



عقد الدعم الفني للتنفيذ الفعال لمبادرات
الإسكان الترموي



Technical Support Project for Effective Implementation of Development Housing Initiatives"

Ministry of Housing: Name: Mr. Yazed Ibrahim Alnefesah Position: General Supervisor – Administrative and Financial Affairs Date:	UNDP: Name: Mr. Mohammed Mudawi Position: Deputy Resident Representative Date:
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I. HOUSING SITUATIONAL ANALYSIS AND THE DEVELOPMENT CHALLENGE.

In 2018, the population of the Kingdom of Saudi Arabia (KSA) stood at 33 million of which over 80% lived in urban areas. Such a high level of urbanization brings challenges in terms of meeting demands for infrastructure and services, as well as opportunity to provide human resources necessary for development and achieving sustainability.

The annual population growth rate is 2.4%. In this regard, the National Housing Strategy of the Kingdom of Saudi Arabia stated that the deficit of affordable housing for Saudi families in 2011 was estimated at half a million housing units, which led the Custodian of the Two Holy Mosques the late King Abdullah bin Abdul Aziz to issue a royal decree for the establishment of the Ministry of Housing to replace the then General Housing Authority, and ordered the allocation of 76 billion US dollars to build housing units and close the housing gap.

The land award program has played a great role in providing land at a suitable price for building houses in urban areas. However, ineffective use of serviced land, in part due to speculation, has been a major contributor to a growing shortage of affordable housing. In addition, there is also a lack of products that matches the purchasing power of those in need of houses. Saudi households have increasingly faced challenges to access adequate housing, as the gap widened between supply and demand. Supply did not accommodate the financial affordability, whereas financing mechanisms were conventional to hardly satisfying the needs of the Saudi households, especially those of low-income category. There was a tendency to rely on the private sector as an essential developer through partnerships to provide various housing options, particularly for the high- and middle-income segments.

The provision by the public housing sector has been limited and not able to reduce the backlog. In fact, provision in Saudi Arabia is mostly dominated by the private sector, as it holds large areas of vacant lands which can be developed to help stem the current housing crisis. This situation led Council of Ministers to issue the White Land Tax Act and its Implementing Regulation to spur owners to develop their vacant lands, in addition to many stimulating housing decisions and legislation for both the private and the 3rd non-profit sector.

The Saudi Vision 2030 aims to increase home owning rates to 60% by 2020, through various housing solutions, at the lowest cost possible, and financing of projects for the poorest. Key areas tackled by the Program are: increasing housing stock, affordability, and regulating the housing sector. Important work streams in this regard include managing urban density, urban redevelopment of city centres, provision of suitable land, and exchange of land with the government for the construction of new housing projects, public-private partnerships, providing financing solutions matching needs of different segments through transforming the Real Estate Development Fund into a financing institution, and the establishment of the Saudi Real Estate Refinance Company, in addition to supporting the segments in need of affordable housing initiatives under property use rights provided by NGO sector.



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The MOH has recently made great and sustained efforts to reduce the housing gap. It has implemented a number of housing projects to provide 14,248 housing units, across the 13 administrative regions of the Kingdom. So far, 25,644 land plots have been offered to eligible families, and 31,877 apartments are under way in Tabuk, Qatif "Al-Badrani" in Eastern Region, Al-Medina AlMunawwarah, Khamis Mushayt and Jeddah. Although the number of projects currently being implemented is unprecedented, the pace of construction and quantities is still unable to address the housing shortage.

The aggregate demand for housing amounted to 1.45 million housing units across the various regions of the Kingdom of Saudi Arabia (ESKAN online and Real Estate Development Fund). Increasing demand is noticeable in certain cities and regions: 325,000 housing units in Riyadh, 281,000 in Jeddah, 242,000 in the Eastern Region, and 191,000 in Asir. More 300,000 cooperative housing units are required for the neediest households who applied for the MOH and the Ministry of Labor and Social Affairs. Analysis of those segments revealed that 47% of them can deal with banks to obtain housing, 38% cannot deal with banks, and 15% are low-income group, the reason why MOH launched the affordable housing schemes and cooperative housing to address the needs of the second and third segments. Moreover, the Ministry deemed those segments as a stimulus for setting up the cooperative and affordable housing scheme initiative, along with establishing specialized department to work with new cooperative and non-profit organizations and established a specialized department to govern this sector.

The Ministry has diversified its housing schemes to deal with the diverse demand for housing, as follows:

- Complete a "Real Estate Developer Service Center."
- Owners Alliance to encourage citizens to own economic units.
- White land fees are so far applicable to 40% of the land in major cities.
- The third sector and the developmental housing initiatives to maximize the role of the non-profit sector in housing provision for low-income households, along with setting up supportive governance and regulatory framework, and creating an online fundraising platform.
- Other multi programs in the field of public-private partnerships, rentals, and real estate developers support.

The United Nations strategy draft for the developmental cooperation with the Kingdom of Saudi Arabia and the National Housing Strategy emphasizes that the issue of housing and property rights needs to be addressed within the framework of multi financial and urban design housing schemes, adopting the public-private partnership approach, and land exchange with other governmental agencies within cities, as important options for solving the housing crisis for the newly formed households. MOH has offered substantive support to the neediest households through the developmental housing initiatives, focusing on promoting the growth of the non-profit sector and increasing its role in the provision of the developmental housing. This initiative seeks approval to establish associations and civil societies which provide housing services, perform technical supervision on housing activities, build and enhance their capacities. Currently there are only 8 non-profit organizations operating in the housing sector in the Kingdom of Saudi Arabia. MOH aims to this number to 30 by 2020.

Many regulations have been enacted during the past two years in the field of affordable housing, including the Supreme Order No. 55190 dated 28/11/1438h (22/7/2017g), and the Council of Ministers Resolution No.457 dated 22/8/1439h, (7/5/2018g). A special initiative was launched "The

"Affordable Housing Initiative" in line with the Kingdom's Vision 2030. As for cooperative housing, the Ministry has worked on raising public awareness of the available opportunities in this type of housing and encouraging the establishment of housing cooperatives and non-profit organizations and governing their works. The Ministry deemed this type of housing fits medium-income households, especially those illegible for bank loans (ESKAN Online and the Real Estate Development Fund.) This area of work is based on various regulations and legislations, including paragraph 7 of Article 4 of the Council of Ministers Resolution No. 275 and the Cooperative Societies No. 73 dated 9/3/1429 H corresponding to 16/3/2008 and many circulars issued by the Ministry of Municipal and Rural Affairs, as well as a cooperative housing initiative the National Transformation Program 2020 in line with the Kingdom Vision 2030. Currently, there exists only three cooperatives in the Kingdom of Saudi Arabia. MOH has an organizational structure for the technical supervision of the cooperatives housing, represented by the Council of Cooperative Associations and the Cooperative Housing Committee, both in partnership with the Ministry of Labor and Social Development.

