



PROJECT DOCUMENT

Kingdom of Bahrain

Project Title: Bahrain Housing Policy Revision**Project Number:** 00099265**Implementing Partner:** Ministry of Housing**Start Date:** September 2017 **End Date:** March 2018 **PAC Meeting date:** 14 June 2017

Description

The Office of the First Deputy Prime Minister (OFDPM) is entrusted with the oversight of the implementation of national policies (including the Housing Policy) and ensuring their alignment the Government Action Programme and Vision 2030. The Ministry of Housing (MoH) is entrusted with providing access to housing for Bahraini citizens with limited income and in doing so support the Government of Bahrain in its endeavour to enhance the quality of life of its citizens. The MoH is responsible for implementing the policy, through strategic partnerships, both within the financial and construction sectors and is building the foundation for a sustainable social housing system that is designed to not only meet the needs of Bahrain's fast growing population, but also support the Kingdom's future economic growth and prosperity. In 2002, through its Bahrain Housing Policy and Strategy 2022, Bahrain recognized the need to make the delivery of social housing services more sustainable and at the same time move from being a direct provider of housing services to a more prominent role as a regulator and facilitator, as well as an entity that stimulates Public Private Partnerships.

Substantial progress has been made towards this goal however Bahrain's housing sector remains to show a mismatch between public and private sector social and affordable housing supply and demand, in particular for limited income citizens. With the fluctuation in the global and regional economy, the urgency to make progress with strengthening the role of MoH as a regulator and facilitator, identifying alternative sources of financing, strengthening partnerships with financial and construction sector, targeting of housing services, making best use of available lands and ensuring housing and urban development is sustainable has become high, and calls for the review and realignment of the Bahrain Housing Policy and Strategy 2022.

The Government of Bahrain wants to expand its available financial options and introduce new innovative partnership models for housing delivery and more effective utilisations of the scarce land resources. In this respect, UNDP and United Nations Human Settlements Programme (UN-HABITAT) will work with the MoH in partnership with the OFDPM in revising the Housing Policy to develop an effective, efficient and sustainable housing and land sector in line with the new economic reality (the Project). This revised housing policy and strategy framework will provide the tools to establish a viable social and affordable housing system which ensures access to housing for all including vulnerable groups and to improve (where needed) the living conditions in Bahrain's urban regeneration areas to meet Sustainable Development Goal (SDG) 11: Sustainable Cities and Communities.

Specifically, the Project has the objective of **reviewing, revising (where required) and documenting Bahrain's Housing Policy and Strategy 2022**; To that end, the Project is expected to deliver an **evidence-based national Housing Policy and Strategy 2022 with short, medium and long-term plans of action formulated and debated with stakeholders and a Housing Sector profile documenting sector challenges and partnership opportunities for an evidence-informed revised housing policy.**

This approach links with international and national goals and specifically responds to Sustainable Development Goal 11 and the UN Habitat Kyoto Declaration (the New Urban Development Agenda). The outputs of the Project mentioned above are aligned to the new UNDP Bahrain Country Programme Document (CPD) 2017-2020, specifically CPD Outcome 1; and Output indicator 1.2.5 and Output indicator 1.2.6. Moreover, the strategy described will support alignment to the Government Action Programme and the UN's SDGs.

Gov't of Bahrain National Strategy Outcome 3.3: Providing housing services to citizens at the best possible quality and speed

UNDP Bahrain CPD 2017-2020 Outcome 1: Economic diversification and efficient social services are sustainable and leave no one behind

UNDP Bahrain CPD Output 1.2: Capacity of relevant ministries developed to identify, formulate and implement policies, and deliver efficient and innovative social services that target Bahrain's less privileged citizens

UNDP Bahrain CPD Output Indicator 1.2.5: Housing policy updated and implemented

UNDP Bahrain CPD Output Indicator 1.2.6: Waiting period for a housing service by eligible applicants

Total resources required:	\$160,000	
Total resources allocated:	\$160,000	
	GOB / UNDP FUND	\$80,000
	UN-HABITAT	n/a
	Office of First Deputy Prime Minister:	\$80,000
	In-Kind:	n/a
	Donor:	n/a
Unfunded:		

Agreed by (signatures):

On behalf of:



