planning Unit.

Fig. 2 Governance of Biodiversity in Bahrain



4.1.2 Decision Making

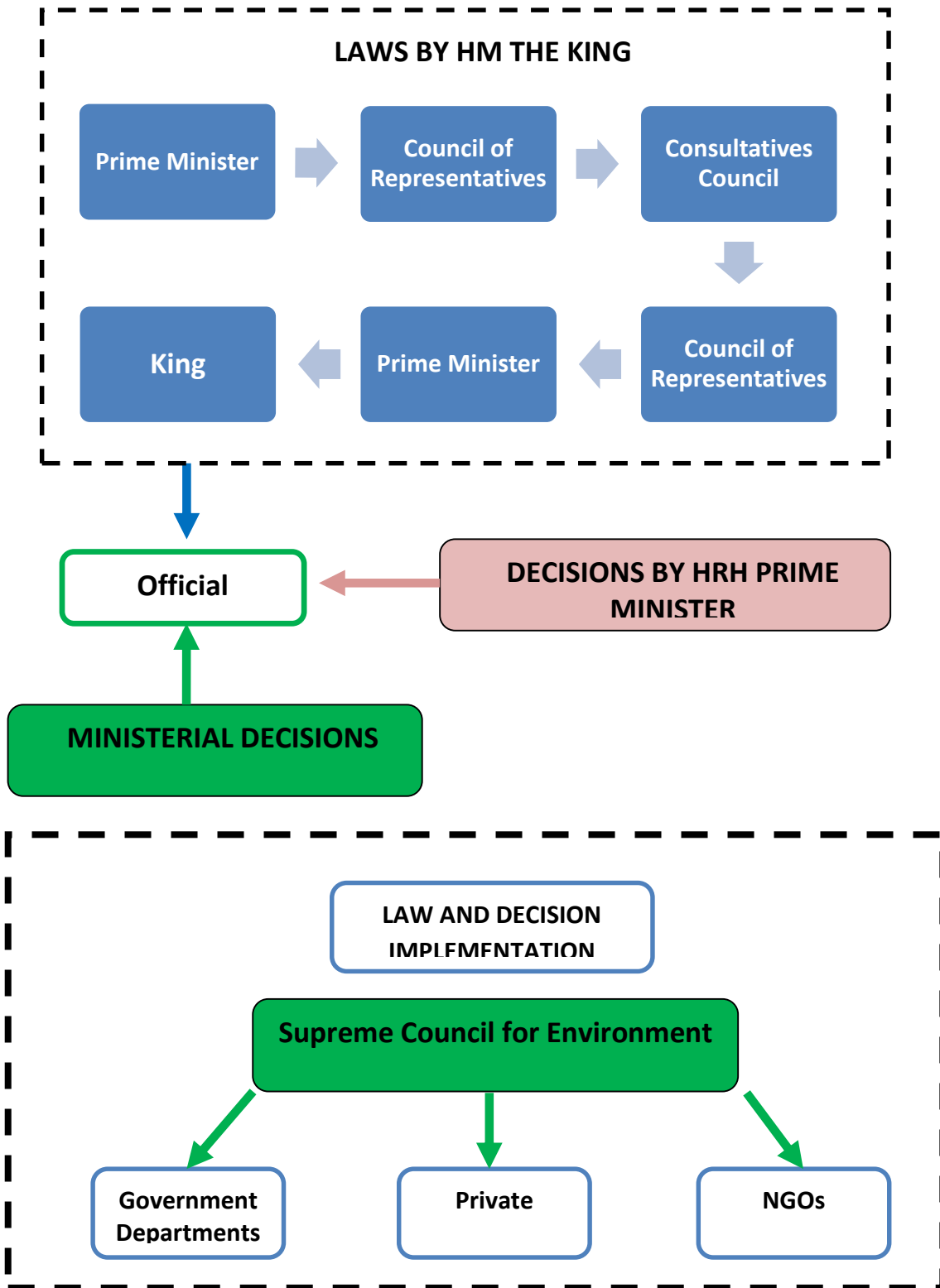
There are three levels of national decision making in Bahrain:

- A. Laws
- B. Decisions by HRH the Prime Minister
- C. Ministerial decisions

According to Bahrain Constitution, a law project is initiated by the Council of Ministers and forwarded to the Council of Representatives through the HRH the Prime Minister. After discussion at the Council of Representatives, the law project is forwarded to the Consultative Council. After discussion, it is returned to the Council of Representatives. Approved project of a law is returned to the Council of Ministers through HRH the Prime Minister. Approved project is raised to HM the King to be issued as a decree (Fig. 3). International agreements are also issued in the form of laws by HM the King after approval by the Council of Representatives and the Consultative Council.

Governmental decisions are issued as orders by HRH the Prime Minister and are implemented by the relevant ministries or authorities. Ministerial decisions are issued by relevant ministries. Executive environment decisions are issued by the SCE.

Fig. 3 Biodiversity Decision Making Process in Bahrain



4.2 Stakeholder Analysis

4.2.1 Stakeholders Identification and roles:

The participants identified a total of 56 stakeholders (Annex 5). These stakeholders were categorized based on sectors into the following:

Government: 26
Industry: 12
NGO's: 15
Higher Education: 3

After refinement and detailed mission, vision, and term of reference search and analysis by the consultant, a final list of 54 stakeholders and their role has been formulated. A graphical representation of biodiversity stakeholders and their role is shown in Fig.4 below. Annex 6 includes the mission, vision, and term of reference (whichever available).

4.2.2 Primary, Secondary, and Key Stakeholders

Based on the information collected about each stakeholder, the status of stakeholders as primary, secondary, or key is given in Table 1.

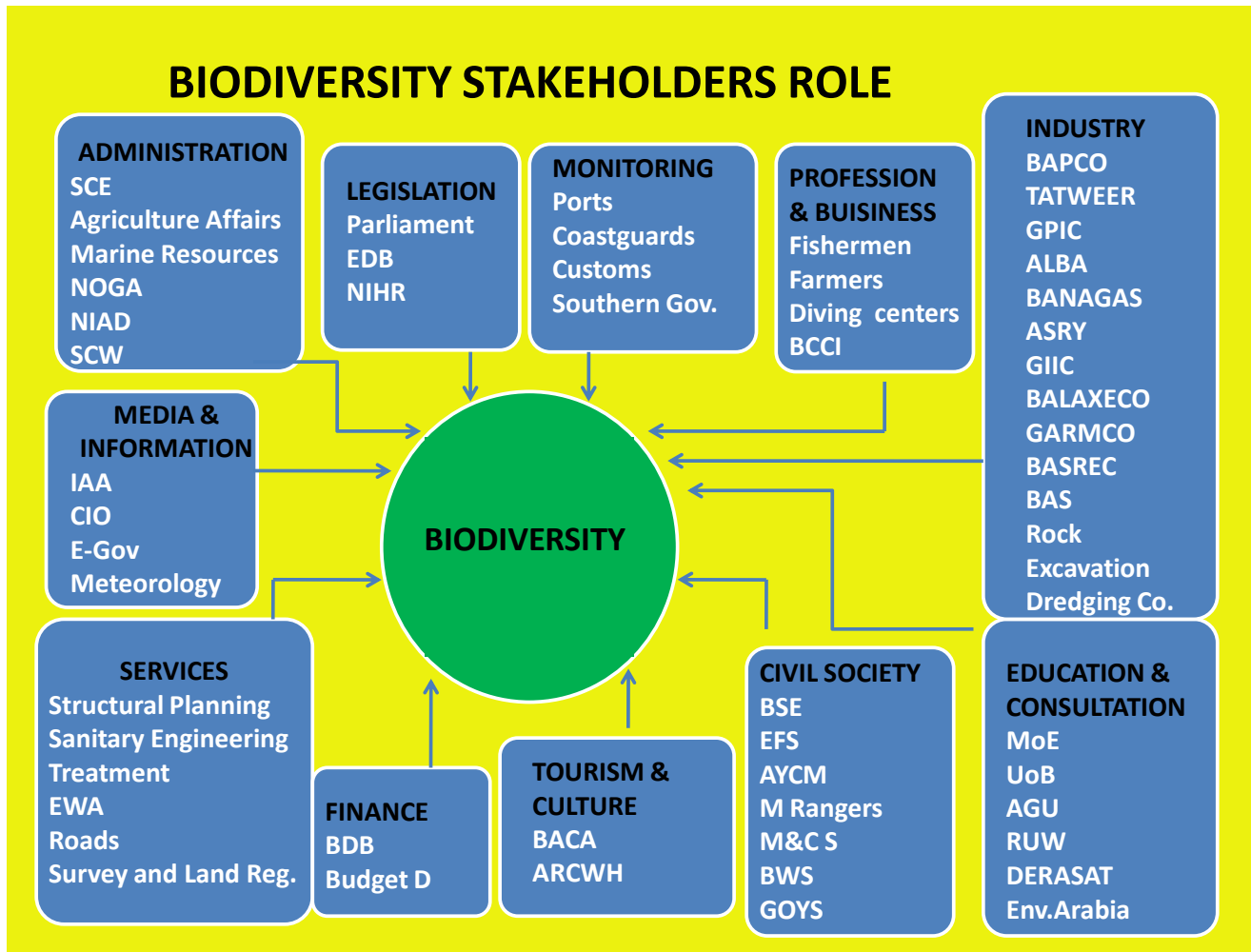


Fig. 4 Biodiversity Stakeholders Role

Table 1 Key stakeholders, Primary Stakeholders, and Secondary Stakeholders

No.	Stakeholder	Key	Primary	Secondary
1	Agriculture Affairs	√	√	
2	Arab Regional Centre for World Heritage			√
3	Bahrain Authority for Culture and Antiquities			√
4	Bahrain Development Bank			√
5	Budget Directorate			√
6	Customs Affairs	√		√
7	Central Informatics Organization			√
8	Directorate of Curriculum			√
9	Directorate of Roads		√	
10	DERASAT			√
11	Directorate of Coast Guards	√		√
12	Electricity & Water Authority	√		√
13	e Government Authority			√
14	Economic Development Board	√		√
15	General Organization for Youth and Sport			√
16	Information Affairs Authority			√
17	Meteorological Directorate			√
18	Marine Resources Affairs	√	√	
19	National Initiative for Agricultural Development	√	√	
20	National Institution for Human Rights			√
21	NOGA	√		√
22	Parliament	√		√
23	Ports and Maritime Affairs		√	
24	Sanitary Eng. Directorate	√		√
25	Structural Planning Directorate	√		√
26	Survey & Land Registration Bureau		√	
27	Supreme Council for Women	√		√
28	Governorates	√		√
29	ALBA		√	

Table 1 Key stakeholders, Primary Stakeholders, and Secondary Stakeholders

No.	Stakeholder	Key	Primary	Secondary
30	ASRY	√		√
31	BAPCO	√		√
32	Environment Arabia		√	
33	GPIC	√		√
34	GIIC			√
35	GARMCO			√
36	TATWEER	√		√
37	BANAGAS	√		√
38	BALAXECO			√
39	BASREC			√
40	BAS			√
41	Fishermen	√	√	
42	Dredging Companies	√	√	
43	Rock Excavation Companies	√		√
44	Arabian Gulf University (AGU)	√		
45	University of Bahrain	√		
46	Bahrain Ch. of Comm. & Industry	√		√
47	Royal Uni. for Women (RUW)			√
48	Arab Youth Climate Movement			√
49	Bahrain Soc. for Environment			√
50	Bahrain Women Society			√
51	Environment Friends Society			√
52	Mother and Child Society			√
53	Malkyia Rangers			√
54	Scubamaster			√
55	Farmers	√		√

4.2.3 Power/ Interest Analysis of Stakeholders for Ecosystem Services

Based on exercise (2), the participants allocated scores to 27 selected stakeholders (Table 2). Each group gave a score between 0-10 for power and interest to their selection of stakeholders (Photo 13).

