



تمكين
Tamkeen

نعمل لغدٍ زاهر

Working for a prosperous future

Labour Market Reforms

Tamkeen's Strategic Intent

Human Capital Development Initiatives

Private Sector Support Initiatives

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Private Sector Support Initiatives

Labour Market Challenges

Labour Market Policies and Systems

- Un-defined occupational skills standards
- Lack of awareness of labour market policies and regulations

Human Resources

- Qualifying Bahrainis for labour market needs
- Instilling fundamentals of work ethics
- Career guidance

Economic Sectors

- Limited growth opportunities
- Limited governmental promotional activities
- Absence of clear investment policies
- Limited market size

Labour Market Reform Project



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vision

A Distinguished Career for Prosperous Living

ethos

Tamkeen aspires to improve the living standards of Bahrainis through optimisation of talent, enablement of enterprise growth and improvement of labour market policies

problem definition

Low skill development Low business performance
Poor policy standardisation and enforcement
stagnating wages

Optimize
Talent
Pool

Enable
Enterprise
Growth

Improve
Labour Market
Policies

strategic thrusts

Tamkeen's Strategic Intent



Initiatives Beneficiaries

	Students	School Leavers	Graduates	Employees	Enterprises	Public	Labour Market Systems
Attracting Investments & Sourcing Talent							
Business Diversification							
Career Market Awareness Campaigns							
Corporate Performance Excellence (QualityCorp)							
E-Marketplace							
Employment Standards Index							
Enterprise Growth Management							
Financing Scheme							
International Apprenticeship Programme							
National Occupational Skills Standards							
Specialised Training for Skills Gaps							
Talent Management Programme							
Training for Career Progression							
Work Attitude Development Programme							
Venture Capital							

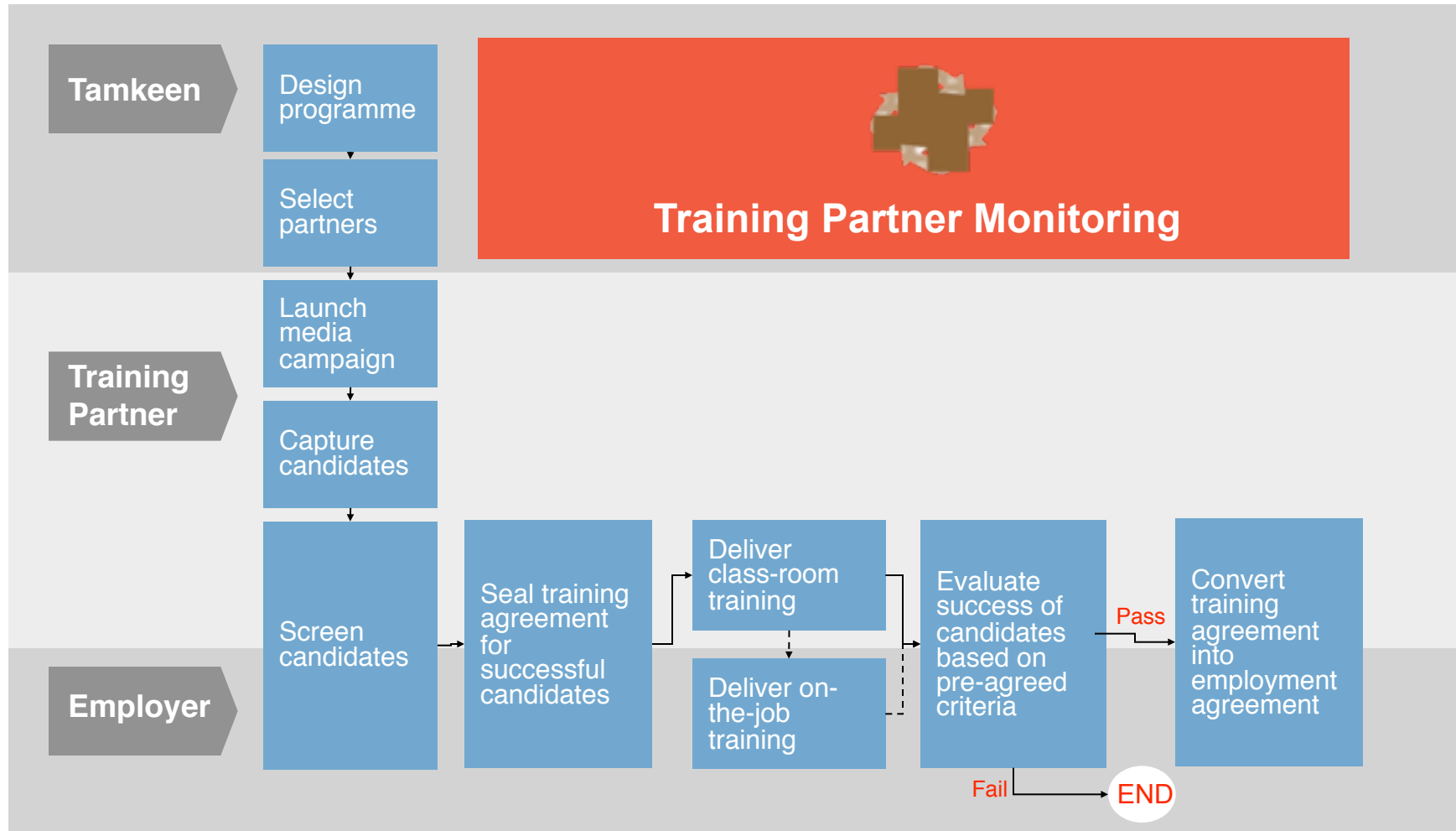
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Human Capital development Process Workflow