Ministry of Housing

H.E. Eng. Basim Bin Yacob AlHamer
Minister of Housing



UNDP

H.E. Amin El Sharkawi
UNDP Resident Representative

UNHABITAT

H.E. Tarek A. El-Sheikh
Regional Representative for GCC

Date: 12/9/2017

I. DEVELOPMENT CHALLENGE

As early as 2002 the MoH, through its Housing Policy and Strategy 2022, recognized the need to make the delivery of social housing services more sustainable and at the same time move from being a direct provider of housing services to a more prominent role as a regulator and facilitator, and as an entity that stimulates Public Private Partnerships. Based on further guidance and direction by His Royal Highness the Crown Prince, Deputy Supreme Commander and First Deputy Prime Minister, during his visit to MoH in early 2013, MoH has worked towards the implementation of these principles.

This has resulted in several important initiatives including the launching of 5 new towns, the first Public Private Partnership project (PPP) for social housing with a cross subsidy element in Al Madina Al Shamaliya, the Association of Beneficiary program, the second PPP project in Diyar Al Muharraq with a combination of social and affordable housing units, the Mazaya programme and the redrafting of the Housing Law.

It is important to note that the Bahraini population increased substantially, almost 8 times over the period 1941-2010. The MoH established in 1975, has since provided eligible Bahraini families more than 106,000 housing services benefiting almost 65% of Bahraini citizens over 40 years.

The estimated annual housing demands in the housing policy 2002-2022 was 4,295 units per year. The annual production in the market has not been meeting this demand - calling for an enhanced housing policy to address the changing sector environment and growing demand as well as the decreasing of financial resources.

Bahrain's long-established government approach putting housing at the centre, has proven to be appropriate and is in line with the new sustainable development goals and in particularly with the target of Goal 11: by 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums. In addition, and aligned with Bahrain's policy, the New Urban Agenda has globally been adopted, putting housing at the centre.

In line with this, the Government Action Programme (2015-2018) has put the provision of targeted housing services (qualitative and quantitative) to citizens as a high priority of the government. It also focuses on implementing the Royal Directive by His Majesty King Hamad bin Isa Al Khalifa in December 2013, to provide 40,000 housing units for citizens through the execution of several housing projects in the various governorates of the Kingdom, by providing at least 25,000 new housing units by 2018. A further 15,000 units are planned to be provided in subsequent years reaching a total of 40,000 thus meeting the Royal Order.

The Government of Bahrain's commitment to ensure access for all to adequate housing is evident in a number of ways; 1) His Majesty's Royal Directive to provide 40,000 housing units; 2) MoH's plans to provide 25,000 housing units by 2018 per the Government Action Programme (2015-2018); 3) MoH's efforts in building 5 new strategic towns: East Hidd, Northern New Town, Southern New Town, East Sitra, and AlRamli; 4) Government's continuous efforts to implement and revise the Housing Policy and Strategy 2022, to work towards a sustainable social housing system in Bahrain.

It is important to note that although substantial progress has been made since the Bahrain Housing Policy and Strategy of 2022, due to changes in the social and economic environment, several challenges require careful attention and new approaches that bring other actors at the front and strengthen the government's enabling role. These challenges include a large waiting list, high dependence on government subsidized housing, large annual inflow of new applications and relatively limited participation of the private sector as developer and financier.

II. STRATEGY

The best pathway to address the solution to the development challenge would be to review the national policy in line with new thinking in international strategies, build the capacity of national institutions and experts, as well as to augment the needed data and market systems, to be able to respond to the housing needs of Bahraini citizens, and to link these efforts to the SDGs.

The Kingdom of Bahrain's Government Action Programme (2015-2018) implies new roles for the public sector, the private sector and civil society to move toward an enabling efficient housing system. The housing sector plan has a defined set of objectives that can be consolidated into three set of goals which will be the core for a revised evidence-based sustainable housing policy and strategy, as follows:

- To reform the housing sector, consolidate the government enabling role, and enhance private sector housing production;
- To improve land availability and land allocations for different income levels and improve monitoring housing market; and,
- To increase housing delivery and financial options and improves targeting for vulnerable families.

The Project adopts a set of principles that will guide the implementation strategy and will potentially lead to achieving the Government Action Programme. The Project will: 1) ensure participatory decision-making and implementation of a sustainable housing policy and strategy; 2) maximise the role of MoH and other stakeholders and academic institutions; 3) develop knowledge and information sharing environment. The Project objectives are clearly defined and the activities to reach the outputs will ensure that the Project strategy will follow the guiding principles.