Table 2 List of stakeholders allocated by participants on the Power/ Interest Matrix

1	Supreme Council for Environment	15	Ministry of Interior
2	Ports and Maritime	16	Ministry of Works and Agriculture
3	Coast Guards (Interior)	17	Urban Planning Directorate
4	Sewage Treatment (Works)	18	Mother and Child Society
5	Electricity & Water Authority	19	Malkyia Rangers
6	M. Works, Municipalities, Planning	20	Bahrain Society for Environment
7	Parliament	21	Chamber of Commerce & Industry
8	Meteorology	22	BAPCO
9	EDB	23	Info Arabia
10	Agriculture and Marine Resources Affairs	24	Farmers
11	Survey and Land Registration Bureau	25	Fishermen
12	Customs Affairs (Interior)	26	Campers
13	Ministry of Finance	27	University of Bahrain
14	Ministry of Education		

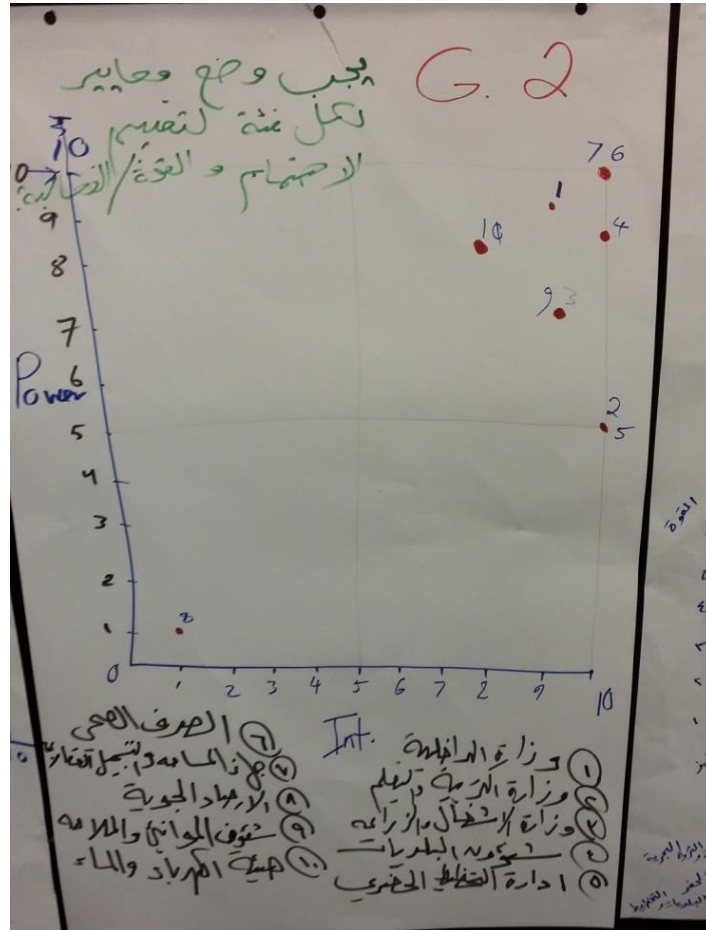


Photo 13 Stakeholder analysis using Power/ Interest Matrix

The initial information and stakeholder analysis from the inception workshop of 2013 and the second workshop (February 2015), in addition to detailed analysis of stakeholders' roles and the criteria set by the consultant as mentioned in section 3.2.2 were used to give power and interest score for each of the stakeholders in order to prepare the fuzzy cognitive maps and the power/ interest matrix for selected services for each ecosystem.

The power/ influence analysis for the marine ecosystem services, the agriculture ecosystem services, and the desert ecosystem services are shown in Tables 3, 4, and 5, respectively.

**Table 3 Biodiversity Stakeholders Power/ Interest Analysis
(Marine Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services		
		Fisheries P-I	Recreation P-I	Habitat Biodiversity P-I
1	Supreme Council of Environment	H-H	H-M	H-H
2	Ports and Maritime Affairs	L-L	L-L	M-M
3	Coast Guards	L-L	H-H	L-L
4	Sanitary Engineering Planning & Projects Directorate	L-L	L-L	M-M
5	Electricity & Water Authority	0	0	L-M
6	Structural Planning Directorate	0	M-M	0
7	Parliament	H-H	H-M	H-M
8	Meteorological Directorate	L-M	0	0
9	EDB	H-L	H-L	H-L
10	Survey and Land Registration Bureau	0	L-L	0
11	Customs Affairs	L-L	L-L	0
12	GOYS	0	L-L	0
13	Curriculum Directorate	L-H	L-M	L-H
14	University of Bahrain	L-H	0	L-H

**Table 3 Biodiversity Stakeholders Power/ Interest Analysis
(Marine Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services		
		Fisheries P-I	Recreation P-I	Habitat Biodiversity P-I
15	Marine Resources Affairs	H-H	M-M	H-H
16	National Institution for Human Rights	L-L	L-L	0
17	IAA	M-L	M-L	0
18	Bahrain Authority for Culture and Antiquities	L-H	L-H	L-H
19	Central Informatics Organization	L-M	L-L	L-M
20	Bahrain Development Bank	M-L	M-L	0
21	Arab Regional Centre for World Heritage	L-M	0	0
22	GPIC	0	0	M-M
23	Environment Arabia	L-H	L-H	L-H
24	BASREC	0	0	M-L
25	ASRY	0	0	M-L
26	Bahrain Chamber of Commerce & Industry	L-H	L-H	0
27	AGU	L-H	0	L-H
28	RUW	L-L	0	L-L
29	Mother and Child Society	L-L	L-L	L-L

**Table 3 Biodiversity Stakeholders Power/ Interest Analysis
(Marine Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services		
		Fisheries P-I	Recreation P-I	Habitat Biodiversity P-I
30	Malkyia Rangers	L-H	L-H	L-H
31	Bahrain Society for Environment	L-H	L-H	L-H
32	Environment Friends Society	L-H	L-H	L-H
33	AYCM	L-H	L-H	L-H
34	Bahrain Women Association	L-H	L-H	L-H
35	Fishermen	L-H	L-H	L-H
36	Diving Centers	L-H	L-H	L-H
37	Dredging Companies	H-L	M-L	H-L

**Table 4 Biodiversity Stakeholders Power/ Interest Analysis
(Agriculture Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services	
		Crops P-I	Species Biodiversity P-I
1	Supreme Council of Environment	H-M	H-H
2	Ports and Maritime Affairs	L-L	M-M
3	Sanitary Engineering Planning & Projects Directorate	H-M	M-L
4	Electricity & Water Authority	H-H	0-0
5	Structural Planning Directorate	M-H	L-H
6	Parliament	H-H	H-H
7	EDB	H-L	0-0
8	Agriculture Affairs	H-H	M-H
9	Survey and Land Registration Bureau	0-0	L-H
10	Customs Affairs	H-L	H-L
11	Curriculum Directorate	L-H	0
12	University of Bahrain	L-H	L-H
13	National Institution for Human Rights	L-M	0
14	Arab Regional Centre for World Heritage	0	L-H

**Table 4 Biodiversity Stakeholders Power/ Interest Analysis
(Agriculture Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services	
		Crops P-I	Biodiversity P-I
15	National Initiative for Agricultural Development	M-H	M-H
16	Supreme Council for Women	M-H	L-H
17	Bahrain Authority for Culture	L-M	0
18	Central Informatics Organization	L-M	L-M
19	Bahrain Development Bank	M-L	M-L
20	Environment Arabia	0	L-H
21	Bahrain Chamber of Commerce & Industry	L-H	0
22	AGU	L-H	L-H
23	Malkyia Rangers	0	L-H
24	Bahrain Society for Environment	L-H	L-H
25	Environment Friends Society	0	L-H
26	AYCM	0	L-H
27	Bahrain Women Association	L-L	0
28	Farmers Society	L-L	L-L

**Table 5 Biodiversity Stakeholders Power/ Interest Analysis
(Desert Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services	
		Recreation P-I	Species Biodiversity P-I
1	Supreme Council of Environment	H-M	H-H
2	Structural Planning Directorate	M-H	L-H
3	Parliament	H-M	H-M
4	EDB	H-M	H-L
5	Survey and Land Registration Bureau	M-L	M-L
6	Customs Affairs	0	L-L
7	GOYS	M-M	0
8	Curriculum Directorate	0	L-H
9	University of Bahrain	0	L-H
10	National Institution for Human Rights	L-L	0
11	NOGA	H-L	H-L
12	Bahrain Authority for Culture	L-M	0
13	Southern Governance	H-H	H-M
14	Arab Regional Centre for World Heritage	0	L-H
15	Central Informatics Organization	L-M	L-M

**Table 5 Biodiversity Stakeholders Power/ Interest Analysis
(Desert Ecosystem Services)
P= Power; I= Interest**

Stakeholder		Services	
		Recreation P-I	Species Biodiversity P-I
16	BANAGAS	0	M-M
17	ALBA	0	M-M
18	BAPCO	0	H-M
19	Environment Arabia	0	L-M
20	BALAXECO	0	L-L
21	Bahrain Chamber of Commerce & Industry	M-H	0
22	GARMCO	0	L-L
23	TATWEER	H-L	H-L
23	AGU	0	L-H
24	Malkyia Rangers	L-H	L-H
25	Bahrain Society for Environment	L-H	L-H
26	Environment Friends Society	L-H	L-H
27	AYCM	L-H	L-H
28	Campers	L-H	H-L
29	Rocks Excavation Industry	H-L	H-L

4.2.4 Fuzzy Cognitive Mapping of Stakeholders for Ecosystem Services

The power/ interest analysis results for stakeholders of each ecosystem services were used to prepare Fuzzy Cognitive Maps to show the relationship between each stakeholder and the service based on positive or negative high/medium, low influence. The influence here is based on the power assessment of stakeholders.

The FCM maps are shown in Fig. 5,6, and 7.

Fig. 5a Fuzzy Cognitive Map of Marine Ecosystem Fisheries Stakeholders and their Influence

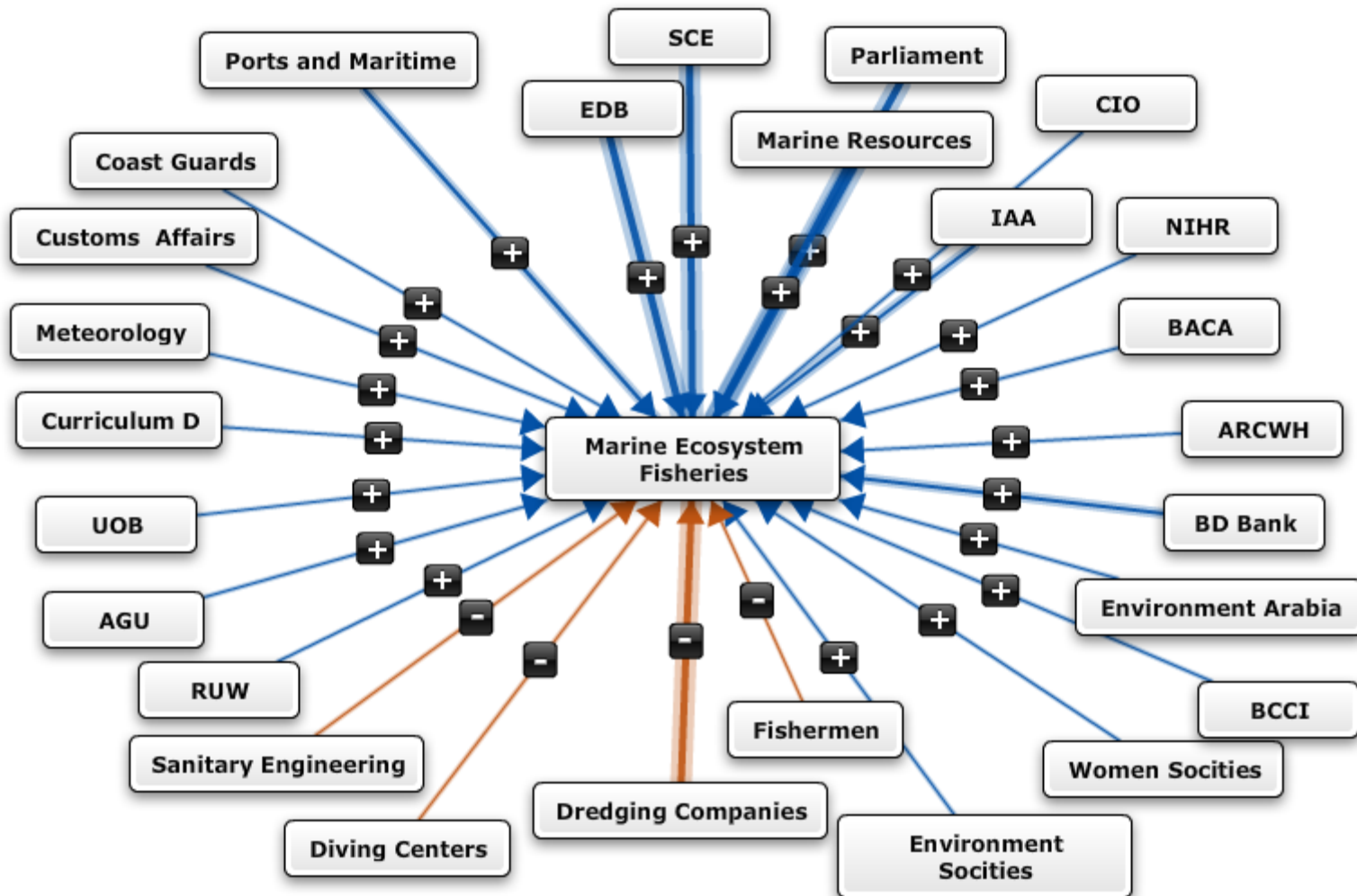


Fig. 5b Fuzzy Cognitive Map of Marine Ecosystem Recreation Stakeholders and their Influence