Specialised Training for Skills Gaps

Aeronautics Maintenance Engineering

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
1,067,700	62	5 years	Aeronautics Maintenance Engineer	BAS Aeronautics Engineering Training

Certification/Affiliation

European Aviation Safety Agency (EASA) 147 Part B – Line Maintenance

Retail

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
1,300,000	650	3 years	Entry-Level, Supervisory & Managerial positions	Baisan Institute of Hospitality Management

Certification/Affiliation

The Australian Retail Association (ARA)

Retail Apprenticeship

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
1,947,500	1,500	2 years	Entry-Level Retail Sales Reps and Merchandisers	Bahrain International Retail Development

Certification/Affiliation

City & Guilds Certificates in Retailing & Merchandising

Specialised Training for Skills Gaps

Nursing & Allied Health

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partners
11,662,000	1,031	8 years	Specialty Nurses, General Nurses, Allied Health Technicians, Health Care Assistants	1) College of Health Sciences 2) Royal College of Surgeons- Medical University of Bahrain

Certification/Affiliation

- 1) affiliated with WHO, UNICEF & UNDP**
- 2) affiliated with RCSI Ireland**

Hospitality

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
4,151,000	1,870	5 years	Entry-Level, Supervisory & Managerial positions	Baisan Institute of Hospitality Management

Certification/Affiliation

- American Hotel & Lodging Association (AH&LA)**

Specialised Training for Skills Gaps

Information Technology: Network Engineering

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
400,000	100	3 years	Network Engineers & Technicians	Bahrain Training Institute

Certification/Affiliation → **Cisco CCNA, Cisco CCNP & Cisco CCDA**

Information Technology: System Security

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
573,650	100	4 years	Security Professionals	Bahrain Training Institute

Certification/Affiliation → **Cisco CCSP**

Information Technology: Web Page Development

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
600,100	100	4 years	Web Page Developers	Bahrain Training Institute

Certification/Affiliation → **Master CIW Website Manager**

Specialised Training for Skills Gaps

Occupational Safety & Health

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
981,000	200	2 years	Safety & Health Officers	Arabian East Training Centre

Certification/Affiliation → **NEBOSH International Certificate**

Accounting & Finance

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
2,000,000	700	4 years	Accountants, Finance & Financial Risk Managers	Ernst & Young

Certification/Affiliation → **ACCA, CMA, PRM & CAT**

Quantity Surveying

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
558,600	200	4 years	Certified Quantity Surveyors – Civil Engineers	Bahrain Training Institute