To achieve the Project output: **First**, the Project strategy focuses on developing a housing profile which analyses in detail the housing sector and provides recommendations for revised housing policy and strategies. The Housing Profile Expert will work with MoH team dedicated to the Project to gather data on key sector indicators, analyse these data and provide a knowledge base for informing decision-making on sector performance, regulatory and reform measures on the short term.

Second, the Project is based on the outcomes of the housing profiling process and report will produce a revised housing policy framework. A market oriented housing sector requires government institutions that are sensitive to market signals, highly responsive, analytical and have regulatory frameworks and resources to intervene when necessary. It also requires institutions that can provide different stakeholders with knowledge on recent trends and innovations in the various sub-sectors (Housing finance, land management and planning, building material innovations, housing construction technology, real estate development and management, GIS and housing information and urban laws and regulations). The Project will propose in the revised policy an innovative enabling role of the MoH to function as a regulatory body in the market and strengthen its branches based on a detailed assessment within the housing profiling process. The Project will integrate the UN-HABITAT Global Housing Strategy (GHS) framework building upon the housing profile process as a diagnostic tool to inform the revision of the 2002 Housing Policy.

It is worth mentioning that the Project will address social and environmental sustainability, human rights, gender and women advancement and key energy issues as part of its implementation strategy as follows:

Key Environmental Issues: The increasing overcrowding of residential areas and inadequacy of urban services has a wide range of negative consequences for the environment. Supporting the implementation of a sustainable housing policy through capacity building and energy efficient demonstration projects will help address these environmental concerns.

Human Rights: The Project, in contributing to improving the housing delivery in Bahrain, in particular for the lower income segments of the population, addresses Article 25 (1) of the Universal Declaration of Human Rights, which states: *"Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing..."* The adequacy of (affordable) housing will be addressed by the Project.

Gender Equality: The Project is compliant with the Paris Declaration on Aid Effectiveness (2005) and adheres to Convention on the Elimination of all Forms of Discrimination Against Women Article 14 (h) concerning the right of women "to enjoy adequate living conditions, particularly in relation to housing, sanitation, electricity and water supply, transport and communications" The Project will help document the gains of women in Bahrain and expand their access to secure tenure.

The main organizations and institutions that will contribute to the achievement of the project are the MoH, Government of Bahrain (GoB), UNDP and UN-Habitat.

III. RESULTS AND PARTNERSHIPS

Expected Results

The Project will revise the national Housing Policy and Strategy 2022 of the Kingdom of Bahrain to respond to the housing sector challenges. The Project will produce a “participatory evidence-based revised housing policy and strategies to contribute to these outcomes the Project objectives and associated outputs are stated below.

The Parties shall look into the possibility of executing another bigger project that aims at implementing practices for sustainable urban development which will be signed, if agreed by the Parties later as per the CPD 2017-2020 which was approved in November 2016¹.

Objectives of the Project:

The Project aims to achieve the following objectives:

- 1) Develop Bahrain Housing Profile; and
- 2) Revise Bahrain Housing Policy.

Expected Output

The expected output at the end of the Project is: **an evidence-based Bahrain Housing Policy and Strategy with short, medium and long term plans for action formulated based on consultations with relevant stakeholders.**

To achieve this, the Project will conduct and complete the following activities:

1.1 Housing Profile Report

- Form local housing profile team;
- Coordinate with housing information collection team needed information;
- Undertake local consultations;
- Technical committee formulated from relevant institutions;
- International profiling expert produced report;

1.2 Housing policy Workshops and Seminar

- Technical assistance to prepare the workshops and seminar;
- Prepare background papers;
- Invite key note speaker;
- Invite interested stakeholders
- Organize parallel roundtables;
- Finalize and publish proceedings;

1.3 Housing sub-sector expert group meetings reports;

- National team prepare meetings plan and schedule;
- Organize Housing strategy meetings (inception, mid-review and finalization);
- Prepare meetings reports;

¹ The CPD was approved by UNDP’s Executive Board in November 2016 and a housing initiative output was included for USD 1.2 million.