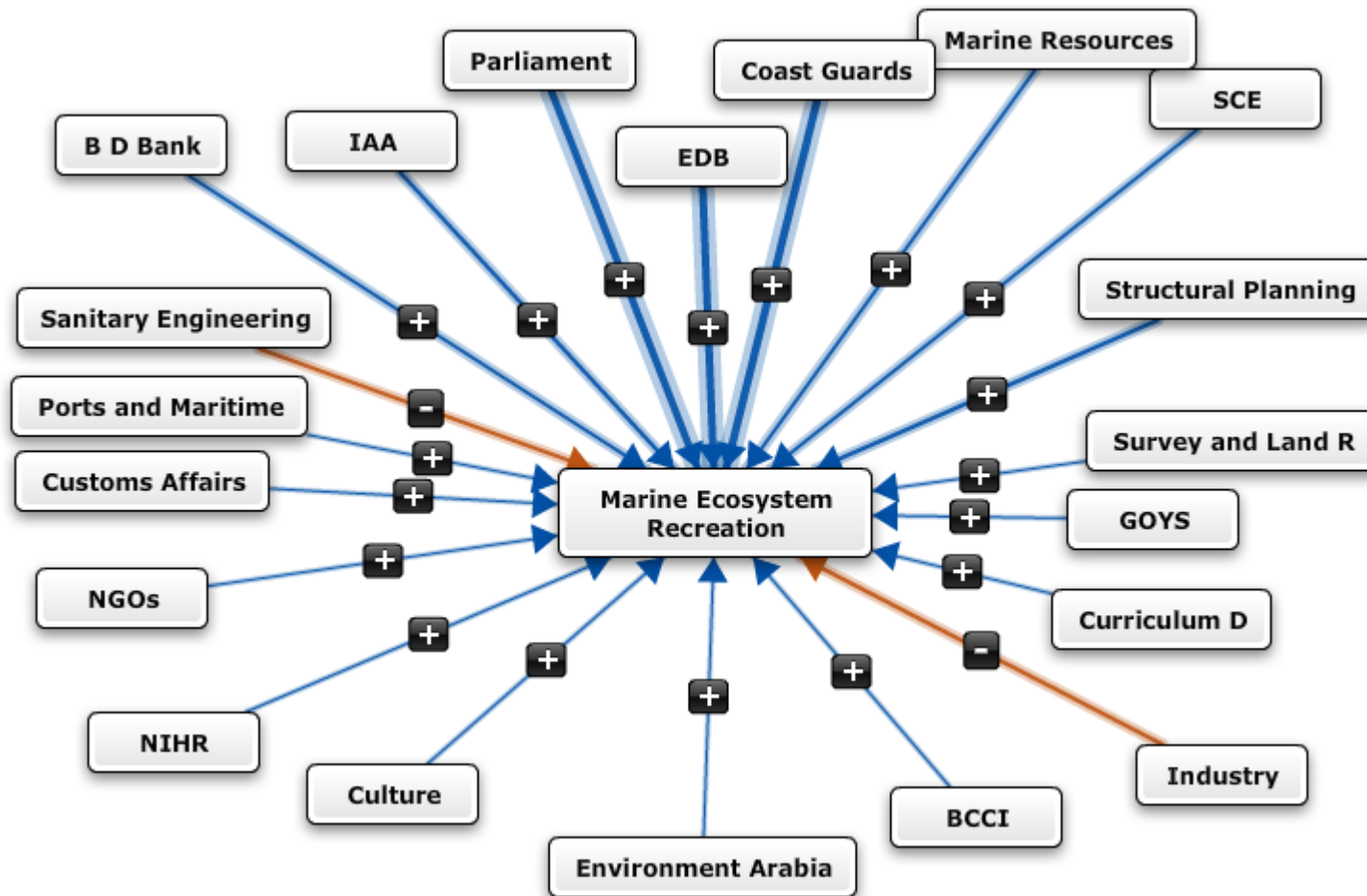


Fig. 5c Fuzzy Cognitive Map of Marine Ecosystem Habitat Biodiversity Stakeholders and their Influence

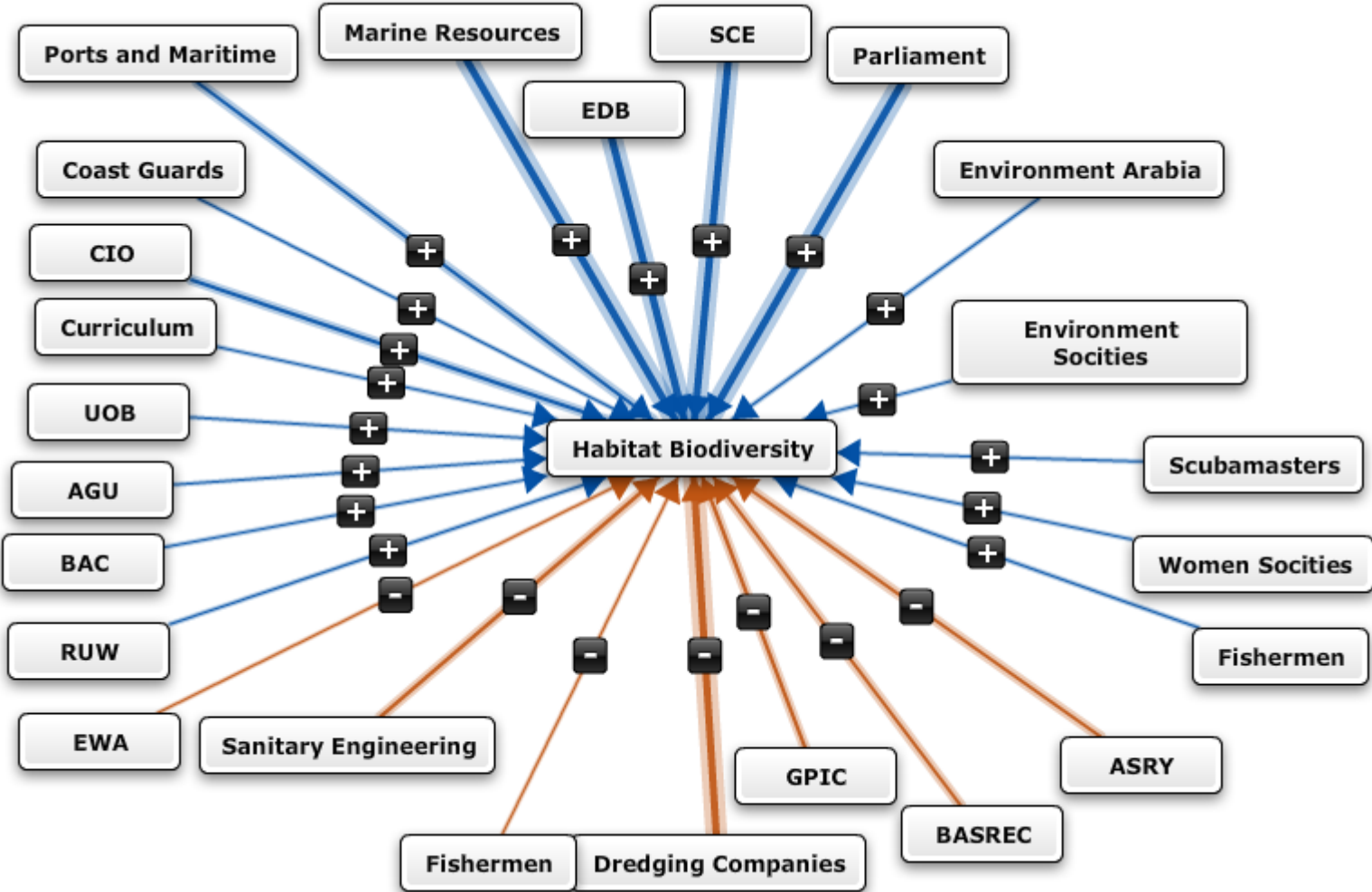


Fig. 6a Fuzzy Cognitive Map of Agriculture Ecosystem Crops Stakeholders and their Influence

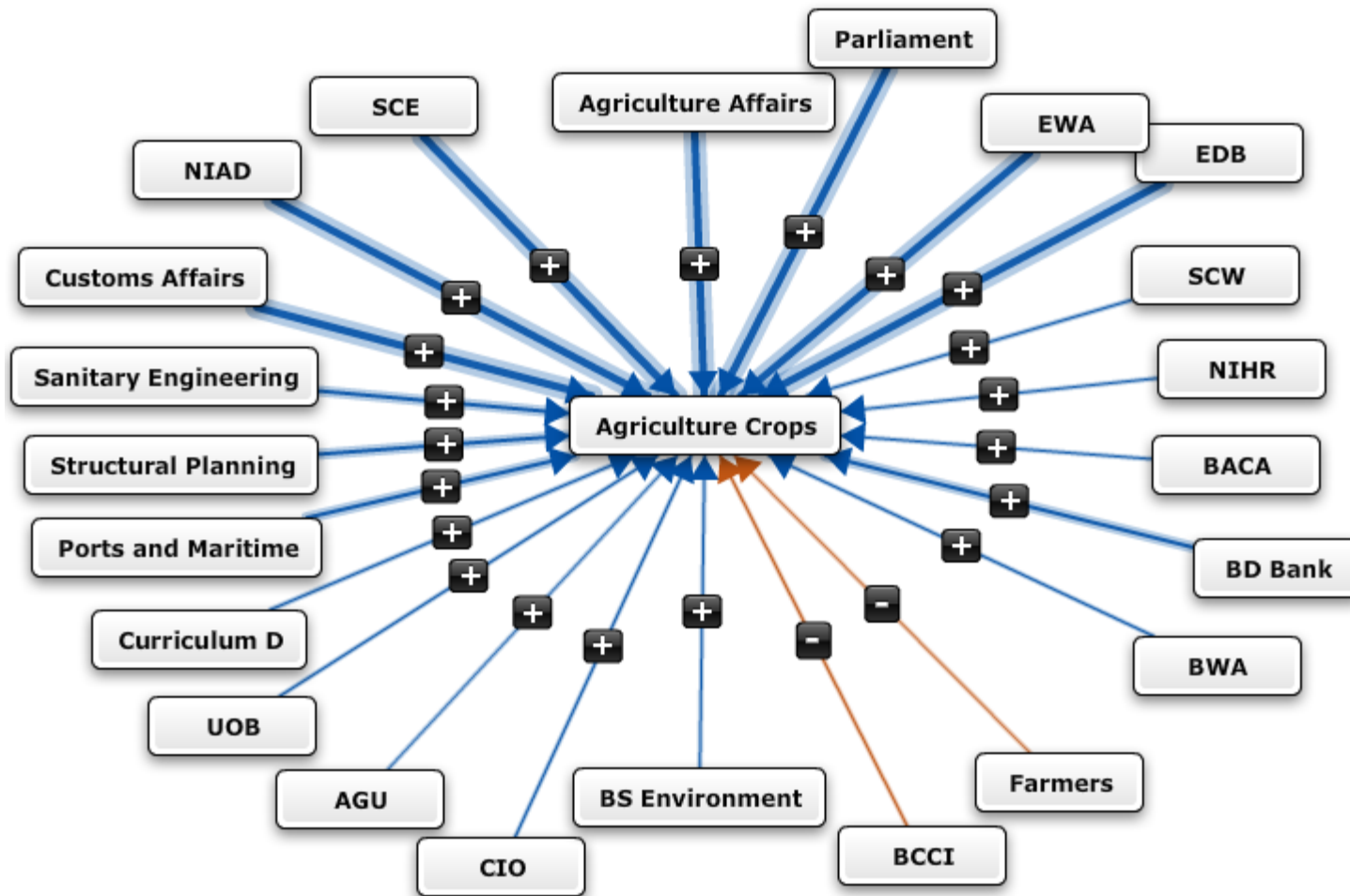


Fig. 6b Fuzzy Cognitive Map of Agriculture Ecosystem Species Biodiversity Stakeholders and their Influence