Certification/Affiliation → **Certificate in Quantity Surveying - Heriot Watt University**

Specialised Training for Skills Gaps

Administrative Assistance

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
154,000	100	1 year	Administrative Assistant	Gulf Insurance Institute

Certification/Affiliation → **London Chamber of Commerce & Industry LCCI**

Talent Management Programme

Leadership Development Programme

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
195,000	200	2.5 years	Operating owners and management personnel with authority	Bahrain Institute of Banking & Finance

Certification/Affiliation *CMI Diploma in Management, Chartered Management Institute, UK*

Human Resources Certification Programme

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
400,000	200	2.5 years	Existing employees of HR departments	The Expert Group

Certification/Affiliation *Certificate in Human Resources Management by the Royal Institute of Public Administration (RIPA), UK, in affiliation with the Chartered Institute of Personnel & Development (CIPD), UK*

Training for Career Progression

Career Progression for Mid-Income Earners

Budget (BD)	Beneficiaries	Project Duration	Eligibility	Value Proposition
12,600,000	6,500	3.5 years	Employees across private sector earning BD200-400	Sponsorship of training cost up to BD1,000 and 12-month salary subsidy of BD50 a month

Outcomes/benefits

Improved wages for employees and increased productivity for employer

Employment & Received Initiatives

Gulf Air Worldwide Call Centre Programme

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
57,750	150	2 years	Reservation Sales Agent	Gulf Air Company
Outcomes/benefits		Attractive salary and ongoing training and career development		

BBK Bank Retail Banking Programme

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
160,000	100	3 years	Customer Service Reps Sales Representatives Cashiers	Capital Knowledge (Fast-Track Retail Banking Diploma)
Outcomes/benefits		Employment at BBK's Retail Banking Division with attractive salary		

MENA Business Services Call Centre Programme

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
680,000	300	1.5 years	Customer Service Reps Medical Coordinators	MBS Training Facility
Outcomes/benefits		Employment at MBS Call Centre with attractive salary		

Employment & Received Initiatives

Graduate Management Programme – Insurance Sector

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
495,000	120	2.5 years	<i>middle management positions in insurance and reinsurance companies</i>	<i>BIBF & Bahrain Insurance Association</i>

Outcomes/benefits

Employment at Insurance Companies with attractive salary

Graduate Management Programme – Banking Sector

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
300,000	200	2 years	<i>Middle management positions in credit risk analysts, treasury professionals, investment analysts, financial Risk managers, financial controllers or human resources</i>	<i>BIBF</i>

Outcomes/benefits

Employment at banks and financial institutions companies with attractive salary

Employment & Received Initiatives

Information Technology: System Administration

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner / Certification
324,000	120	2 years	Certified System Administrator	Bahrain Institute of Technology

Outcomes/benefits

Up to 9 professional IT certifications and rewarding job opportunities

Business Ethics

Budget (BD)	Beneficiaries	Project Period	Target Beneficiaries	Partner / Certification
126,200	4,680	3 years	Final-year school and university students	inJAz (Junior Achievements)

Outcomes/benefits

Improved employability and job readiness

Employment & Received Initiatives

Funding Ministry of Social Development Programmes

Budget (BD)	Beneficiaries	Project Period	Funding Purposes
104,000	<i>Productive Families & Handicapped Jobseekers</i>	<i>1 year</i>	<i>1) Supporting the establishment of the Disabled Training & Placement Office 2) Funding the set-up of the Productive Families Design & Creativity Centre</i>
<i>Outcomes/benefits</i>		<i>1) Facilitation of access to the job market for the handicapped 2) Improvement of goods produced by local families through design enhancement</i>	

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Enterprise Growth Management

Enterprise Development Support: Business Development Scheme

Grant	Max Small Enterprise	Max Medium Enterprise	Partner
60% of Cost	BD 10,000	BD 15,000	Talal Abu Ghazaleh

Outcomes/benefits

Facilitate SME's access to specialised consulting and implementing solutions to improve productivity.