1.4 Evidence-based National Housing Policy and Strategy Document and implementation plan

- Prepare a set of national policy papers on housing sub-sectors
- Carry out consultations on housing strategy priorities and directions;
- Housing strategy launch workshop
- Finalize policy document

In September 2015, world leaders unanimously adopted a universal agenda: [Transforming our World: the 2030 Agenda for Sustainable Development](#). This 2030 Agenda applies to all countries and forges a comprehensive plan of action articulated around 17 SDGs and 169 targets. Bahrain played an important role in the agenda's process, and the Government of Bahrain actively engaged national institutions, and other stakeholders, to align national plans, strategies and policies to the global development agenda, including the national housing policy. The review will align the housing policy and strategy to the SDGs.

The delivery of the output mentioned above is in direct alignment with the CPD and the UNDP Strategic Plan with reference to the following:

- Related UNDP Strategic Plan Outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
- Related CPD Outcome 1 - Economic diversification and efficient social services are sustainable and leave no one behind.
- Related CPD Output 1.2 - Capacity of relevant ministries developed to identify, formulate and implement policies, and deliver efficient and innovative social services that target Bahrain's less privileged citizens.
- Related CDP Output Indicators:
 - Output indicator 1.2.5: Housing policy updated and implemented.
 - Output indicator 1.2.6: Waiting period for a housing service by eligible applicants.

Resources Required to Achieve the Expected Results

The following are the required resources for a duration six months; 160,000 USD and dedicated support from the MoH for provision of data and reports and facilitating interviews and meetings with relevant stakeholders

Cost Efficiency and Effectiveness

Utilizing the suggested resources will enable the Government of Bahrain to produce a quality document in alignment with international best practice. The suggested resources will provide the necessary expertise and knowledge to review and implement the National Housing Policy, and therefore tackle the main development challenge identified above.

The suggested cost is based on the assumption that UN-HABITAT international experts will be hired to work closely with the MoH and partners, mine and analyse the main data sources, and find the most suitable way to implement, monitor and report on the recommendations of the revised policy. The experts should be individuals with vast experience in this field and the region and abreast of current global thinking, debates, and agreements.

Stakeholder's participation

The project depends mainly on the engagement with ministries, governmental authorities, NGOs and the private sector, the following partners will be approached by the Project experts to ensure that all stakeholders' views are considered and incorporated particularly during the profiling process and the market surveys. The expected stakeholders include but are not limited to:

- MoH
- OFDPM
- Eskan Bank
- Ministry of Works and Municipalities Affairs and Urban Planning
- Ministry of Foreign Affairs (MoFA)

- Electricity and Water Authority
- Relevant stakeholders from the construction and financial sector
- Other relevant ministries, governmental and non-governmental entities and civil societies

Risks and Assumptions

The key risks identified at the design stage are: weak coordination between the relevant entities; delays in data collection and statistics; identifying and managing environmental and social challenges; and monitoring and reporting.

Stakeholder Engagement

The MoH is the main implementing partner. Other stakeholders are highlighted in the partners' section. Engagement will take place through the Project Board and project implementation, with the final product delivered to the MoH.

Knowledge

The Project's main product is the revised National Housing Policy.

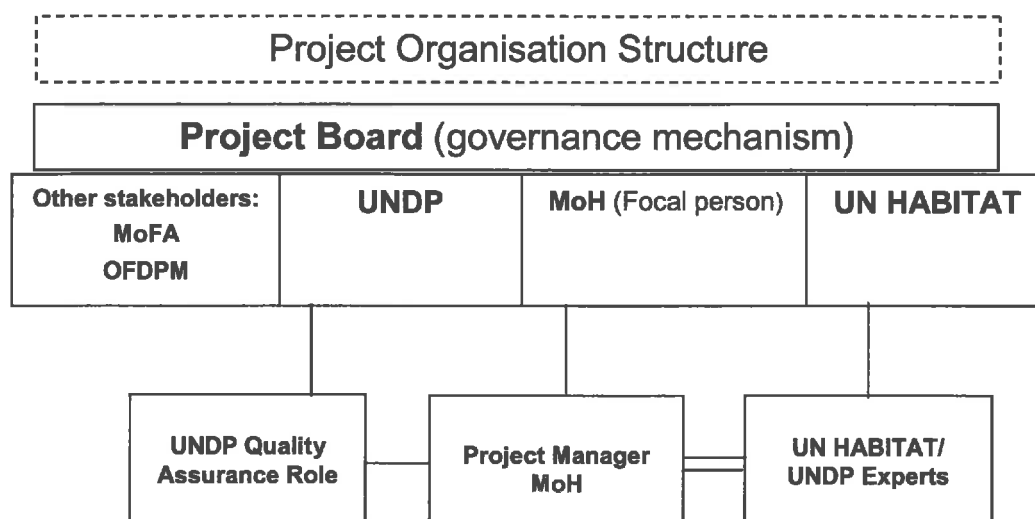
Sustainability and Scaling Up

The revised National Housing Policy will inform the sector for years to come.