MOH is seeking to support volunteering in the field of housing. Currently, there is no incentive system for volunteering in the Kingdom of Saudi Arabia. The Ministry of Health dominates volunteering activities in Saudi Arabia, where over 60,000 people have been involved in volunteering over the past two years. There is the volunteering experience of Tarmeem Charity Association in the Eastern Region. The Ministry is seeking to support this work stream and has set a target of 15,000 volunteers in housing sector by 2020.

In this context, the Project will seek to provide alternative options to improve the process of supporting involvement of the third sector in enhancing economic development and provision of housing, through knowledge exchange programme and secondment of NGOs expertise from various cities for supporting this important sector. Furthermore, the project will focus on studying and reviewing regulations and initiatives on non-profit housing development initiatives, including the review and analysis of existing regulations for housing development initiatives, looking especially at the Resolution 198 to define updated regulations for the work of non-profit NGOs. This will include the definition of a framework for the replacement of beneficiaries at the end of their contract or no more eligible according to the set criteria. International best practices and relevant experiences on proportion of developmental housing, alternatives to usufruct and ownership, and maintenance and operations programs will be gathered for benchmarking.

Finally, an in-depth study and analysis of cities, sites and categories most in need of non-profit housing development will be undertaken to provide a spatial analysis to locate Non-Profit Housing projects by using geographic information systems and looking at different dimensions (social, economic, etc.).

While the goal setting is clear and the initial steps to develop the sector have been planned for, what is still missing is a clear term of reference describing the areas where the non-profit organizations are expected to contribute. The government's strategy will benefit from identifying clear areas of work for existing and new housing NGO/associations, whether they will contribute to on-going housing programs, collaborate with the private sector or focus on new provision of houses and other kinds of social work and housing demand.

The Project will stimulate the developmental housing market, generate employment opportunities, and improve living conditions of lower-income households. Housing markets are linked to demand at city level. The market in the Northern Border region differs from that in Makkah AlMukarramah region, or the market in AlBaha region or the Eastern Region. As such, the size of the demand and the type of need vary, and the Project will consider how to properly manage promoting building and

developing capacities, to cope with regional and local variations, and enhance the role of branches to enable them to effectively perform their current duties, including supervision of housing projects, managing partnerships with the private sector, establishing efficient NGO sector, and providing appropriate housing solutions to meet the housing demand.

The MOH has made a paradigm shift through its housing strategy and the approved initiatives, being considered as a clear strategic change towards a socio-economic market in alignment with the Kingdom of Saudi Arabia Vision 2030. The housing sector in Saudi Arabia can contribute significantly to an equitable economic growth as long as all market imbalances are clear. All governance and regulatory frameworks can be reviewed and updated; efficiency and productivity of housing staff improved; housing development procedures leaned and simplified, partnerships framework clarified; and financing models can be developed within model partnering frameworks with third sector for the provision of housing. The MOH has asked the United Nations Human Settlements Program to cooperate with it in improving the efficiency and productivity of the NGO housing sector and the development of the legislative system to enable addressing the deficiencies mentioned above, provide detailed programs, build and develop capacities, and develop branches in the regions to activate the housing strategy, thereby implementing the programs and initiatives.

The fundamental role of the Government of KSA in ensuring housing provision for all will depend on addressing these challenges and harnessing the opportunities that the housing sector offer. This Project Document outlines key areas for support to the Developmental Housing initiatives. The aim is to enhance current efforts done by the government and increase the scope of the non-profit sector at the pace needed, and strategically position the sector to respond to the growing housing needs in a sustainable, innovative and inclusive manner. This is paramount and timely to implement the Vision 2030, achieve the Sustainable Development Goals (SDGs) and the New Urban Agenda. The aim is to continue building the capacity of MOH to contribute to a future of sustainable and inclusive cities in KSA with access to adequate housing for all.

Theory of Change

The project is based in two pillars:

- **Increasing Non private sector delivered housing:** While the Government has considerable resources, they cannot all be allocated to the various socio-economic challenges faced by society. By establishing non-profit housing delivery organizations, a cross section of people can benefit. The concept of a non-profit housing developer is to develop low-cost housing that will provide the greatest access and opportunity to marginalized people.
- **A paradigm shift:** The project aims at mainstreaming the right to adequate and affordable housing. By supporting the government in creating not only the policy mechanism but also the business plan, this project will expedite the process of developing these organizations which are critical to the delivery of durable housing solutions.

Lessons Learned

This project will take into considerations the findings and data produced from the Future Saudi Cities Program. The program was instrumental in achieving a qualitative leap and a shift in the urbanization of Saudi Cities. By analysing the challenges faced by Saudi Cities, we now have a clear understanding of how to address the urban challenges and to align the housing interventions to cater for the national vision 2030 and the 2020 targets and the lessons learnt from the FSCP.

II. STRATEGY

The long-term goal of the project is to **enhance adequate housing provision by the non-profit sector while contributing to develop inclusive, sustainable and liveable cities and communities.**

The achievement of this goal depends on a number of factors, with key ones being the capacity of the Government to formulate and implement programmes, and the availability and sustainability of funding and resources. Considering these two key aspects and with the aim to contribute to the overall long-term goal to ensure access to adequate housing for all, the project has one expected results:

I. Outcome 1: Strengthened participation of the non-profit sector in housing provision within the Housing Development Initiatives in KSA

The successful achievement of the Expected Result is contingent on the efficient and effective implementation of strategic actions and activities. Some of these actions can be implemented in the short run with no or low-cost implications for the Government and high impact on operations and financial sustainability. In consultation with MOH, three key areas have been prioritized for immediate development, for their strategic importance, feasibility and opportunity cost. These are:

1. Preparation of a roadmap action plan for the participation of the non-profit sector: studying the best international experiences in the government's relationship with the non-profit sector and its relationship with NGOs and community beneficiaries of social/development housing projects.
2. Reviewing current Decrees, regulations for development housing initiatives: especially Resolution 198, which is the basis from which these initiatives were launched, as well as studying the criteria of differentiating the selection of beneficiaries of development housing units, substitution of beneficiaries to let other beneficiaries of the same units, mechanisms of ownership of units or the right to use them as well as the maintenance and operation of development housing projects.
3. Spatial Analysis for Development Housing Projects locations: Studying and analyzing the cities, sites and categories most in need of development housing projects using geographic information systems including socio-economic analysis. This component will include as well

study/review the current architectural units including suggestion with new design in collaboration with the beneficiaries

The ownership and leading role of the MOH is indispensable for the successful implementation of the project. But implementation also requires an efficient institutional framework with collaboration and participation of all relevant actors across various sectors. A continuous, participatory and inclusive policy-making process will integrate housing into the broader urban development strategy and not as a stand-alone exercise. In addition, the Project's goal and expected results will be pursued through a number of activities and outputs falling under a threefold strategy encompassing:

- **Capacity-building** and experience sharing targeted at MOH and other relevant institutions to improve the understanding of the policy-making and implementation process. In particular, the strategy will look at how effective policy solutions will lead to the achievement of the expected results. An institutional enhancement strategy will be developed, a number of study trips will be undertaken as well as workshops conducted to sensitize decision makers on the importance of the non-profit sector and the different ways of engagement and operation of this sector. All three main phases of policy-making and tool design process will be emphasized, from assessment and data-gathering, to designing/reviewing and implementing. The project will allow for empowering government officials to be able to make the right decisions, provide leadership in policy reforms and enable the environment that is conducive to mobilize a range of actors in housing supply and to ensure continued transformation and impact upon conclusion of the project.
- The Project will contribute to build the capacity of MOH and other relevant institutions to implement the Developmental Housing Initiatives and deliver housing services in a more efficient and sustainable manner reaching those in greatest need, including women and youth. Equally important, the Project will contribute to the implementation of the 2030 Sustainable Development Agenda, especially of Goal 11 on sustainable cities and Goal 9 on gender equality¹ as well as the implementation of the New Urban Agenda in KSA in addition to the implementation of the Housing Programmes affiliated to the Saudi Vision 2030
- **Knowledge and data generation, management and use.** Expert group meetings on key issues relevant to the Project will be organized and their outcomes collected for knowledge management. Feasibility studies and business cases will be undertaken in preparation for certain outputs and will contribute to improve knowledge and guarantee that the proposed actions are commensurate with needs and capacities at MOH. A wealth of experience on housing programmes is available. Within a perspective of South-south and triangular cooperation, the project will facilitate exchange of knowledge amongst countries as well as undertake study trips and the support the organization of network meetings for accumulated knowledge and lessons learned. In that connection, the establishment of learning mechanisms and opportunities for exchange among peers at regional and global level is particularly important given the common challenges and lessons learned.
- **Technical assistance and expertise** to formulate and implement all outputs and activities of the project. This will include primarily tailored expertise of international and national

¹ Noting that KSA had shown some reservations on the SDGs and the NUA items which should be taken in consideration.

experts to formulate strategies, business plans, knowledge management system and subsidy policies planned in the different outputs. The focus on specific expertise for tool development will guarantee that not only capacities have been strengthened and knowledge developed, but also strategic tools and procedures are in place enable MOH to improve its operations. UN-HABITAT will provide direct policy and technical advisory services on the formulation, review and implementation of such tools as well as the monitoring and evaluation. To achieve this, technical advice will be systematically conducted with the participation of all relevant stakeholders and especially the most vulnerable groups to ensure that “no one is left behind”. Further, the consultation of relevant offices within UN-Habitat to ensure the most comprehensive technical assistance is delivered for this project. Finally, channels of consultations as well as arrangements for swift validation of tools and products will be agreed upon through direct consultations and during validation workshops.

Finally, the project has a strong focus on national demand and ownership. It will build on local needs and findings of the Phase I project and head towards future priorities regarding access to housing and sustainable cities in KSA. The activities are designed to foster collaboration amongst MOH and other relevant institutions and other housing stakeholders to design tailored responses to improve access to adequate housing for all showing case on the implementation of SDG 11.1 and the NUA, while simultaneously contributing to the achievement of the remaining SDGs.

The Project strategy, with interlinked axes of intervention in capacity building, knowledge generation and technical advice will be guided by cross-cutting principles of human rights, gender equality, environmental issues and youth with the view to maximize the sustainability of results. By concentrating efforts into capacity building, knowledge and the development of operational tools, the project aims to leave a policy legacy in the short- and mid-term to equip the country to deliver on SDG 11 and especially Target 11.1 in the next 15 years.

Link to the SDGs

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 Sustainable Development Goals (SDGs) and 169 targets. The project focuses on SDG 11 (‘Make cities inclusive, safe, resilient and sustainable’) and will contribute particularly to the achievement of Target 11.1 (‘By 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums’) also taking account relevant provisions of the NUA².

Additional key related SDGs Goals and Targets include:

- SDG 1.4 – By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

² Noting that KSA had shown some reservations on the SDGs and the NUA items which should be taken in consideration.

- SDG 11.3 – By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
- SDG 11.a – Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
- SDG 17.14 – Enhance policy coherence for sustainable development.
- SDG 1.4 – By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, in heritage, natural resources, appropriate new technology and financial services, including microfinance.
- SDG 5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- SDG 5.a – Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
- New Urban Agenda paragraph 31 – “commit to promote national, sub-national, and local housing policies that support the progressive realization of the right to adequate housing for all ...”).
- New Urban Agenda paragraph 33 – “commit to stimulate the supply of a variety of adequate housing options that are safe, affordable, and accessible for members of different income groups of society ...”).
- New Urban Agenda paragraph 106 – “will support the effective use of public resources for affordable and sustainable housing, including land in central and consolidated areas of cities...”).
- New Urban Agenda Paragraph 112 – “promote the implementation of sustainable urban development programmes with housing and people's needs at the centre of the strategy, prioritizing well-located and well-distributed housing schemes ...”).

Cross-cutting issues

In order to promote social inclusion and equality, and contribute to “leaving no one behind”, the Project strategy and activities will be guided by the following cross-cutting principles:

The project, in contributing to improving access to adequate housing in KSA, in particular for the lower income segments of the population, addresses the urgency dictated by 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. The project will ensure that strategies, guidelines and policies produced by the project are rooted in international and national legal instruments, conventions and treaties, for the progressive and full realization of the Right to Adequate Housing. This will ensure that human rights standards and principles (equality, non-discrimination, participation, inclusion, transparency and the rule of law) guide national and local

governments as well as other stakeholders in playing their roles and fulfilling their responsibilities towards housing provision, in particular for vulnerable groups and women in these categories.