Enterprise Development Support: Technical Assistance Programme

Grant	Max Small Enterprise	Max Medium Enterprise	Partner
50% of Cost	BD 10,000	BD 15,000	Talal Abu Ghazaleh

Outcomes/benefits

Transition from reliance on unskilled labour to effective utilization of advanced equipment and technology.

Enterprise Growth Management

Enterprise Development Support: Growth Assistance Programme

Grant	Max Small Enterprise	Max Medium Enterprise	Partner
Project Based %	BD 10,000	BD 15,000	Talal Abu Ghazaleh

Outcomes/benefits

Improve SME's products and services reach and enhance their competitiveness locally and internationally

Enterprise Development Support: Quality Management Systems

Grant	Max Small Enterprise	Max Medium/Large Enterprise	Partner
60% of Cost	BD 10,000	BD 15,000	Talal Abu Ghazaleh

Outcomes/benefits

Establishment of appropriate management systems such as ISO, Six Sigma, Food Safety and, Occupational Health and Safety management systems

Enterprise Growth Management

Enterprise Development Support: Mohasaba Scheme

Services	Beneficiaries	Grant	Partners
Accounting and Auditing	SMEs	BD 3,500	BDO, KPMG, PWHC, E&Y
Auditing Services only	SMEs	BD 1,000	
Outcomes/benefits	Provision of Accounting and Auditing Services for SMEs over 2 years period.		

Financing Scheme

Shamil Bank Financing Scheme

Portfolio Size	Max Loan Amount	Profit Rate	Profit Subsidy	Max Repay Period	Beneficiaries
BD 12,500,000	BD 100,000	8% (equivalent to 4% flat rate)	4% (equivalent to 2% flat rate)	10 years	Small & medium enterprises

Outcomes/benefits

Value added access to financing and business expansion opportunities

Bahrain Development Bank Financing Scheme

Portfolio Size	Max Loan Amount	Profit Rate	Profit Subsidy	Max Repay Period	Beneficiaries
BD 20,000,000	BD 250,000	8% (equivalent to 4% flat rate)	4% (equivalent to 2% flat rate)	10 years	Small & medium enterprises and startup businesses

Outcomes/benefits

Value added access to financing and business expansion opportunities

E-Market Place



E-Tendering

Grant	Max Grant / Enterprise	Beneficiaries	Partner
80% of Training cost	BD 40	300	Tender Board
Outcomes/benefits	provide necessary training and hands-on skills and experience for making transactions over the e-Tendering system		

Enterprise Support Received Initiatives

Tailoring & Fashion Design

Budget (BD)	Beneficiaries	Project Period	Targeted Beneficiaries	Partner
78,600	30	6 months	Unemployed Women	Supreme Council for Women Bahrain Training Institute