UNDP Social and Environmental Standards require that social and environmental risks with the project are identified and managed. This also will ensure future sustainability.

IV. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will provide full support to National Implementation (NIM), and UN-HABITAT will be the Executing Entity. The Project will be implemented by the Ministry of Housing in partnership with the Office of the First Deputy Prime Minister with the support of the UNDP and UN-HABITAT.



The process of revision of Bahrain evidence-based Housing Policy and Strategy will have to be multi actor activity. This would require a mechanism of coordination between those actors that is effective and ensure sustainability.

- 1- **Project Board** will be comprised of the MoH focal person (MFP), the Project Manager, a UN Representative (UN-Habitat and UNDP) and a Government of Bahrain Representative (MoFA and/or OFDPM) (nominated at the level of decision-making from each of the entities involved in the Project). The purpose of the Project Board will be to review and commit to carry out the proposed activities of this Project; approve Work Plans; review project progress including periodic reports; review/endorse substantive revisions to the Project and work plan; review and approve draft reports; and review and approve the final report. The Project Board will have a minimum of one meeting during the period.

The Project Board will be also responsible for taking up policy matters to higher levels of government including reporting to Government committees including the Executive Committee and Ministerial Committees.

- 2- **UN HABITAT International Experts** will be responsible for ensuring the timely provision of international technical assistance to the project activities. Experts will provide backstopping and support to the project manager and assist him in preparing the project progress reports and work-plan. Experts will insure that the project deliverables are provided as per the approved project work-plan.
- 3- **UNDP** will be the project managing agency responsible for the administration of funds and procurement of services and goods. UNDP will also be responsible for the preparation of financial reports and undertaking financial audit as per UN rules and regulations.
- 4- **UN HABITAT** will be the executing entity responsible for implanting the project by providing technical assistance and backstopping to the project. It will ensure that international and local experts provide their support up to the expected standards. UNDP will sign a UNDG standard agency to agency agreement for this Project and any required transfer of funds.

Project Management

OFDPM and UNDP have agreed to cost-share the funding required for this project on a 50-50 basis.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contribution payment to the project is subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To these GMS costs, the contribution shall be charged a fee equal to 3%.

Project implementation and implementation support services that are provided by UNDP country office staff members including services related to finance, procurement, human resources, administration, issuance of contracts, travel, security, assets, general services and information and communications technology will be funded directly through Direct Project Costing (DPC). UNDP Bahrain, for this purpose, has created a separate DPC project in ATLAS entitled "Implementation Support and Monitoring" to record the time and cost of programme and project staff directly involved in the project implementation and implementation support services.

The project team will be situated and operate from an office set at the MoH. The project short term international expert shall be appointed by UN-HABITAT to facilitate the engagement between the MoH, UNDP, and to follow up on the Project's progress in a timely manner.