The project is expected to contribute to the national urge for women empowerment, including their right to enjoy adequate living conditions, particularly in relation to housing, sanitation, electricity and water supply, etc. The project will help increase the gains of women and expand their access to secure tenure. The project will systematically follow a gender responsive approach in the design, planning, implementation, monitoring and evaluation phases. It will apply an intersectionality and housing approach to assess the inclusion of women and men in the achievement of the project's objective. Equally, the project will evaluate and address the capacity of implementing entities in relation to gender inclusion and addressing inequality and discrimination.

The implementation of a sustainable National Housing Policy will create opportunities for reducing environment-related impact in the housing sector is considerable. The Project will consider the environmental impact of the housing sector, (construction and household). Activities will tackle a wide range of housing-related, negative environmental consequences such as unsustainable patterns of energy consumption, urban sprawl, increasing overcrowding of residential areas, inner city deteriorated areas development and inadequacy of urban services.

Youth will be considered an important group in the activities as they are part of the groups that may encounter obstacles to enjoy their right to adequate housing. The Project will look at youth priorities and consider demographic changes such as increasing mobility and how this is changing the needs and attitudes toward housing and property. Youth related data will be collected and disaggregated on age, sex and vulnerability of the migrant groups. Focus will be on identifying inequalities and discrimination inherent to conventional housing systems; obstacles in accessing adequate housing because of for example limited economical resources; increased risk and uncertainty as they move into independent housing. Attention will be on tailoring solutions to demographic changes, addressing affordability challenges and making sure youth specific needs are understood and acknowledged by government officials. The overall aim is to improve access of youth to adequate housing. To the extent possible, the implementation of all activities and especially the consultation process will include youth representation.

III. RESULTS AND PARTNERSHIPS

Expected Results

The Project's main goal is to **enhance adequate housing provision by the non-profit sector while contributing to develop inclusive, sustainable and liveable cities and communities.**

The Project aims to create the necessary conditions for efficient and effective implementation of the Non Profit Housing Development Initiatives and an affordable, inclusive and sustainable housing system in KSA, expecting one main result:

- I. **Outcome 1: Strengthened participation of the non-profit sector in housing provision within the Developmental Housing Initiatives in KSA**

Objectives of the Project:

Through the direct technical support from UNHABITAT and UNDP, the objectives of the Project are:

- 1) Improve MOH institutional and human resource capacities to coordinate the implementation of the Developmental Housing Initiatives;
- 2) Strengthen the road map action plan as well as review and update the current legislative framework to support the implementation of housing programs within the framework of non-profit housing initiatives.
- 3) Enhance the capacity of government institutions and non-profit sector organizations to provide access to adequate housing focusing on the ones in greatest need.
- 4) Update the standards and criteria to improve the selection of sites dedicated to non-profit housing development projects in line with international urban planning and design standards, including the implementation of a demonstration project in one of the Saudi cities.
- 5) Improve mechanisms and standards for the replacement of beneficiaries at the end of their contract or no more eligible according to the set criteria, alternatives to usufruct and ownership, and operation and maintenance programs.

UNHABITAT will provide different relevant global experiences and adapting them to the needs of the MOH programs.

Expected Outputs

This Project harnesses on the institutional momentum created in the launch of Developmental Housing Initiatives and on the efforts of MOH to establish programmes to engage non-profit sector. The Project proposes key Outputs that can be implemented in the short run and should be prioritised for solving the greatest challenges with high impact on building the conditions and the capacity, serving citizens better and supporting the more productive use of public resources.

The focus of UN-Habitat's interventions is determined by its highest value-added potential "where can we best contribute" taking into consideration the support of other stakeholders and UN partners.

While focusing on the roadmaps for the Developmental Housing initiatives, UN-Habitat and UNDP will look for opportunities to enhance sustainability of housing and maximize the multiplier effect of these programmes in KSA. The following are the key areas of support:

1. **Business Plan for non-profit sector engagement:** defining the key areas of work and the roadmap for engaging non-profit organizations.
 - 1.1 International benchmarking report featuring 3-4 experiences of non-profit housing development in contexts of relevance to the KSA, with emphasis on the following aspects in particular: alternatives to the right of use, legal mechanisms /types of housing ownership, maintenance and operation programs, replacement of beneficiaries, criteria for the choice of beneficiaries and several aspects related to legislation and governance of housing development.
 - 1.2 Elaborate a template business plan that can be adapted and adopted by non-profit organizations in the field of Development housing

1.3 Establish a cooperation/partnership framework, including guidelines and steps for forming and managing partnerships between MoH and non-profit organizations (and potentially other stakeholders i.e. private sector through CSR.

2. **Comprehensive review of current policies, legislation, initiatives and governance framework of non-profit housing development sector:** Review and develop policies, regulations and criteria to select development housing beneficiaries in order to guide and regulate the work of NGOs in delivering affordable housing.

2-1 Review and analysis of the gaps and bottlenecks in the current frameworks and regulations related to non-profit housing initiatives, with particular attention to decree number 198 and other related decrees. This will increase coordination with relevant authorities that would improve the overall efficiency of the housing delivery system for NGOs to achieve the targets set by the Ministry.

2.2 Comprehensive review of the household's characteristics of the existing non-profit housing initiatives and programmes in selected Saudi cities to study the socioeconomic development of subsidized households for their reintegration into market-price housing. This sub activity should include a comprehensive review of existing non-profit housing initiatives and programmes in selected Saudi cities as well as the review of legal mechanism/ types of housing ownership.

2.3 Set new criteria for the selection of beneficiary target groups, including guidelines for socioeconomic development of households. This sub activity should include suggesting additional regulations or legal mechanisms the replacement of beneficiaries at the end of their contract or no more eligible according to the set criteria. This will help dealing with the current challenges that MOH is facing in this area. Subsequently, this will enhance the efficiency of the non-profit sector in development housing to meet the targets set by the Ministry

3) Spatial analysis to locate and design non-profit housing projects

3.1 Drafting of a Compendium of International Standards and Best Practice including 3 to 4 relevant experiences for the context of Saudi Arabia to support the selection of suitable locations for non-profit housing projects or similar social housing developments in Saudi cities.