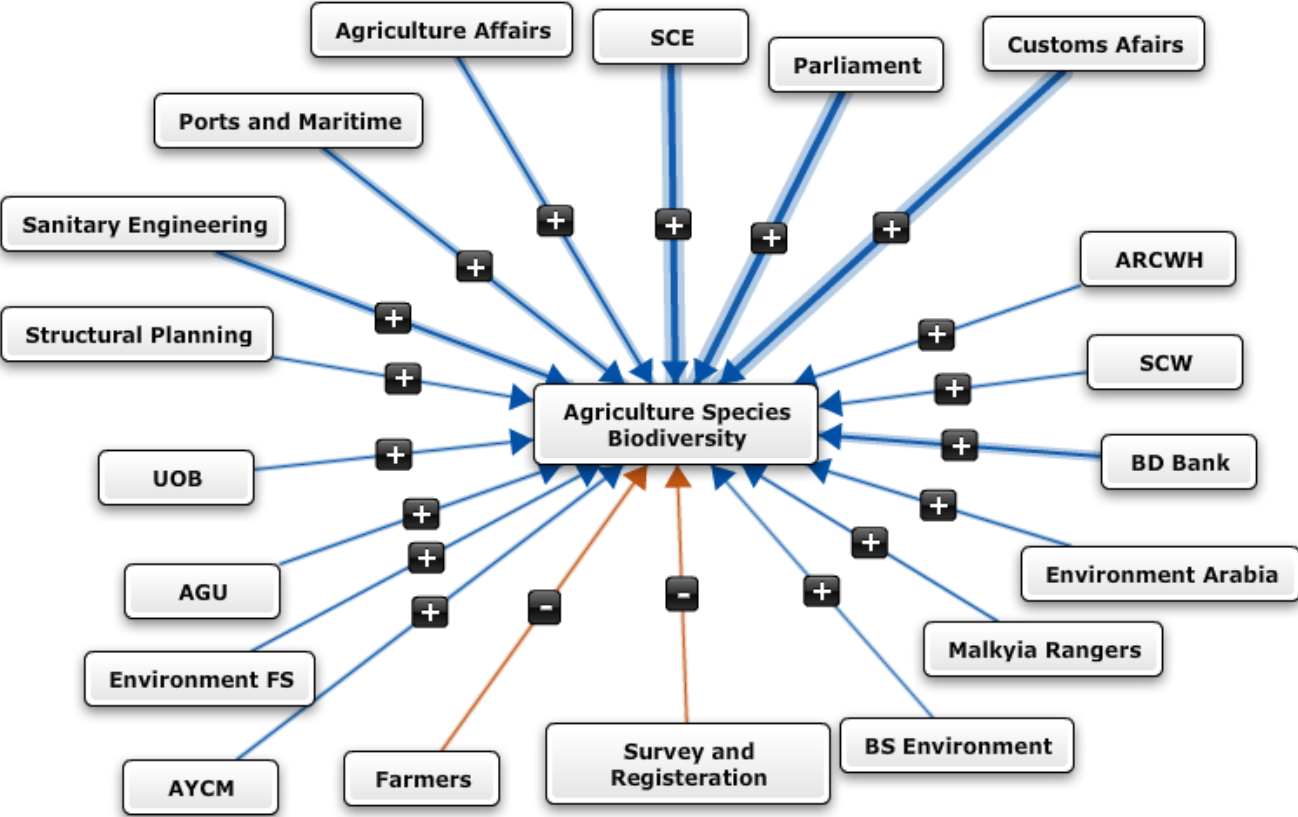


Fig. 7a Fuzzy Cognitive Map of Desert Ecosystem Recreation Stakeholders and their Influence

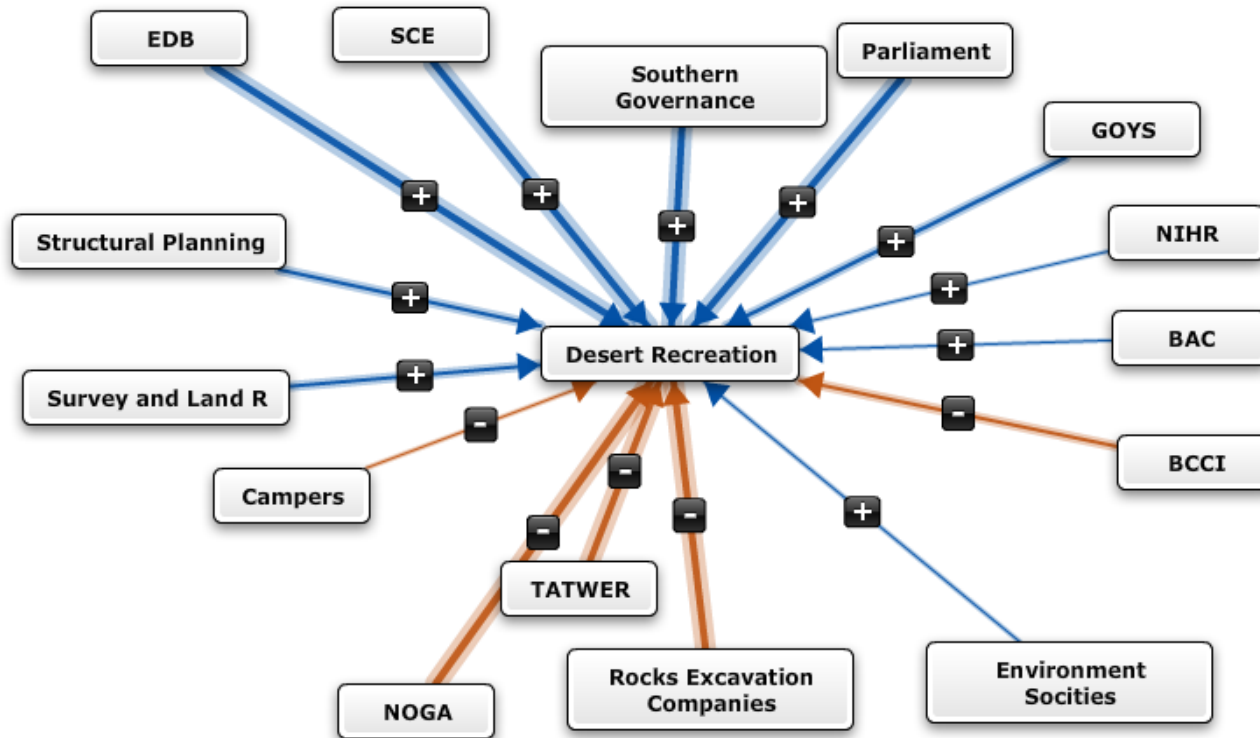
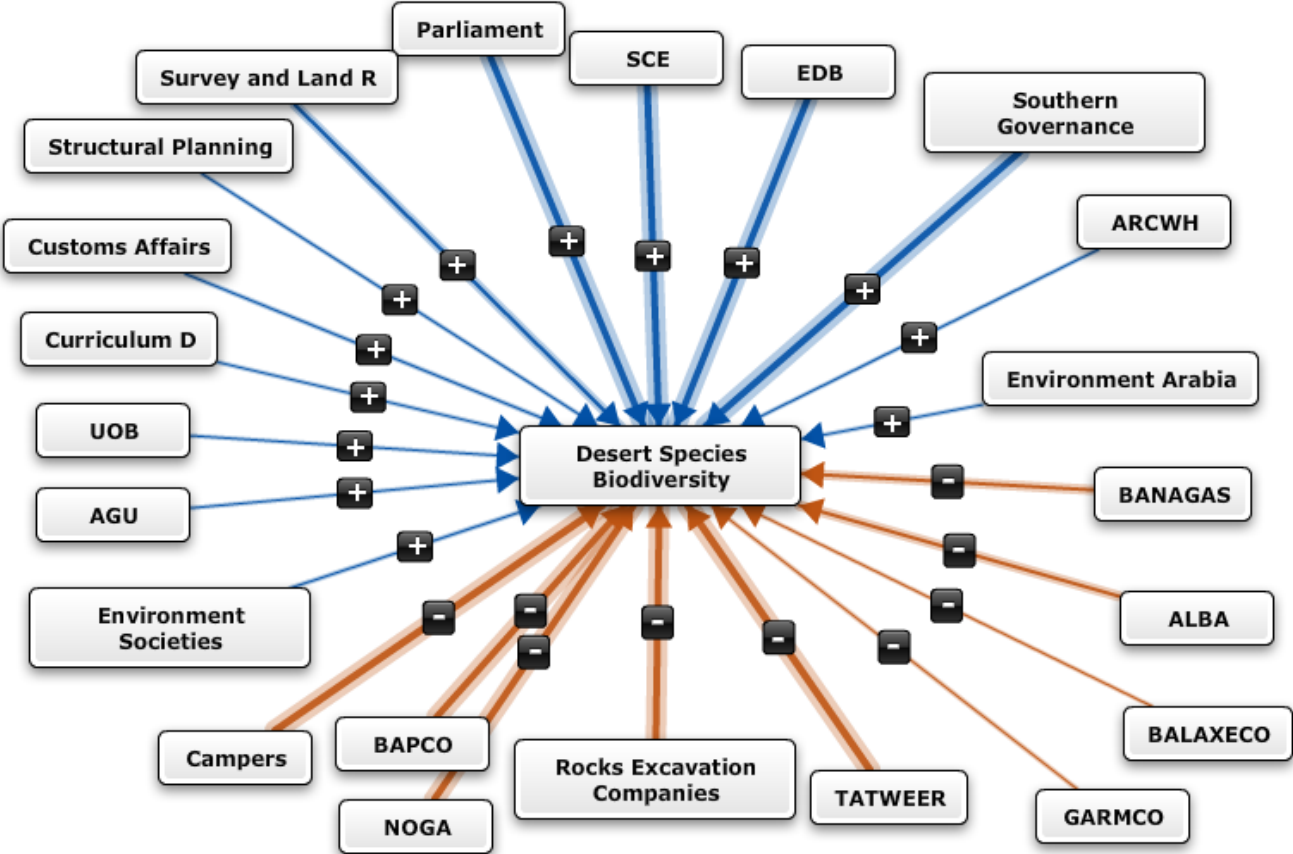


Fig. 7b Fuzzy Cognitive Map of Desert Ecosystem Species Biodiversity Stakeholders and their Influence

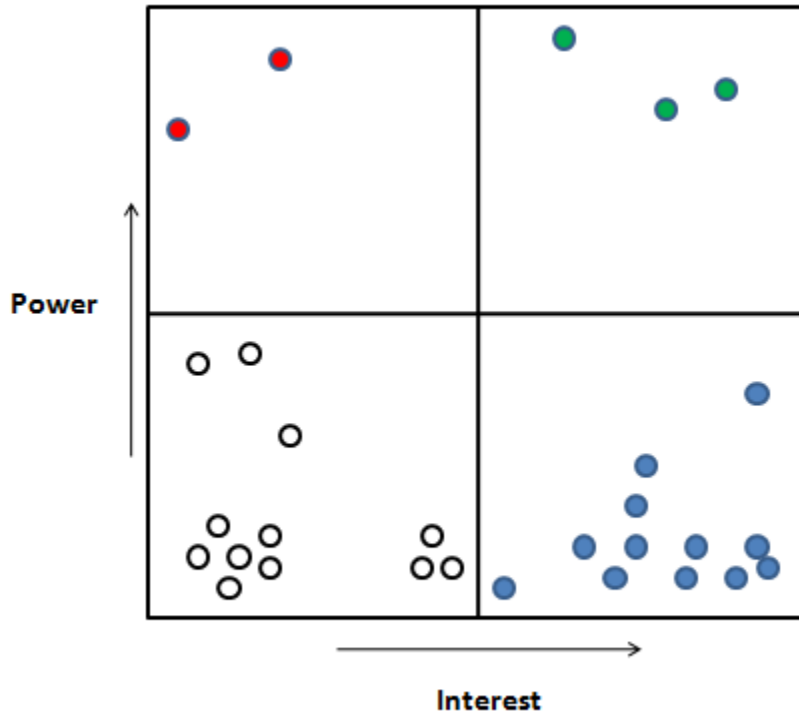


4.2.5 Power/ Interest Matrix of Stakeholders for Ecosystem Services

The following matrixes show the categorization of stakeholders of each ecosystem service based on power/ interest gradient. The upper right hand quarter represents promoters. These are stakeholders with high level of power and high level of interest. Promoters should be engaged during the implementation of the NBSAP because their power and interest should be benefited from for the success of the strategy and action plan. The upper left hand quarter represents latents. These stakeholders should be consulted and encouraged to join the project because of their power and influence. The lower right hand quarter represents stakeholders who have high interest in environment but low power and these should be informed and the justification of the project should be explained to them. The lower left hand quarter represents apathetic stakeholders with low power and low interest in the project.