The Project Manager will submit reports to the chairs of Project Board, and will submit the annual work plan and progress reports to the Project Board for approval. The Project Manager will report to the Project Board, and comply with UNDP reporting requirements, and manage independent evaluations and audits. The Project Manager will prepare progress reports and submit them to each Project Board meeting using the UNDP Project Progress Report format. Results-based Monitoring and Evaluation mechanisms will be utilized. All financial reports and Combined Delivery Reports required under the Project will be prepared by the Project Manager applying UNDP procedures. The Project Manager will work closely with the international expert and other consultants as well as other stakeholders on the implementation of Project activities.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the Country Programme (CPD) Results and Resource Framework: CPD Outcome: Economic diversification and efficient social services are sustainable and leave no one behind²</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Output 1.2. Capacity of relevant ministries developed to identify, formulate and implement policies, and deliver efficient and innovative social services that target Bahrain's less privileged citizens</p> <p>Output Indicator 1.2.5. Housing policy updated and implemented Baseline: 2002 Housing Policy not updated Target: fully updated</p> <p>Output Indicator 1.2.6. Waiting period for a housing service by eligible applicants Baseline: 10-15 years Target: 5 years</p>											
<p>Applicable Output(s) from the UNDP Strategic Plan: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p>											
<p>Project title and Atlas Project Number: Kingdom of Bahrain Housing Policy and Practices for Sustainable Urban Development</p>											
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTI ON METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		FINAL
<p>Output 1 Evidence-based Bahrain Housing Policy and Strategy with short, medium and long term plans for action and coordination formulated based on consultations will relevant stakeholders;</p>	<p>1.1 Evidence-based National Housing Policy and Strategy Document with detailed implementation plan</p> <p>1.2 Bahrain Housing Profile</p>	<p>Data source: MoH and other relevant entities and project Frequency: end of project</p> <p>Data source: MOH and other relevant entities Frequency: end of project</p> <p>Data source: MoH database Frequency: quarterly</p>	National housing policy documents requires adaptation (2002-2022)	2002							

² Outcome 2 from CPD.

VI. MULTI-YEAR WORK PLAN ³⁴

All anticipated programmatic and operational costs to support the Project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the Project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the Project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1 <i>Evidence-based Bahrain Housing Policy and Strategy with short, medium and long term plans for action and coordination formulated based on consultations with relevant stakeholders;</i>	1.1 Housing Profile Report	X				UN-HABITAT	GOB UNDP Fund and OFDPM	International Experts / Project personnel (4 months) Consultation workshops Translation, editing and printing	\$ 60,000
	1.2 Housing policy Workshops and Seminar	X				UNDP	GOB UNDP Fund and OFDPM	International Experts Workshop logistics Materials electronically	\$ 20,000
	1.3 Housing sub-sector expert group meetings reports	X				UNDP	GOB UNDP Fund and OFDPM	Un- Habitat Housing Experts Meetings logistics (10 meetings)	\$20,000
	1.4 Evidence-based National Housing Policy and Strategy Document and Implementation Plan	X				UN-HABITAT	GOB UNDP Fund and OFDPM	International Experts / project personnel	\$ 60,000
Sub-Total for Output 1									\$ 160,000
MONITORING							MOH		
Total Project Cost									\$ 160,000

³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the Project are defined in the Executive Board decision DP/2010/32

⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed and approved by the Project Board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, progress reports that include a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods. The reports will be submitted to the Project Board for review and endorsement.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Project implementation.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board and Executive Team. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Mid-term and final evaluation.** The Project includes a mixture of interlinked complex outputs of strategy development, associated capacity development with institutional restructuring. Therefore, it is necessary to evaluate the progress/achievements and assess based on quantitative and qualitative indicators the project impact and recommend reorientation if necessary. At the end of the project a final evaluation is required to measure the performance and the readiness of the counterparts to further carry out sector reforms without additional technical assistance or further phases are needed.

VIII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the Project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UN-Habitat/ UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UN Habitat	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UN-Habitat/ UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Ministry of Housing/ UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UN-Habitat	
Project Report	A progress report will be presented to the Project Board and key stakeholders,	Annually, and at the end of the		MoH	

	<p>consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>project (final report)</p>			
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to disseminate project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	<p>Agreed Stakeholders; (MoH, UNDP & UN-Habitat)</p>	

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
E.g., Final Evaluation	MoH, UNDP, UN-Habitat			February 2018	MoH	Project funds

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bahrain and UNDP, signed on August 3, 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This Project will be implemented by the MoH ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁵.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

ALL SIGNATORIES TO THE PROJECT DOCUMENT SHALL COOPERATE IN GOOD FAITH WITH ANY EXERCISE TO EVALUATE ANY PROGRAMME OR PROJECT-RELATED COMMITMENTS OR COMPLIANCE WITH THE UNDP SOCIAL AND ENVIRONMENTAL STANDARDS. THIS INCLUDES PROVIDING ACCESS TO PROJECT SITES, RELEVANT PERSONNEL, INFORMATION, AND DOCUMENTATION

X. ANNEXES

- 1. UNDP/ MoH Letter of Agreement for Support Services**
- 2. Agreement for Fund Management and Administration (Cost Sharing)**
- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Log](#) for instructions
- 4. Project Board Terms of Reference and TORs of key management positions (To be prepared after signature)**