3.2 Neighbourhood analysis of selected of Saudi cities by using international standards related to social integration, employment availability, accessibility and mobility among others. This activity will include the assessment of the designs of the housing unit.

3-3 Develop a system of spatial standards by utilizing geographic information system to select suitable locations within Saudi cities for the construction of non-profit housing developments.

3-4 Application of the new standards to one non-profit housing project in one Saudi city (preferably one of the main cities that Habitat has already studied extensively with Future Saudi Cities Programme) through a participatory housing design studio including the participation of different target groups



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The final impact of these interventions will lead to the delivery of affordable houses in-line with international standards of non-profit delivery of housing. Through the facilitation of expertise and knowledge exchange, this project will hopefully be implemented throughout the Kingdom and will take immediate effect.

Resources Required to Achieve the Expected Results

The total funding required for the Project for a duration of 20 Months is **1.777.008 USD** (One Million Seven Hundred and Seventy Seven thousand and eight USD) Key inputs include, project personnel (coordination/management staff from UN-HABITAT and UNDP, and technical experts – national and international), resources for training, workshops and study trips (travel, contractual services and logistics); support services (translation, editing, layout and printing). Detailed costing is described in the project budget.

In-kind contribution in the form of time and expertise from MOH and other relevant institutions is required, i.e. provision of data and information, attendance in interviews, training and meetings with relevant stakeholders.

Partnerships

A key result sought by the Project is strengthened institutional capacity and coordination of MOH with relevant institutions working on urban and housing related mandates. That will depend primarily on communication and establishment of systems but also on fostering partnerships. In particular the partnership with the non-profit sector will be one of the key outcomes of the Project, which will concomitantly enable MOH to play its regulator role and phase out from provision. The Project will build on lessons learned and develop tools to scale up and redirect the target of private developers to the lower income groups.

The Project will also draw on UNDP and UN-HABITAT extensive networks to foster partnerships between countries and institutions. At the regional level, the Project will foster partnerships by disseminating results transferring lessons learnt and progress in the implementation of SDGs and NUA. In parallel, relationships and collaboration with partners at global and local levels will be strengthened and new partnerships developed. KSA will be encouraged to contribute to UN-HABITAT's key networks, global programmes, international and regional events, to report and exchange on their achievements and provide inputs to the Governing Council, the World Urban Forum, as well as in the reporting of SDGs and NUA implementation. This will ensure that the project is scaled up at regional and global levels and a global community of practice on housing for all is established from experiences on the ground. A strong interaction between institutions will be of foremost importance to guarantee the implementation of activities in a timely manner.

Stakeholder Engagement

The MOH is the main institution targeted by the Project. Other ministries and institutions developing and implementing urban development policies will benefit from the knowledge management and capacity building activities and lessons learned. The institutions dealing with information, land, infrastructure and urban planning will be targeted in order to improve coordination with housing policy implementation.

The Project aims to increase participation of the non-profit in housing provision and therefore housing associations, will be mapped and engaged through several activities (focal group discussion, interviews, workshops and meetings). The Project will particularly focus on creating the mechanisms and the institutional set-up to foster partnership with the non-profit sector.

Women, youth and low-income households will be directly targeted by some of the Project Outputs. These groups will be engaged through consultation workshops and contact will be established with all relevant institutions working with or for these groups.

South-South and Triangular Cooperation (SSC/TrC)

The Project will promote knowledge exchange between the Government of KSA with Countries undergoing similar policy reforms and housing sector restructuring. MOH will participate in regional and global events to share experience and learn lessons. Technical cooperation between countries will be promoted through study trips and in the framework of UN-HABITAT's global housing and urban development programmes.

Knowledge

The Project will contribute to produce and enhance knowledge in the non-profit housing sector supporting MOH directly and other relevant institutions with urban development mandates. In particular, one of the key Project's Outputs is the design of a Development Housing Programme and a Capacity Building Toolkit merging international knowledge to KSA needs and priorities.

Sustainability and Scaling Up

Several attributes of the Project will contribute to the sustainability of its results. The *first* refers to the need for a business model and governance structure upon which the Developmental Housing Initiatives can be implemented. A common challenge affecting sustainability is the inconsistency between the real housing needs of the population and the proposed policy responses. This is often the result of the lack of or weak assessments preceding a policy-making process. The Project departs from an understanding of the reality on the ground to increase the capacity of decision-makers to make the right decisions and design responses that are commensurate with the needs of the population and the capacity of Government to implement.

The *second* attribute crucial to sustainability is participation. Following the human rights-based approach, the project stems from an understanding of participation as an integrating principle of the policy-making and implementation process. The aim is to shift the mind-set from a housing policy being a state-only responsibility towards a collective exercise to improve access to adequate housing for all. Consultation and validation workshops will be instrumental in increasing stakeholder representation and participation into policy formulation, programme design and implementation. Attention will be paid to women and youth's participation, to enhance the long-term sustainability of results. In addition, the implications of various stakeholders in policy design through consultation and validation workshops will allow for partnerships to be built and result in improved resource mobilization for housing production and delivery, and therefore improve delivery of affordable housing at national and local levels. It will also contribute to improve coordination between key national and local authorities, and therefore enhance integration of housing within the economic development and urban development priorities of KSA. The capacity of policy-makers to understand housing needs from different points of view and of stakeholders to operationalize integrated and consensus-based housing responses, will allow for continued transformation beyond the project

completion. This participatory approach will lead to a strong sense of ownership of the project outputs, supported by the involvement of all national housing stakeholders.

Lastly, MOH will be encouraged to share lessons with other countries, through peer-to-peer exchanges and online exchanges. A multiplier effect will be encouraged through the increase in scale and scope of the project: implementation of the action plans supporting national housing policies and strategies is encouraged to increase housing delivery, in quantity and quality, and could also be applied to other key sectors of urban development.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The successful implementation of the Developmental Housing Initiatives is contingent on the formulation of efficient and effective programmes, business plans and regulations. The Objectives and Outputs of the Project have been prioritized by MOH for their strategic importance, feasibility and opportunity cost. The actions can be implemented in the short run with no or low-cost implications for the Government and high impact on programme setup and financial sustainability.

The Project's inputs and resources will enable the Government of KSA to develop key tools and improve capacity of decision makers to support the implementation of the Developmental Housing Initiatives in alignment with international best practice. It will also empower MOH and other institutions (that are equipped with the required knowledge), to work across governmental entities, non-profit sector and the private sector, to follow up on implementation in a coherent manner and based on evidence that informs decisions and policy.