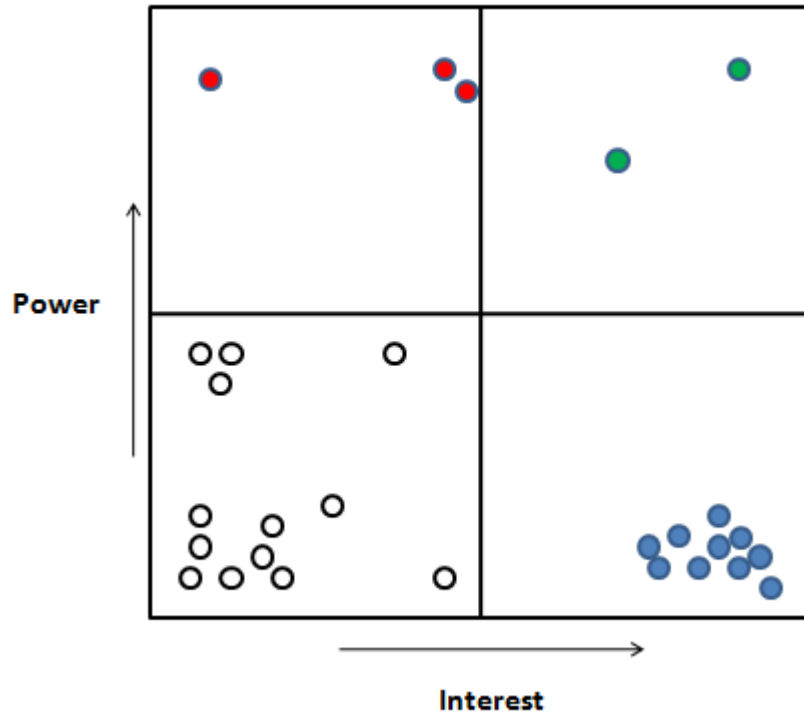
Color code has been used in the matrix to indicate which stakeholders are promoters, latent, defenders, or apathetics. The matrixes are shown in Figures 8, 9, and 10.

**Fig. 8a Power/ Interest Matrix of Stakeholders
(Marine Ecosystem Fisheries Service)**



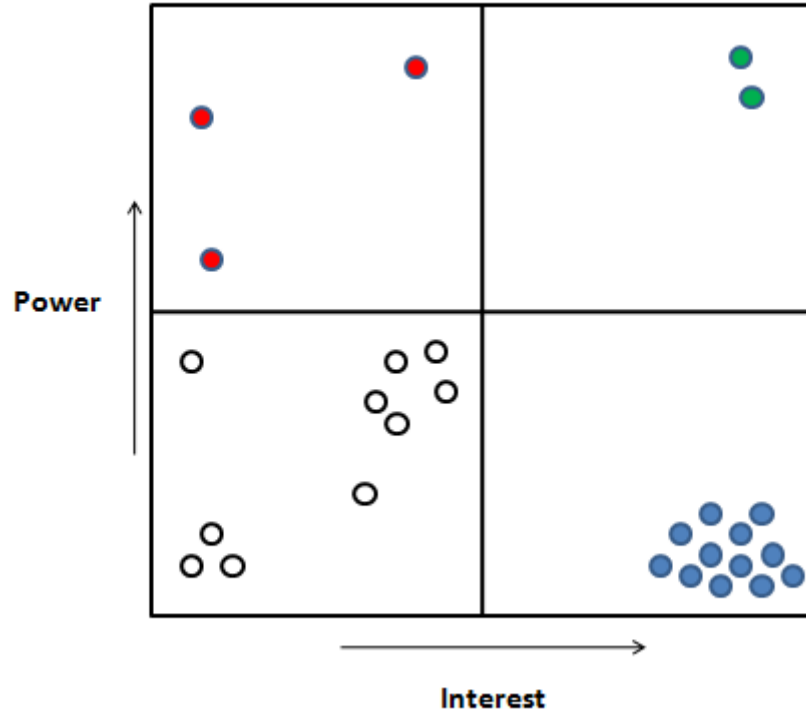
SCE	BACA	Fishermen	Coast Guards	BDB
Parliament	Env. Arabia	Diving centers	Sanitary Engineering	ARCWH
Marine Resources	BCCI	Environment FS	Meteorological D	AGU
EDB	AYCM	Malkyia Rangers	Customs Affairs	Mother and Child
Dredging Companies	UOB	Bahrain S Env.	CIO	NIHR
Curriculum D	B Women Asso.	Ports and maritime	IAA	

**Fig. 8b Power/ Interest Matrix of Stakeholders
(Marine Ecosystem Recreation Service)**



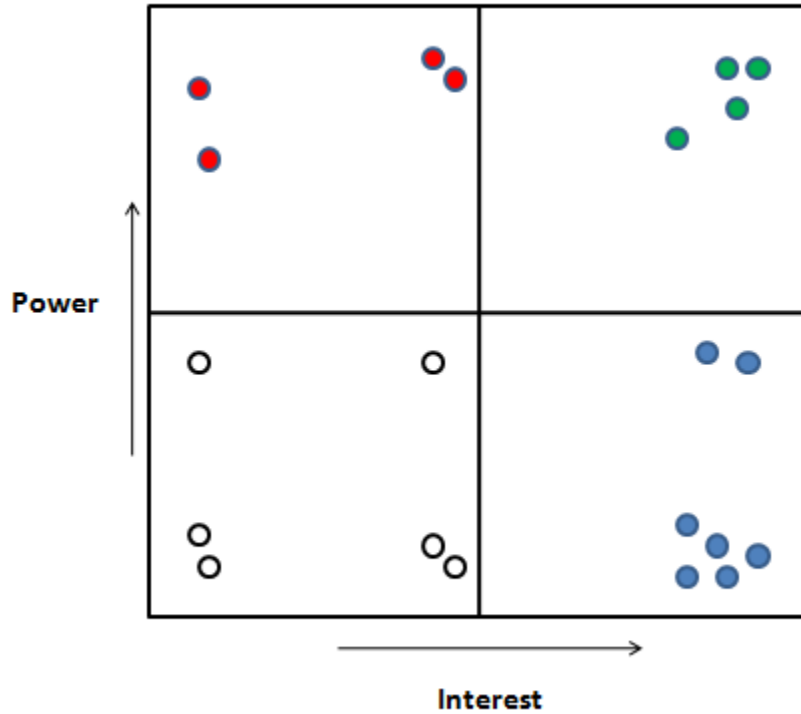
Coast Guards	Malkyia Rangers	Diving Centers	Mother and Child	Custom Affairs
Marine Resources	Bahrain S Env.	BACA	Dredging Companies	GOYS
Parliament	Environment FS	Env.Arabia	Sanitary Engineering	Curriculum D
EDB	B Women Asso.	IAA	Ports and maritime	NIHR
SCE	AYCM	BDB	Structural Planning	
BCCI	Fishermen	RUW	Survey and Land R	

**Fig. 8c Power/ Interest Matrix of Stakeholders
(Marine Ecosystem Habitat Diversity Service)**



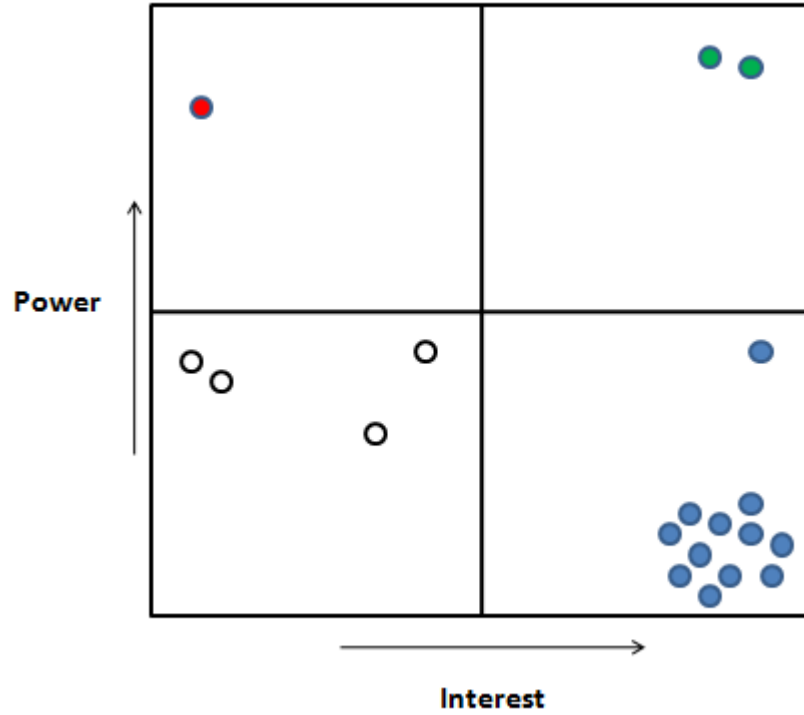
SCE	BACA	Fishermen	Coast Guards	Mother and Child
Marine Resources	Env.Arabia	Diving Centers	EWA	Sanitary Engineering
Parliament	Malkyia Rangers	Environment FS	GPIC	CIO
EDB	Bahrain S E	AYCM	BASREC	
Dredging Companies	UOB	AGU	ASRY	
Curriculum D	B Women Asso.	Ports and maritime	RUW	

**Fig. 9a Power/ Interest Matrix of Stakeholders
(Agriculture Ecosystem Crops Service)**



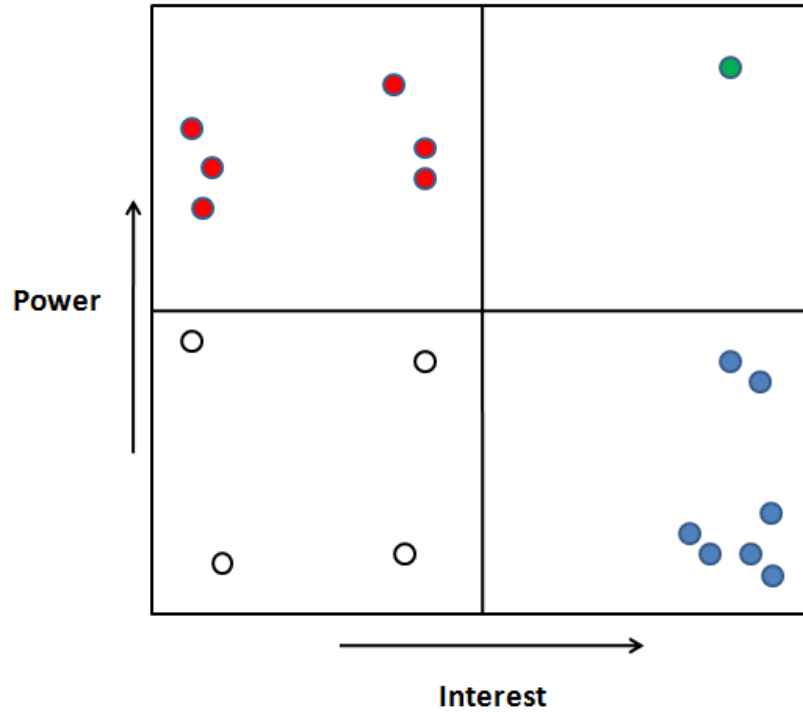
Agriculture Affairs	SCE	Bahrain SE	B Women Asso.
Parliament	Sanitary Engineering	Structural Planning	Ports and maritime
EWA	UOB	Curriculum D	NIHR
NIAD	SCW	CIO	
EDB	BCCI	BACA	
Customs Affairs	AGU	BDB	

**Fig. 9b Power/ Interest Matrix of Stakeholders
(Agriculture Ecosystem Species Diversity Service)**



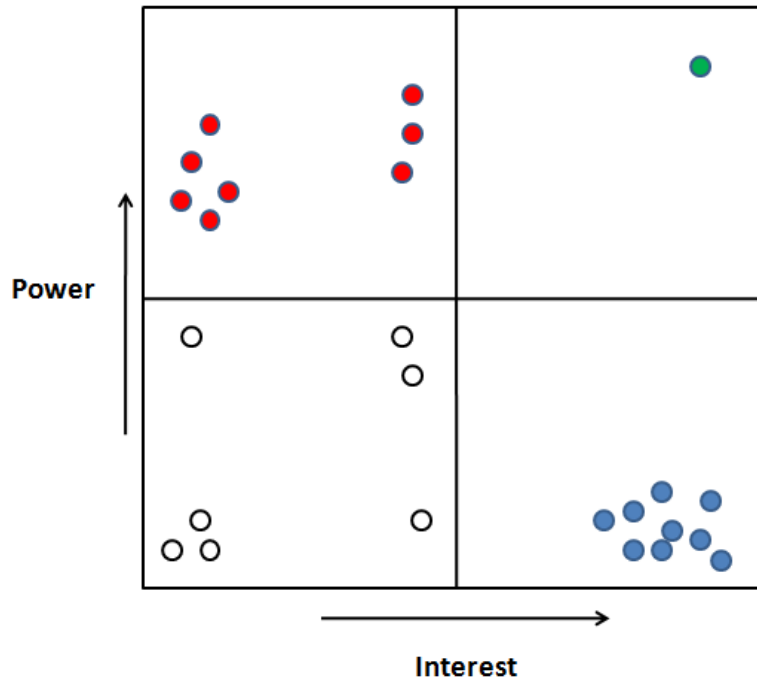
SCE	UOB	Bahrain S E	Malkyia Rangers	BDB
Parliament	ARCWH	Environment FS	AYCM	Ports and maritime
Customs Affairs	Structural Planning	Agriculture Affairs	AGU	SCW
NIAD	Env.Arabia	Survey and Registration	Sanitary Engineering	

**Fig. 10a Power/ Interest Matrix of Stakeholders
(Desert Ecosystem Recreation Service)**



Southern Governance	SCE	Structural Planning
Parliament	BCCI	Bahrain SE
EDB	Malkyia Rangers	GOYS
NOGA	Environment FS	NIHR
TAWEER	AYCM	BACA
Rocks Excavation	Campers	Survey and Land R

**Fig. 10b Power/ Interest Matrix of Stakeholders
(Desert Ecosystem Species Diversity Service)**



SCE	TATWEER	ARCWH	Survey and Land R	GARMCO
Parliament	Campers	AGU	Customs Affairs	
NOGA	Rocks Excavation	Malkyia Rangers	BANAGAS	
EDB	Structural Planning	Bahrain S E	ALBA	
Southern Governance	Curriculum D	Environment FS	Env.Arabia	
BAPCO	UOB	AYCM	BALAXECO	

5. CONCLUSIONS

Ecosystem services in Bahrain are many. They include for example, fisheries, tourism, reef protection against waves, dates from date palm, etc. Historically Bahrain was known for pearl diving. The myriad of professions linked to ecosystem services are many. Although the values of these services are not yet estimated, indicators show that they contribute considerably to the economy of the country.

This report shows that there is a variety of stakeholders affecting positively or negatively the services of the main ecosystems (marine, agriculture, and desert) in Bahrain. Some are primary stakeholders who are directly affected by the NBSAP project such as fishermen, farmers, and Marine Resources Affairs. Others are secondary stakeholders who are affected indirectly by the project such as Customs Affairs and Bahrain Chamber of Commerce and Industry. Some stakeholders are key stakeholders, who are very influential for the success of the project such as Parliament, Tatweer, GPIC, and Agriculture Affairs. Some of the stakeholders are key for all of the biodiversity protection and sustainability strategy. These include the parliament, the Economic Development Board, and the Supreme Council for Environment. It is of prime importance to engage the members of parliament responsible for environmental issues in particular during the development stages of the NBSAP. At the ecosystem level, the Marine Resources Affairs (Directorate of Fisheries) are the main key stakeholders for marine ecosystem services; the Agriculture Affairs are the main key stakeholders for agriculture ecosystem services. These should play a very important role in developing the NBSAP in general and especially in their respected areas.

It is recommended that for each of the ecosystems, the stakeholders who have been classified through the analysis should be engaged closely throughout the development as well as the implementation phase of the NBSAP project.

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7. Annexes

Annex 1. Biodiversity Governance

Biodiversity governance is a process through which stakeholders affect or are affected by biodiversity protection and sustainable utilization. The effects include: administration, legislation, utilization, media, etc.

In this exercise, biodiversity governance will be represented by a circle in the center of a white paper. We will use biodiversity governance as a process for the protection and sustainable utilization of ecosystems and their services. Examples of ecosystem services are: sources of food, raw materials, recreation, tourism, clean air, protection, etc.

Each group is required to build a **Mind Map** of biodiversity governance using the ecosystem approach starting with the main concept (biodiversity governance) in the center, and radiating away from the center with decreasing branches (from most important to least important). The branches should represent any factor, component, ideas, functions, stakeholders, etc. that affect the biodiversity governance.

Group No.	
-----------	--

Annex 2. List of workshop participants

No.	Stakeholder	Sector
1	Supreme Council for Environment	Government
2	Ports and Maritime	Government
3	Coast Guards (Interior)	Government
4	Directorate of Sewage Treatment (Works)	Government
5	Electricity & Water Authority	Government
6	Meteorology	Government
7	Agriculture and Marine Resources Affairs	Government
8	Customs Affairs (Interior)	Government
9	Ministry of Finance	Government
10	Ministry of Education	Government
11	Municipalities Affairs	Government
12	Supreme Council for Women	Government
13	Capital Trustees	Government
14	Central Informatics Organization	Government
15	BAPCO	Industry
16	Environment Arabia	Industry
17	Bahrain Society for Environment	NGOs
18	Arab Youth Movement for Climate	NGOs
19	National Institution for Human Rights	NGOs
20	Bahrain Chamber of Commerce & Industry	NGOs
21	Youth and Environment Society	NGOs
22	University of Bahrain	Higher Education
23	Arabian Gulf University	Higher Education

Annex 3. Stakeholders Identification and Roles

Biodiversity stakeholders are any group or individual who can affect or is affected by the establishment and implementation of Bahrain National Strategy and Action Plan.

Sectors: Government, public, private, NGO.

Service: Agricultural crops, fisheries, recreation, education, tourism, culture, raw materials, etc.

Role: administrator, legislator, finance, technicians, researchers, fisherman, farmers, etc.

Applying the definition of stakeholders above, list as many stakeholders as possible with their sector, service, and mandate/ role in the following table starting with your organization/ department.

Group No.:	
Work Affiliation/ Society:	
Sector:	Government: <input type="checkbox"/>
	Industry: <input type="checkbox"/>
	Private: <input type="checkbox"/>
	NGO: <input type="checkbox"/>
	Others (Specify): <input type="checkbox"/>

No.	Stakeholder	Sector	Service	Mandate/ Role
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

Annex 4. Stakeholder Analysis (Groups)

Biodiversity stakeholders are any group or individual who can affect or is affected by the establishment and implementation of Bahrain National Strategy and Action Plan.

Interest: the feeling of wanting to know or learn about the project by the stakeholder. It also means the degree the project is of importance to the stakeholder.

Power: indication of the resources that stakeholders claim they can mobilize to express their support or opposition to a project (NBSAP). These resources could be monetary, human, political, or scientific, amongst others.

1. Using the list of identified stakeholders, give a score from 0-10 to the influence and 0-10 to the interest of each of the stakeholders.
2. Using the provided matrix of Interest/ Power, put the number corresponding to each stakeholder in the appropriate quarter on the matrix based on their score of interest and power.

Group No.	
------------------	--

Evaluation of stakeholders:

No.	Stakeholder	Power (0-10)	Interest (0-10)
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Annex 5. Compiled list of stakeholders with their sector and role

No.	Stakeholder	Sector	Ecosystem Service/ Role/ Link
1	Supreme Council for Environment	Government	Monitoring and implementation of law
2	Ports and Maritime	Government	Implementation of law
3	Coast Guards (Interior)	Government	Implementation of law
4	Directorate of Sewage Treatment	Government	Not mentioned
5	Electricity & Water Authority	Government	Desalination
6	Parliament	Government	Regulations
7	Meteorology	Government	Not mentioned
8	Economic Development Board	Government	Regulations
9	Agriculture and Marine Resources Affairs	Government	Implementation of law
10	Survey and Land Registration Bureau	Government	Not mentioned
11	Customs Affairs (Interior)	Government	Implementation of law
12	Ministry of Finance	Government	Not mentioned
13	Ministry of Education	Government	Not mentioned
14	Urban Planning Directorate	Government	Environmental planning
15	Municipalities Affairs	Government	Not mentioned
16	Ministry of Health	Government	Protection and pollution monitoring
17	G. Organization for Youth and Sport	Government	Awareness
18	National Oil & Gas Authority	Government	Regulations
19	Information Affairs Authority	Government	Awareness

Annex 5. Compiled list of stakeholders with their sector and role (continued)

No.	Stakeholder	Sector	Ecosystem Service/ Role/ Link
20	Ministry/ Authority of Culture	Government	Culture and awareness
21	Supreme Council for Women	Government	Awareness
22	Directorate of Roads	Government	Urbanization
23	Capital Trustees	Government	Administration
24	Central Informatics Organization	Government	Data and Information
25	Electronic Government	Government	Data and Information
26	Bahrain Development Bank	Government	Finance
27	GPIC	Industry	Petrochemical
28	BANAGAS	Industry	Gas
29	ASRY	Industry	Ship repairing
30	BASREC	Industry	Ship repairing
31	BAS	Industry	Aviation
32	GARMCO	Industry	Aluminium
33	BALAXECO	Industry	Aluminium
34	GIIC	Industry	Steel
35	BAPCO	Industry	Petroleum
36	ALBA	Industry	Aluminium
37	TATWEER	Industry	Petroleum
38	Environment Arabia	Industry	Consultations

Annex 5. Compiled list of stakeholders with their sector and role (continued)

No.	Stakeholder	Sector	Ecosystem Service/ Role/ Link
39	Malkyia Rovers	NGOs	Voluntary work
40	Bahrain Society for Environment	NGOs	Awareness
41	Farmers	NGOs	Agricultural food
42	Fishermen	NGOs	Seafood
43	Campers	NGOs	Recreation
44	Arab Youth Movement for Climate	NGOs	Awareness
45	National Institution for Human Rights	NGOs	Monitoring of Law
46	Mother and Child Society	NGOs	Awareness and implementation
47	Bahrain Chamber of Commerce & Industry	NGOs	Not mentioned
48	Youth and Environment Society	NGOs	Awareness
49	Bahrain Women Society	NGOs	Awareness
50	Friends of Environment Society	NGOs	Awareness
51	Capital Society	NGOs	Awareness
52	Fishermen Society	NGOs	Fishermen affairs
53	Clubs	NGOs	Awareness
54	University of Bahrain	Higher Education	Education and Research
55	Arabian Gulf University	Higher Education	Education and Research
56	Royal University of Women	Higher Education	Education and Research

Annex 6. Mission, vision, terms of reference of biodiversity stakeholders in Bahrain

A. GOVERNMENT:

Agriculture Affairs

Mission (Ministry)

Working for the strengthening of Bahrain status as a civilization and economical distinguished center and an example of prosperous living and pioneer in making and conserving civilization under sustainable urban and agricultural development through raising the standard of municipal and agricultural levels to the highest degrees of quality and apply total quality, development of human and financial resources and using the best standards, systems, and modern technologies (unofficial translation).

Vision (Ministry)

Fulfill a comprehensive urban development and provide the best municipal and agricultural services that contribute in building modern state with dignified life for the citizen and residents in pursue of achieving sustainable development (unofficial translation).

Terms of Reference

Provide services in the areas of animal wealth, agricultural engineering and water resources, and plant wealth.

Arab Regional Centre for World Heritage

Mission

The Centre's mission is to strengthen implementation of the 1972 World Heritage Convention in the Arab States Region, by strengthening application of the decisions and Recommendations of the World Heritage Committee for the benefit of World Heritage properties in the region. Objectives:

- Increase balanced representation of Arab States properties on the World Heritage List.
- Promote better protection and management of such World Heritage properties.
- Mobilize regional and international financial support for these purposes.
- Raise awareness of World Heritage in the region.

Bahrain Authority for Culture

Terms of Reference

The Bahrain Culture and Antiquities Authority mandate includes overseeing the culture sector in the Kingdom. The Culture and National Heritage Sector, is responsible for setting all plans and programs related to culture, arts, and heritage in the Kingdom of Bahrain, with a vision to update and develop the cultural infrastructure, and activate the role of culture in social and economic development. The sector also supports cultural

movements of Bahrain through developing the role of museums, folklore, and other cultural components within Bahraini society with the aim of enhancing the local community's knowledge about its origins and civilization which date back to several millennia.

Bahrain Development Bank

Mission

Bahrain Development Bank's mission is to promote entrepreneurship, innovation and develop the small and medium enterprises in the Kingdom of Bahrain, assist in the self employment of Bahrainis in achievement of their career oriented education goals through best quality financial & advisory services in alignment with the Economic Vision of the Kingdom.

Budget Directorate

Vision (Ministry)

To achieve optimal financial stability in order to make the Kingdom of Bahrain the center of excellence in the region for financial planning, management and control and to contribute in sustainable Economic growth through developing and following up the implementation of sound financial policies.

Terms of Reference

- Liaise with Government Ministries regarding budget preparation in line with overall objectives, strategy, and plans.
- Develop and regularly review the budget structure to ensure that it reveals the objectives and purposes of expenditure and, where appropriate, matches expenditures with corresponding revenues

Customs Affairs

Mission

To protect our borders and society whilst providing the most efficient and customer friendly Customs service possible to support our economy.

Vision

To be Globally recognized as a pioneer of customs services.

Terms of Reference

- Help promote the growth of Bahrain as a global centre of economic activity, attracting foreign investment and enterprises, whilst at the same time ensuring that we safeguard our society and economy against illegitimate goods.

- Be aware of the latest customs regulations and trade policies. We are committed to using the latest technology to support our commitments to businesses, and the international community at large.
- Ensure our cooperation agreements with other customs and trade organizations throughout the region and world facilitate a seamless flow of information necessary in the application of customs procedures, in a globalized trading environment.

Central Informatics Organization (CIO)

Vision

Highest Standard of Living for Citizens through Comprehensive, Secure, Accurate and Timely Information and Services

Terms of Reference

Provides GIS services and statistics services.

Directorate of Curriculum

Mission

Prepare curricula and teaching and learning materials distinguished by originality and flexibility starting from developmental vision of the Ministry OF Education and its ambitions towards fulfilling international standards of quality, and in light of quality studies and research, which respond to the current and future ambitions of Bahrain society, and fortify in the learner pride in his religion and authentic Arabic and Islamic values, and provide him with joy of learning, and stimulate him to creativity, and gaining the capability to employ the information technology and communication, and adapt to changes in life norms and work areas, and contribute in knowledge based economy (Translated).

Vision

Achieve excellence in building curricula and teaching and learning materials within the framework of education policy of the Kingdom of Bahrain and societal partnership to prepare personality-balanced learner, and stimulate him for lifelong learning, to become active citizen capable of production and participating in sustainable development (Translated).

Terms of Reference

Prepare curricula including (selected items):

- Determine the curricula specifications and general framework, philosophy and objectives, building capabilities of teaching and learning.
- Prepare textbooks and educational materials according to set specifications and standards within education philosophy and objectives.

Directorate of Roads

Terms of Reference

The Roads Sector is committed to enhancing the quality of life for all road users by developing and maintaining a safe, efficient and convenient Kingdom-wide road network.

DERASAT

Mission

- Serve as a key think tank for key decision makers in Bahrain
- Conduct research and recommend innovative solutions on contemporary and emerging strategic, international and energy problems
- Facilitate national and international dialogue on critical policy issues
- Gather information and monitor strategic developments within the scope of the center
- Develop and disseminate knowledge and information on strategic, international and energy issues
- Conduct strategic studies in collaboration with national, regional and international institutions

Vision

To be a leading regional think tank in strategic, international and energy studies, contributing to strategic decisions in Bahrain and the region.

Terms of Reference

We are a think tank in the Kingdom of Bahrain dedicated to encouraging the use of research and dialogue to inform policy makers and interest groups and to increase understanding of current and emerging international issues in the pursuit of a prosperous and peaceful world for all.

Directorate of Coast Guards

Mission

Implement the mandate of Ministry of Interior in assuring the protection and safety of all citizens and residents and public and private premises.

Vision

Protecting lives and properties and provide distinguished humanitarian services.

Electricity & Water Authority

Mission

Provide reliable and quality supply of electricity and water for sustainable development of Bahrain.

Vision

By 2017 EWA is a Model of Excellence in the provision of Electricity & Water services with minimum interruptions and timely revenue collection.

Terms of Reference

- Provide excellent, reliable, cost effective and quality supply of electricity and water to different sectors of consumers.
- Meet the Kingdom's ever increasing demands for electricity and water consumption.
- Promote public awareness for conservation of electricity and water through best possible methods and tools

e Government Authority

Mission

To realize the Kingdom of Bahrain e Government vision by defining and managing implementation of relevant strategies, setting and monitoring compliance to policies and standards, facilitating transformation of services and advocating incubation of next generation concepts, all in close collaboration with government entities and effective partnership with the private sector.

Vision

Achieve next generation Government excellence by delivering high quality services effectively, valuing efficiency, advocating proactive customer engagement, nurturing entrepreneurship, collaborating with all stakeholders and encouraging innovation.

Terms of Reference

E Government is focused on ensuring the effective delivery of government services to citizens, residents, businesses and visitors (collectively, our customers).

Economic Development Board (EDB)

Mission

The Bahrain Economic Development Board (EDB) is a dynamic public agency with overall responsibility for attracting inward investment into Bahrain and supporting initiatives that help enhance the investment climate in the country.

Vision (2030 Vision)

Together, we can master the challenges so that we can share the fruits of today's reforms with our children and the generations to come.

General Organization for Youth and Sport (GOYS)

Mission

To match the global development in the field of youths and sports and to translate that into a set of programs for youths which will enable them to enrich the sustainable development and competitive edge in the Kingdom.

Vision

Youths with a Bahraini identity and global contribution

IAA

Mission

Creativity in quality organization and performance of the media in order to boost national identity and international position of the Kingdom of Bahrain and to enrich community knowledge and culture.

Vision

Achieving Media Excellence in the light of Bahrain Vision 2030.

Terms of Reference

Publish official news, information and statements and cover official and local national functions and inform local and international public on them transparently. (selected items)

Meteorological Directorate

Mission (Ministry)

We develop and regulate Bahrain's transportation across air, land and sea to support a competitive economy and quality of life.

Terms of Reference

Falling under the Civil Aviation Affairs' jurisdiction, the Bahrain Meteorological Service provides weather-related advice and information to all Government entities, civil aviation, marine operations, military, media, and the general public.

As a member of the World Meteorological Organization (WMO), the Bahrain Meteorological Service provides 24x7 online real-time weather information and climatological records through its website

Marine Resources Affairs (extracted from Law No. 20/ 2002)

Terms of Reference

- Giving fishing permissions.
- Controlling commercial fishing.
- Controlling fishing seasons.
- Monitoring waste disposal in the sea.
- Controlling any activities that affect marine resources.
- Controlling dredging of sand.
- Controlling the marketing and trade of fisheries.

National Initiative for Agricultural Development

Mission

Unite the efforts of the relevant authorities of this sector to achieve the economic, social, and environmental development goals; and to establish an effective agricultural sector that is compliant with the goals of the reform project of His Majesty the King and the economic vision 2030. The initiative targets many different sectors that are specialized in agriculture, mainly small and micro projects in the Kingdom; starting from our values that are based on the principles of the stability and prosperity of Bahraini citizens as well as the preservation of the national natural resources and community participation. We also work on disseminating the awareness of agricultural techniques and overcoming challenges of the agricultural sector through encouraging the use of modern agricultural methods and empowering the workers of this sector, to be able to use these techniques and qualifying the human resources to create job opportunities, in collaboration with the public sector and all relevant authorities.

Vision

To have an effective agricultural sector that contributes to social, environmental and economic development in the Kingdom of Bahrain.

Terms of Reference

Support the State's strategies to sustain the development of the agricultural sector in Bahrain and expanding the green spaces.

2- Contribute to expanding greenery in the country.

3- Support and encourage agricultural activities and programs, in collaboration with the public and private sectors.

4- Review and study the agricultural effects, indicators, and environmental variables in Bahrain that contribute in making Bahrain an agricultural environment so it achieves its social, environmental, and economic development.

5- Propose the latest agricultural techniques as well as encourage and support scientific research studies in the agriculture field,

6- Coordinate with various sectors in preparing courses and workshops that develop human skills in the agricultural sector.

- 7- Prepare awareness programs of disseminating good agricultural practices.
- 8- Launch initiatives, awards, and incentives that develop the agricultural sector.
- 9- Encourage the public and private sectors on agricultural investments.
- 10- Provide suggestions that are related to the development of laws and regulations to be in line with the times and changes in the agricultural field.

National Institution for Human Rights

Mission

We strive to develop, promote and protect human rights of the citizens and residents of Bahrain by providing protection and support for individuals to enable them to gain diverse knowledge to exercise their legitimate rights, determine their needs, how to demand and defend these needs through spreading the culture of human rights by all means available.

Vision

We hold the belief that the human rights issue is among national constants. Recognition of public rights and freedoms, civil, political, economic, social or cultural, whether individual or collective rights, is a commitment to the values of justice, equality and human dignity of all human beings without discrimination.

Terms of Reference

An independent Institution is established named the "National Institution for Human Rights" responsible for promoting, developing and protecting human rights, consolidating its values, disseminate a culture awareness and contributing to securing its practice, and will be located in the city of Manama. NIHR shall have a corporate personality that is financially and administratively independent, and shall conduct its mandates freely, neutrality and independently.

NOGA

Mission

To regulate, oversee and develop Oil and Gas and related industries in the Kingdom of Bahrain with the aim of:

- Providing general policies and strategic direction
- Securing sustained supply of Oil and Gas to meet existing and future requirements.
- Encouraging research and development
- Sustaining "World Class" safety, health and environmental standards
- Ensuring compliance with Corporate Governance.

Vision

To be the Oil and Gas recognized leader fueling economic growth and improving living standards.

Terms of Reference

- Approach and encourage petroleum companies to explore offshore blocks under exploration and production sharing agreements (EPSA), and Endeavour to increase petroleum reserves.
- Participate in the introduction and implementation of a safety and environmental protection policy within the oil sector, and give special attention to the environmental aspects to eliminate pollutants and toxic gases.
- Co-ordinate with operating companies to assess the performance and efficiency of exploratory and production activities.

Parliament

Mission (extracted from constitution)

Article 9 [Property]

g. The State shall make the necessary arrangements to ensure the exploitation of land suitable for productive farming, and shall strive to raise the standards of farmers. The law lays down how small farmers are to be helped and how they can own their land.

h. The State shall take the necessary measures for the protection of the environment and the conservation of wildlife.

Article 11 [Natural Resources]

All natural wealth and resources are State property. The State shall safeguard them and exploit them properly, while observing the requirements of the security of the State and of the national economy.

Ports and Maritime Affairs

Terms of Reference

The Ports and Maritime Authority is responsible for overseeing all of the Kingdom of Bahrain's laws, regulations and procedures with regards to the maritime industry.

Supreme Council of Environment

Terms of Reference

Establishment of the Environment and Sustainable Development Strategy in Bahrain and follow up its implementation with ministries and relevant authorities and establishments. (Decree 47-2012).

Sanitary Engineering Planning & Projects Directorate

Mission (Ministry)

Provide public works services to enhance the quality of life.

Vision (Ministry)

A leading professional organization providing quality services.

Terms of Reference

The Sanitary Engineering Sector of the Ministry of Works is responsible for the sanitary water network and all sanitary services in Bahrain in accordance with the Kingdom's strategic National Plan. The Sector achieves this goal through the work of the Sanitary Engineering Planning & Projects Directorate and the Sanitary Engineering Operations and Maintenance Directorate.

Structural Planning Directorate

Terms of Reference

Drawing the general policies at the national level in line with the development policies and plans of the kingdom.

Survey and Land Registration Bureau

Mission

The Bureau is mandated as the official body that regulates, registers and documents all records and certificates related to spatial and real estate services represented in land survey, topographic survey and hydrographic survey, registration of real estate transactions and the protection of property ownership in the Kingdom of Bahrain, in addition to managing, maintaining and collating fundamental spatial information in these areas.

Vision

To lead and to excel, both locally and internationally, by maintaining international standards in land registration, survey and management of spatial information.

Terms of Reference

The Survey and Land Registration Bureau is the governmental body in charge of land, aerial, and hydrographic survey services, and the registration of real estate properties in the Kingdom of Bahrain.

Supreme Council for Women

Mission

To empower Bahraini women and integrate their needs in development to ensure the sustainability of her family stability and familial bond. In addition to enhancing the principle of equal opportunities to ensure competitiveness of Bahraini women, the continuity of lifelong learning and the various opportunities available to Bahraini women in order to elevate the standard of her quality of life through a framework of legislation and policies by integrating with allies and partners in institutional work to enhance the

status of women. Furthermore, to establish a house of expertise specialized in women's affairs is characterized according to national qualifications and international standards.

Vision

Equal partnership in building a competitive and sustainable society.

Terms of Reference

- Propose public policy in the field of developing women's affairs in the constitutional and civil organization.
- 2. Enable women to carry out their role in public life and merge their efforts with comprehensive development programs, without discriminating against them.

Southern Governance

Terms of Reference

Campers and desert users are prohibited from practicing any activity that could do harm to the environment and wildlife through cutting, uprooting, or damaging trees and desert plants, or scraping ground by heavy machinery and cover it with sand or aggregate or shells. It is also prohibited to put concrete mix or asphalt.

B. PRIVATE/ INDUSTRY

ALBA

Mission

Our mission is to emerge as one of the largest single site smelters in the world by reaching a production rate of 1.3 million metric tonnes per annum within the next five years. This can only be achieved by implementing our core values of operational efficiency, global competitiveness, social responsibility, and superior customer service.

Vision

We intend to grow in the Middle East & North African region and across the world to the benefit of our shareholders by harnessing the regional energy advantage, our operational excellence, regional talent and our growing local, regional and international customer base. We will continue to expand on our position as a leading smelter in the Gulf region, ranking among the top 10 on a global scale. In doing so, we remain committed in consistently meeting and exceeding international environmental standards.

Terms of Reference

One of the largest smelters in the world for the production of aluminum.

ALBA represents 87 of basic metal industry in Bahrain.

ASRY

Terms of Reference

ASRY is the Arabian Gulf's most experienced ship and rig repair yard. The yard's portfolio of capabilities is not only the largest in the Arabian Gulf, but also includes jack-up rigs and other offshore assets, due to a dedicated division – ASRY Offshore Services. Combined with a series of other diversifications including an Energy Division dedicated to the production of unique power generation barges, and a Consultancy Division, ASRY is the Middle East hub for marine expertise.

BAPCO

Mission

To manage and operate an integrated oil and gas business, supplying crude oil, petroleum products and gas to the international and local markets, to create value for our shareholders, customers and employees.

Vision

Striving for Excellence

Terms of Reference

To collaborate and engage in all aspects of the petroleum and related industries, with the aim of maximizing contribution to the national economy.

BAPCO is responsible for 83% of refined oil in Bahrain.

BANAGAS

Mission

To contribute to the growth and prosperity of the Kingdom of Bahrain by safe and effective processing of gas into marketable products satisfying customers requirements.

Vision

To be a leading company, admired and respected for the strength of our partnerships, our people and our performance.

Terms of Reference

To process associated gas into marketable products, supply residue gas for local industrial use and to provide employment and training opportunities to Bahraini nationals.

BANAGAS is responsible for 16% of refined petroleum in Bahrain.

BALAXECO

Mission

To be a strategic partner with our clients by providing them with cost effective, superior quality products & technical support.

Vision

To be a market leader offering products, services & solutions with the highest standards of quality in an environmentally conscious corporate entity.

Terms of Reference

With the main activity of producing aluminium extrusion products, BALEXCO took the lead in the region, in the production of high quality extrusions and systems, used mainly as aluminum doors, window frames and other products that are required in the construction industry

BASREC

Mission

Our mission is to continuously improve economic value for our shareholders. The centerpiece of our efforts will continue to be high-quality, customer-focused services including safe operation and environment protection.

Vision

To be a leading ship repair organization in our niche in the gulf region, committed to being the region's leader in all of our operations and activities through dedication to our customers, shareholders, team and partners.

Terms of Reference

Even though our core business is ship repairing and allied engineering services for commercial and naval ships, we are also engaged in the repair of small boats, and inspection and repair of containers, service and repair of marine and industrial pumps through our subsidiary.

BAS

Mission

Offer safe and world class quality ground handling services to our customer airlines and provide an exemplary travelling experience to our passengers.

Vision

Investing in our human capital and cultivating an environment of team work, trust and fairness, establish a performance-based benchmark organization offering competitive, value added products and services to all our customers driven by passion for excellence.

Terms of Reference

Bahrain Airport Services (BAS) was founded in 1977 to provide fully integrated airport services at Bahrain International Airport.

Bahrain Chamber of Commerce & Industry

Mission

To represent the private sector and protect their interests by being their partner and sharing their aspirations.

Vision

To be the voice of the business community and an influential partner in economic decisions.

Terms of Reference

The Chamber has played an effective role in enhancing the importance of the role played by the private commercial and industrial sector in the country's development. Since its launch, the Chamber has also contributed to the welfare and prosperity of the society through the development and support of its commercial and economic events, as well as providing various services to such events and broadening their scope to keep up with the aims of economic development in Bahrain.

Environment Arabia

Terms of Reference

Environment Arabia offers environmental and sustainability consultancy services to a wide spectrum of businesses and industries, including: government; oil and gas; petrochemicals; ports and maritime; power generation; land reclamation and dredging; wastewater treatment; steel and aluminum manufacture; civil infrastructure; transportation systems and waste management infrastructure.

GPIC

Mission

To grow and add value to our customers and shareholders by meeting their expectations whilst:

- Producing high quality products
- Focusing on customers
- Optimizing business in cost effective, safe, environmentally friendly and socially responsible way
- Embracing knowledge, creativity and best practice

Vision

To be global dynamic world class petrochemical and fertilizer company of choice recognized for excellence.

Terms of Reference

GPIC uses natural gas which is readily available in Bahrain as a feed stock for the production of ammonia, urea, and methanol totaling 1.4 million tonnes a year. GPIC contributes to 45% of the total chemical output in Bahrain.

GIIC

Terms of Reference

The plant imports iron ores, the primary raw material, mainly from Brazil. The Grate-Kiln technology is used for pelletizing the iron ores. Bahrain Steel takes utmost care to protect the environment. The company spent about USD20 million within the last 3 years to enhance environment protection.

GARMCO

Mission

As an integrated producer and global exporter of high-quality aluminium products, we are committed to adding value to the downstream industry.

Vision

We aspire to be the global supplier-of-choice of high-quality aluminium products.

Terms of Reference

Rolling, cutting and fabricating aluminum. Annual production capacity of 165,000 tons.

TATWEER

Mission

Develop the Bahrain Field to maximize value for stakeholders and contribute to the growth of the economy of Bahrain.

We will accomplish this by:

- Safely and economically optimizing production and maximizing reserves whilst protecting the environment
- Meeting gas demand for an expanding local economy
- Prudently investing and stewarding this national resource
- Providing employment and economic growth opportunities to the people of Bahrain

Vision

To become the recognized leader of sustainable growth and prosperity in Bahrain

This Vision will be realized by:

- Meeting Bahrain's future demand for energy
- Transferring technology and skills to develop Bahrain's workforce
- Fostering a world-class culture of safety and environmental stewardship
- Successfully revitalizing the mature Bahrain Field
- Supporting Bahrain's Vision 2030

Terms of Reference

The Company's primary goals are to increase the production of oil and the availability of gas to meet the future energy demands of the Kingdom of Bahrain, in line with the nation's Economic Vision 2030.

Fishermen:

Terms of Reference

- Increase awareness among fishermen
- Encourage fishermen to use modern methods of fishing
- Advice fishermen to protect environment
- Advice fishermen not to use illegal methods of fishing

Al Hassanain Dredging Company:

Terms of Reference

The Company is well equipped with advanced equipment which are manned by highly skilled and trained personnel. Al Hassanain Company has the expertise, experienced divers, marine engineering professionals, skilled staff and the latest equipment for sea reclamation and shore protection. The work undertaken by this department include: Sea reclamation and shore protection, Construction of artificial sand beaches, excavation of rocks in the seabed, construct of structures in deep sea.

Rock Excavation Companies:

Terms of Reference:

Excavating and breaking of rocks

C. HIGHER EDUCATION

Arabian Gulf University (AGU)

Mission

The Arabian Gulf University aims to be an exemplary regional Gulf university striving to focus its efforts on fundamental regional issues of the Gulf Cooperation Council in health, human development, environment, science and technology and aims to contribute effectively to spreading the culture of knowledge and education in Arabian Gulf society.

Vision

The Arabian Gulf University looks forward to undertaking its role as a regional Gulf university in addressing the developmental issues of the Gulf Cooperation Council countries through its innovative and effective educational and research programs with relevance to Arabian Gulf regional issues and aspires to gain an eminent international reputation.

Terms of Reference

Teaching: Environmental Management Program; Desert & Arid Zone Program
Research

University of Bahrain

Mission

The University of Bahrain is a national university dedicated to excellence in teaching and learning; innovative research; the generation and dissemination of knowledge; development of the student's personality, skills, and knowledge; and building partnerships with the public and private sectors; through distinction inits academic programs, faculty and staff, student activities, fostering innovation, cultivating a culture for quality, and reaching out to the local, regional, and global communities.

Vision

The University of Bahrain's vision is to be an internationally recognized university for excellence in student learning, innovative research, and community engagement that contributes to the economic vitality, sustainability, and quality of life in the Kingdom, the region, and beyond.

Terms of Reference

Teaching and learning: B.Sc. Biology; M.Sc. Environment & Sustainable Development
Research
Community Service

Royal University for Women (RUW)

Mission

To offer our students a rewarding and challenging multi-cultural learning environment that cultivates strong, well-rounded personalities, encourages leadership, and builds character, social consciousness and community. To realize our commitment to teaching, learning, research and service through the activities of all members of the University community.

Vision

The Royal University for Women will become the regional leader in academic excellence for women. Programmes and practices that meet international standards will prepare our graduates to become leaders who are engaged members of their society demonstrating initiative and life-long habits of learning and individual development. The RUW graduate will be creative, confident and forward thinking.

Terms of Reference

Teaching: offer a course in Environmental Law as part of Law program. They have students' Environmental Council

D. NGOs

Arab Youth Climate Movement

Mission

We're building a generation-wide movement to solve the climate crisis, in the MENA Region, and all over the world. We do this by educating, empowering, inspiring, mobilizing, and engaging young climate activists in environmental and developmental activities across the Middle East & North Africa region.

Vision

The AYCM has a simple vision – we want to be able to enjoy a stable climate similar to that which our parents and grandparents enjoyed. “We have not inherited the earth from our ancestors we have merely borrowed it from our children

Terms of Reference

We believe that our movement can create the groundswell of support and momentum needed to inspire this transition from fossil fuel based economies, to a zero carbon economy.

Bahrain Society for Environment

Mission

Build a strategy establishing for community partnership to fulfill the goals of sustainable development.

Vision

Formulate a societal culture for the conservation of ecosystems features and their development.

Terms of Reference (translated with modification)

- Form a voluntary active gathering in the area of environment.
- Stimulate societal partnership to support national plan in environment.
- Organize societal efforts to prepare and implement environmental awareness.
- Support the youth efforts and activities in environment.
- Caring of children creativity in environment.

Bahrain Women Society

Vision

To Empower Leaders for the Human Development Era.

Terms of Reference

Environmental Citizenship Program

- Creating community awareness regarding concepts of sustainable development, sustainable consumption patterns and their role in achieving sustainable development.
- Disseminating and activating Earth Charter principles and demonstrating its relation in achieving sustainable development.
- Building a culture of peace based on respect and cooperation to achieve sustainable development for all.
- Enabling humankind to deepen its understanding, harmony, reconciliation and positive interaction with nature.

Environment Friends Society

Terms of Reference

The Environment Friends Society is a non-profitable non-governmental organization that was founded in the year 2000 to achieve the national and global goal of protecting our environment.

Mother and Child Society

Vision

The society aims to uplift the woman and child status in Bahrain and raise the intellectual level of woman through increasing her awareness about societal and legal issues to become an active component in society

Terms of Reference

Educational Section:

- Provide learning services for children
- Provide special educational services for people with special needs
- Provide information services for students and researchers

Malkyia Rangers

Terms of Reference

- Prepare field and theoretical studies in social and environmental issues.
- Prepared report in 1994 about coasts and relationship with fisheries and problems affecting fisheries.

Scubamasters

Terms of Reference

Our aim is to make you enjoy your diving by helping you learn and expand your knowledge in scuba diving, help you choose the right equipment that will work for you, as we are happy to provide you with the tools, equipment and advice that makes you enjoy the weightless underwater world and concentrate on the dive.

Annex 7. Sources of Photos:

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