Outcomes/benefits

Skill acquisition and financial support to setup own micro business

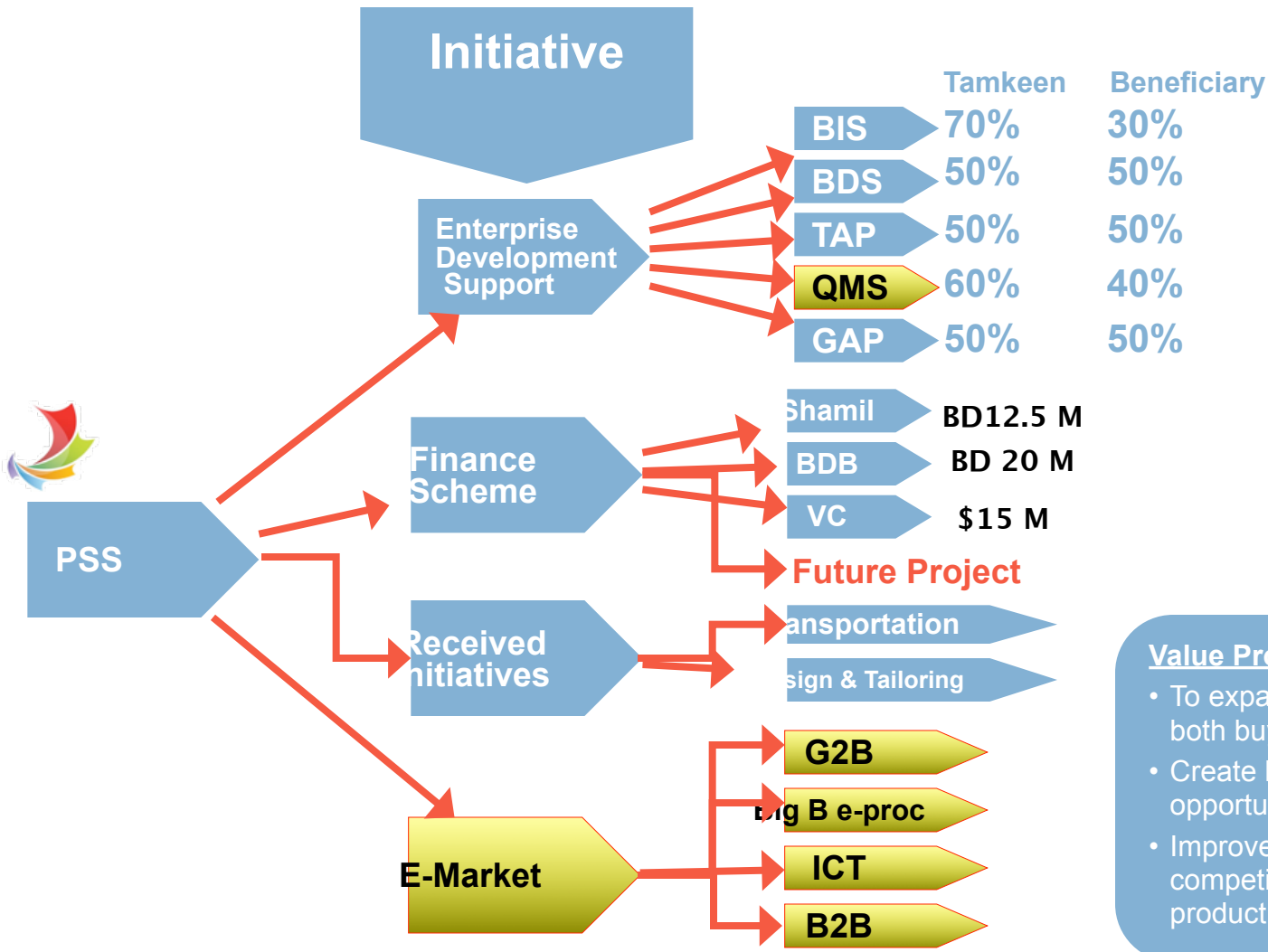
Transportation

Budget (BD)	Beneficiaries	Project Period	Target Profession	Partner
21,750	10	5 years	Unemployed Women	Supreme Council for Women Traffic & Licensing Directorate United Nations Industrial Development Organisation

Outcomes/benefits

Skill acquisition and financial support to setup own micro business

Chart of PSS projects



Value Proposition

- To expand market access of both buyers and suppliers
- Create better business opportunities to the SMEs
- Improve the SMEs' competitiveness and productivity.

Project Summary

2006-2008 Strategic Initiatives

Human Capital Development

	Projects Launched	Contracts Value <i>BD'000</i>	Beneficiaries <i>Individuals</i>
Specialised Training for Skills Gaps	11	25,396	6,613
Employment & Received Initiatives	9	2,547	5,870
Talent Management Programme	2	595	400
Training for Career Progression	1	12,600	6,500

Private Sector Support

	Projects Launched	Contracts Value <i>BD'000</i>	Beneficiaries <i>SMEs</i>
Enterprise Growth Management	5	14,400	1,500
SME Financing Scheme	2	10,000	900
Venture Capital Fund	1	1,100	15
Enterprise Support Received Initiatives	2	100	40
E-tendering	1	12	300

Total

34

66,750

19,383 individuals
2,755 SME's

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Thank you



Small & Medium Enterprises: Definition



	Employees		Turnover
	Construction	Other Sectors	
Small Enterprise	1-100	1-50	>BD 0.5M
Medium Enterprise	101-400	51-250	BD 0.5M - BD 5.0M