UNDP will bring and facilitate the direct intervention from the UN knowledgeable and specialised agency in housing and urban development "UNHABITAT". UN-HABITAT's will be the implementing partner with technical coordination role. Its international experts will work closely, through UNDP, with the MOH and partners to find the most suitable way to implement, monitor and report on the Outputs. An evaluation of the outcomes of the project will be conducted by UNDP at the conclusion of the project.

Cost recovery

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%.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF Programme Results and Resource Framework: Outcome 1: Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure.								
Outcome indicators as stated in the Country Programme for Kingdom of Saudi Arabia Results and Resources Framework, including baseline and targets: National Housing Policy integrated the latest housing, land and finance schemes and ensured sustainable implementation of the policy.								
Applicable Output(s) from the UNDP and UN-HABITAT Strategic Plan: UNDP: Strengthen effective, inclusive and accountable governance UN-HABITAT: Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living.								
Project title and Atlas Project Number: SAU10/118640 - Technical Support to Implementation of the Developmental Housing Initiatives								
EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS	
			Value	Year	2020	2021		FINAL
Output 1 Business Plan for non-profit sector engagement	3.a Number of non-profit organizations participating in MOH operations 3.b % increase of housing services provided by non-profit sector organizations	Data source: MOH and other relevant institutions Frequency: end of project	200 No terms of reference and business plan specifying the key areas for non-profit sector engagement	2019 10 %	350 15%	400 30%	400 30%	Data collected from MOH, Ministry of Labour and Social Development and relevant institutions.

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 2 Comprehensive review of current policies, legislation and governance framework of non-profit housing development sector	2.a Review and analysis of the gaps and bottlenecks in the current frameworks and regulations related to non-profit housing initiatives, with particular attention to resolution 198	Data source: MOH and other relevant institutions Frequency: project duration	Non-profit sector governance model, current policies and initiatives, key regulatory decisions and legislation	1	7	1	8	Data collected through interviews and monitoring of project performance indicators
	2.b Definition of integrated regulations, criteria, and standards for updated procedures of non-profit housing delivery.				4	1	5	
	2.c Suggest or redefine of the criteria for the selection of beneficiary target groups					1	7	8

Output 3 Spatial analysis to locate and design non- profit housing projects	3.a Drafting of a Compendium of International Standards and Best Practice in area of site selection for development housing projects (5 case studies)	Data source: UN Habitat and other relevant institutions Frequency: beginning of project	set international standards for comparisons	2019	5	--	5	Data collected from MOH
	3.b Neighbourhood analysis of selected of Saudi cities by using international standards	Data source: MoH and other relevant institutions Frequency: beginning of project	Quick Study/review for all 13 regions Site visits	2020	7	6	13	
	3.c Develop a system of spatial standards of site selection	Frequency: beginning of project	Spatial Standards using GIS	2020	0	5	5	
	3.d Participatory Housing Design Studio for the application of the new standards to one non-profit housing project in one Saudi city	Frequency: beginning of project	Demo project	2020/20 21	10	5	15	
					--	1	1	

VI. MONITORING AND EVALUATION

Monitoring of project activities will be undertaken by UN-HABITAT and UNDP in collaboration with MOH. UN-HABITAT and UNDP will review the workplan and the activities in order to ensure the Project creates the deliverables in accordance with its objective mainly through:

Within the annual cycle

- Project management information system setup from the beginning of the project implementation, including project plans, project status, project risks, project changes, project meetings and dashboards with relevant information for the project team to monitor the implementation of activities. The project management team will regularly share information on completion of activities such as draft policy documents as well as reports from missions, workshops, study trips etc. Dashboards will assist in managing the portfolio of activities and measure implementation;
- Regular team-status meetings conducted every two months to assess project performance information about the activities that are underway, compare what has actually happened against what was expected since the last reporting cycle and since the project started. These meetings will also look at how well the resources were able to conduct activities in accordance with the project plan in the recent past;
- 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 MOH for review and endorsement.
- Based on the initial risk analysis, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation. The problem-solving strategy will include the following steps: finding the root causes of the problem, identifying and approving recovery actions, coordinating the decision with key stakeholders, and validating the solution/recovery path vis-a-vis the desired results;
- 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 and updated to track key management actions/events. The monitoring and evaluation will include a youth and gender perspective to ensure that youth, men and women benefit as intended from the interventions and activities promoted by the project. Recommendations will highlight the need for indicators to measure achievements related to progress of youth components.

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Signatories. As minimum requirement, the Annual Review Report shall cover the whole year with updated information for each above element of the quarterly reports 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



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الإسكان التنموي



the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment focusing on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

- Final project evaluation. It is necessary to evaluate the progress/achievements and assess based on quantitative and qualitative indicators the project impact and recommend reorientation if necessary.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
Track results progress	Progress data against the indicators 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.	MOH, 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.	MOH, UN-HABITAT, UNDP
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.	MOH, UN-HABITAT, UNDP
Annual Project Quality Assurance	The quality of the project will be assessed against MOH, UN-HABITAT's and 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.	MOH, UN-HABITAT, 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 signatories and used to make course corrections.	MOH, UN-HABITAT, UNDP
Project Report	A progress report will be presented to the project signatories and key stakeholders, 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.	Annually, and at the end of the project (final report)		MOH, UN-HABITAT, UNDP
Project Review	The project signatories will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project manager shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually and at the end of the project	Any quality concerns or slower than expected progress should be discussed by the project signatories and management actions agreed to address the issues identified.	MOH, UN-HABITAT, UNDP

Evaluation Plan[†]

[†] Optional, if needed

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
End-Project Evaluation	MOH, UN-HABITAT, UNDP			January 2021	MOH	USD 25,000 (project funds)

VII. MULTI-YEAR WORK PLAN ⁵⁶

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		Funding Source	Amount	
Output 1: Business Plan for non-profit sector engagement: defining the key areas of work and the roadmap for engaging non-profit organizations.	1.1. International benchmarking report featuring experiences of non-profit housing development in contexts of relevance to the KSA	X		UN-HABITAT	MOH	<ul style="list-style-type: none"> - Project expertise, coordination and management - 1 International expert to draft report (4 months) - 2 Technical mission of policy expert UN-Habitat (week) - 2 Technical missions of Int. Experts 	156,075

⁵⁵ 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

⁵⁶ 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 by the signatories of the Project Document. 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.

		UNDP	MOH				<ul style="list-style-type: none"> - General operating expenses for 3 technical meetings - 1 National expert (2.5months) - 3 Study visits to visit best practices in non-profit housing 	40,000
		UN-HABITAT	MOH				<ul style="list-style-type: none"> - Project expertise, coordination and management - International expert to draft business plan (5 months) - Technical mission of 2 Policy Experts UN-Habitat - 1 Technical Meeting and 1 Workshop - General Operating Expenses - 1 National Expert (3 months) - 3 Technical missions of international experts 	156,075
		UN-HABITAT	MOH		X	X	<ul style="list-style-type: none"> - 1 International expert (3 months) to draft guidelines and partnership framework - 1 National expert (2 months) - General operating expenses for translation and printing - 1 Technical meeting - Technical expertise to design the platform for registration of interested non-profit organizations 	110,280
							<ul style="list-style-type: none"> 1.2. Elaborate a template business plan that can be adapted and adopted by non-profit organizations in the field of Development housing. 	
							<ul style="list-style-type: none"> 1.3. Establish a partnership framework, including guidelines and steps for forming and managing partnerships between MOH and non-profit organizations (and potentially other stakeholders i.e. private sector through CSR). 	

MONITORING						
Sub-Total for Output 1						
						462,430
Output 2 Comprehensive review of current policies, legislation and governance framework of non-profit housing development sector	2.1. Review and analysis the current frameworks and regulations related to non-profit housing initiatives, with particular attention to resolution 198	X	UN-HABITAT	MOH	- 2 Technical missions of international experts	100,935
	2.2 Beneficiaries review, review of current initiatives and review of criteria for selections of beneficiaries, and standards for updated procedures of non-profit housing delivery.	X	UN-HABITAT	MOH	- Project expertise, coordination and management - 1 International expert (2 months) to formulate governance structure and organigramme of functions - 1 Technical mission of policy expert UN-Habitat (2 weeks) - 2 Technical missions of international experts - General operating expenses for editing, translation, layout and printing - 2 Consultation meetings	78,505
	2.3 Definition of criteria for the selection of beneficiary target groups	X	UN-HABITAT	MOH	- 1 International expert (4 months) - 1 National experts (2 months) - 2 Technical mission of policy expert UN-Habitat - 1 Technical mission of international expert - 1 Workshop	85,046

MONITORING						
Sub-Total for Output 2						
Output 3 Spatial analysis to locate and design non-profit housing projects	3.1 Drafting of a Compendium of International Standards and Best Practice	X				- national expert (2 months)
264,486						
						<ul style="list-style-type: none"> - Project expertise, coordination and management - International Expert (3 months) - national expert (2 months) - 2 Workshops - General operating expenses for editing, translation, layout and printing - Travel and Mission expenses
						116,822

				UNDP	MOH	Provide international expertise in drafting the international standards and best practice	25,000
						- Project expertise, coordination and management - International Expert (2 months) - Software's - national expert (5 months) - General operating expenses - Travel and Mission expenses	186,916
			X	UN-HABITAT	MOH		
						- Project expertise, coordination and management - international expert (4 months) - Software's	158,879
		X				3.2 Neighbourhood analysis of selected of Saudi cities by using international standards	
			X			3.3 Develop a system of spatial standards of site selection by using GIS	

Schedule of Payments

Payment	Due Date	First Payment
First Payment	Due upon signature of the PD	850,000
Second Payment	Due on 1 May 2020 and against progress of achieving 30 % of activities in the Pro Doc.	927,008
Total Project Budget		1,777,008

VIII. GOVERNANCE AND PROJECT MANAGEMENT ARRANGEMENTS

The Project will be implemented nationally (National Implementation Modality) following UNDP procedures relevant to country implementation. The Project will be operationalized in KSA, with support from UN-HABITAT Regional Office and Head Quarters. The line Ministry will be the Ministry of Housing (MOH), the main beneficiary of the project. UNDP will be the Administrating Agency providing overall coordination and support the implementation. UN-HABITAT will be the Implementing Partner responsible for executing activities in collaboration with MOH. UN HABITAT in collaboration with MOH will be responsible for the effective utilization and use of UNDP resources; for the management of the Project and for the delivery of Project activities to achieve results that will contribute to development outcomes of the Project. Participating institutions will include partners relevant to project implementation. The management arrangement is as follows:

1. **MOH** is the line ministry and main beneficiary of the project. MOH will oversee the implementation and management of the project. MOH will be responsible for securing the Project Budget, and the provision of documents necessary for Project work flow, which will accelerate the tasks of the international and national experts. MOH will work towards requesting government visa requests for the experts from UN-Habitat. The MOH will nominate the focal point for the Project (national project lead) and assign the assisting team who will be responsible for following up progress of activities, receiving and reviewing periodic reports, boosting training workshops, as well as maintaining coordination with the local agencies as might be required.
2. **Resident Coordinator (RC)** will facilitate exchanges with all organizations of the UN dealing with operational activities in the country as well as facilitate exchanges with the Government within the Strategic Partnership Framework (STF). The RC system will bring together the different UN entities to improve the impact, efficiency and effectiveness of the Project to contribute to the overall Sustainable Development Goals at the country level.
3. **UNDP** will be the Administrating Agency responsible for the administration of funds and procurement of services and goods, as well as contributing to the over business planning process. UNDP will also be responsible for the preparation of financial reports and undertaking audit as per UNDP rules and regulations. UNDP will provide technical expertise as necessary in some of the outcomes of the project.
4. **UN-HABITAT** will be the Main Technical Implementing Agency responsible for executing activities in collaboration with MOH and providing technical coordination and backstopping to the project. It will ensure that international and local experts provide their support up to the expected standards. UN Habitat International Experts will be responsible for ensuring the timely

provision of international technical assistance to the project activities and assist in the preparation of progress reports by the Project Manager. UN-Habitat and UNDP will sign a UNDG standard Agency to Agency agreement for this project which will be used for the organization of the project and any required transfer of funds.

Project Management

The Project will be operationalized in KSA, with support from UN-HABITAT Regional Office and HQ Housing Branch. The line Ministry will be the Ministry of Housing (MOH), the main beneficiary of the project. UNDP will be the Administrating Agency providing overall coordination and support the implementation. UN-HABITAT will be the Main Technical Implementing Agency responsible for executing activities in collaboration with MOH. UN-HABITAT and UNDP in collaboration with MOH will be responsible for the effective utilization and use of resources for the management of the Project and for the delivery of results. Participating institutions will include partners relevant to project implementation. The management arrangement is as follows:

- Technical Lead on behalf of UN-Habitat, who shall be responsible for ensuring the timely delivery of the international technical assistance for the activities of the Project, as well as supervision of the international and national expert team contracted within the framework of the Project to ensure delivery of the Project outcomes under the approved Work Plan. The Project Manager will submit the annual work plans and progress reports and comply with UNDP reporting requirements. Results-based Monitoring and Evaluation mechanisms will be utilized. The Project Manager (Senior Housing Cccordinator) will work closely with the international experts and other consultants as well as other stakeholders on the implementation of project activities.
- International Housing Coordinator – UNHABITAT project Lead/manager will be hired for 18 months.
- Part Time International Experts from UN-Habitat.
- 1-2 Part Time National Housing Assistants with good knowledge in housing and urban spatial planning to be recruited with the UN staff in KSA
- Part time administrative and financial employees for support from UN-Habitat and UNDP.
- The Unit will be stationed at the UN seat in Riyadh and should preferably perform its duties from furnished space provided by the MOH.
- Detailed work plan will be prepared every 6 months for all activities in light of the project document and shall be endorsed by both Ministry of Housing and UNDP

IX. LEGAL CONTEXT

The legal Context

This project document is the document referred to in Article 1 of the Model Basic Cooperation Agreement between the Government of the Kingdom of Saudi Arabia and the United Nations Development Program, signed by both parties on the fourth day of January 1976. In line with this Agreement, the implementing government entity shall be the cooperating governmental entity mentioned in this Agreement .

The following types of amendments to the project document may be made only with the signature of the UNDP Resident Representative (or his/her designee), provided to be certain that the other signatories of the project document have no objection to the proposed amendments:

- Make amendments or add any annexes to the project document .
- Amendments that do not require significant changes in the immediate objectives of the project, its outputs and its activities unless they are due to rearrangement of previously agreed upon inputs or as a result of cost increases due to inflation.
- Mandatory annual amendments that aim at carrying forward agreed upon project inputs, increase expert costs or other items as a result of inflation, or take into account flexibility in the Implementing Agency expenditure.

X. RISK MANAGEMENT

1. UN-HABITAT as the Implementing Agency will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UN-HABITAT as the Implementing Agency will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient that is not a UN entity:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of [Name of UN Agency/IGO]'s property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:



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- i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UN-HABITAT 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
3. UN-HABITAT agrees to undertake all reasonable efforts to ensure that none of 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/aq_sanctions_list.shtml.
4. 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.

Annex: 1

**Expertise levels and salary scale in the Housing Development Project
with Ministry of Housing**

Expertise level	Monthly Salary in US \$	Basic qualifications and Number of years
------------------------	------------------------------------	---

International Expert A	12,000-16,000	More than 10 years of specialized experience and post graduate degree
International Expert B	10,000-12,000	More than 8 years of specialized experience and post graduate degree
International Expert C	6,000-10,000	More than 5 years of specialized experience or its urban related field and preferable post graduate degree
GIS expert (international/local)	5,000-8,000	More than 5 Years of experience in the application of GIS in urban fields
Local Expert A	10,000-12,000	More than 10 years of specialized experience and post graduate degree
Assistant Local Expert B	4,000-8,000	More than 5 years of specialized experience or its urban related field and preferable post graduate degree

The above table is indicative. The Application of the salary rate and qualifications will follow the UN financial and HR rules and regulations and the UN established rates and criteria.

Annex [2]. Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Technical Support to the Effective Implementation of the Developmental Housing Initiatives
2. Project Number	00118640
3. Location (Global/Region/Country)	Saudi Arabia

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project intends to assist MOH with the following outputs:

4. Business Plan for non-profit sector engagement: defining the key areas of work and the roadmap for engaging non-profit organizations building on relevant international best practices in the field of development housing. Comprehensive review of current policies, legislation, regulations and governance of the housing developments on housing development initiatives, especially field of development housing. The review and analysis includes regulations/criteria or governance studies to redefine beneficiary profiles, including Resolution 198, as well as suggesting new regulations/criteria or usufruct, operation and maintenance programs of the development housing their replacement, alternatives to ownership or usufruct, operation and maintenance programs of the development housing programs with special focus on the roles and responsibilities of the MO, other government stakeholders, NGOs and the beneficiaries of development housing.
5. Review of current Decrees, regulations for development housing initiatives: especially Resolution 198, which is the basis from which these initiatives were launched, as well as studying the criteria of differentiating the selection of beneficiaries of development housing units, substitution of beneficiaries to let other beneficiaries of the same units, mechanisms of ownership of units or the right to use them as well as the maintenance and operation of development housing projects.

Spatial Analysis for locating Non-Profit Housing Projects: study and analysis of the cities, sites and categories most in need of housing projects development using geographic information systems. This will include a demonstration project in one of the locations of the development housing in KSA using new criteria and designing an architectural concept note.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project's objectives do not differentiate between genders and serve population at large.
Briefly describe in the space below how the Project mainstreams environmental sustainability
This project will enhance and develop ways to environmental sustainability

Part B. Identifying and Managing Social and Environmental Risks

Risk Description	Impact and	Significance	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA
<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses); if no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.</i></p>				
<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>				
<p>QUESTION 6: What social and environmental management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>				

	Probability (1-5)	(Low, Moderate, High)		or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups	I = P =	Low Low		The NSS has a component addressing equality of distribution of municipal services across all regions of Saudi Arabia
Risk 2 : none	I = P =			
Risk 3:	I = P =			
Risk 4:	I = P =			
[add additional rows as needed]				
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	

	Low Risk	Moderate Risk	High Risk	Low	Comments
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?					
Check all that apply					
Principle 1: Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	This is the only relevant SES so far.

Final Sign Off

Signature	Date	Description
QA Assessor	1 November 2019	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁷	NO
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	NO
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	NO
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	NO
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	NO
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	NO
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	NO

⁷ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	NO
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NO
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NO
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO
1.4	Would Project activities pose risks to endangered species?	NO
1.5	Would the Project pose a risk of introducing invasive alien species?	NO
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	NO
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NO
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NO
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	NO
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	NO

Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁸ greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NO
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NO
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	NO
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NO
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO

⁸ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Is there a risk that the Project would lead to forced evictions? ⁹	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	NO
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	NO
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	NO
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	NO
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	NO

⁹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	NO
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO