

## Board of Directors Report for the Third Electoral Term (2024 - 2026)

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## Summary

At the conclusion of the current electoral term of the Board, we are pleased to present this comprehensive report, highlighting the Board's key activities and achievements during the period from 27 April 2024 to May 2026. This comes within the framework of the powers and responsibilities entrusted to the Board in accordance with the applicable rules and regulations of the Association.

This report reflects the efforts undertaken to achieve the Association's objectives, enhance institutional efficiency, and elevate the quality of services provided to its members. Throughout this term, the Board focused on a number of key pillars that formed the foundation of its work, which can be summarized as follows:

**(1) Strengthening administrative governance and financial discipline:** Through the development of by-laws and regulatory procedures to ensure fairness among owners and the sustainability of the Association's resources; monitoring the implementation of previous General Assembly resolutions; improving administrative efficiency; and enhancing transparency in financial management.

**(2) Enhancing financial efficiency:** The Board placed particular emphasis on improving collection rates, managing outstanding dues, organizing contractual commitments, and strengthening the reserve fund, in addition to diversifying revenue streams, thereby supporting financial sustainability and the Association's ability to meet its operational obligations.

**(3) Developing and improving infrastructure and common facilities:** By implementing a number of technical and service projects aimed at enhancing infrastructure efficiency, ensuring the sustainability of common facilities, and improving the overall level of services within the community.

**(4) Activating communication channels and strengthening community engagement:** Through organizing various events and activities, and launching environmental and community initiatives that contributed to enhancing quality of life and fostering a sense of belonging and positive engagement among residents of Riffa Views.

This report reflects the outcome of these efforts and provides the General Assembly with a comprehensive overview of the Board's performance during this term.

## First: Introduction

### Chairman's Message



**Dr Mazin Mohammed Ali Jumaah**  
Board Chairman

Dear Association Members,

As we approach the conclusion of the Board of Directors' third electoral term, I am pleased to present to you the Board's report. At the outset, I would like to express, on behalf of the Board members, our sincere appreciation for the constructive engagement and fruitful cooperation we have experienced over the past two years. We affirm that all observations and proposals received by the Board were carefully considered and addressed, reflecting our commitment to strengthening community engagement.

This report outlines the key activities and initiatives undertaken by the Board across the administrative, financial, and technical domains, translating the objectives the Board sought to achieve during this term into tangible outcomes.

In closing, we look forward to the incoming Board building upon these achievements and continuing the development journey in a manner that meets the aspirations of the Association's members and enhances the quality of life within the Riffa Views community.

Wishing you continued safety, good health, and well-being.

▪ **Members of the Board of Directors (2024 - 2026)**



**Dr Mazin Jumaah**  
Chairman



**Abdulla Kamal**  
Vice Chairman



**Latifa Albunoodha**  
Board Secretary



**Mohammed Alshaikh**  
Board Treasurer



**Dana Alzayani**  
Board Member



**Shahed Masaud**  
Reserve Member



**Abdulhakeem Almutawa**  
Reserve Member



## Second: Administrative Affairs

This section addresses the administrative and organizational aspects related to the Board of Directors' activities, including the governance of decision-making mechanisms, ensuring institutional efficiency, and monitoring the implementation of General Assembly resolutions, in a manner that enhances transparency and accountability in managing the Association's affairs.

### 1- Board of Directors Meetings

The Board of Directors of the Riffa Views Owners Association held **(25) meetings** during the period from **30 April 2024 to 14 April 2026**. These meetings addressed a total of **(228) topics and proposals**, which were discussed within the formal meeting agendas of the Board.

During its regular meetings, the Board ensured that all issues, matters, and proposals submitted by its members were duly reviewed and addressed. In addition, the Board conducted numerous meetings and engagements with service providers, government entities, and private sector companies and institutions.

In pursuit of transparency and to engage Association members in the decisions made by the Board and the matters discussed during its meetings, the Board ensured that members were granted access to all Board meeting minutes through the Association's official website.

### 2- Board Members' Remuneration

Board members' remuneration was disbursed in accordance with the mechanism set out in Clause (48) of the Articles of Association of the Riffa Views Owners Association. The remuneration was approved based on attendance reports of Board members at the regular meetings held.

As per the clause, each principal Board member receives a remuneration of BD 250 per Board meeting, subject to a maximum annual cap of BD 1,250 per member. The remuneration is disbursed semi-annually in arrears.

Since the election of the Board during the Fifth General Assembly held on 27 April 2024 and until the end of the current term, remuneration has been paid as follows:

#	Item	Disbursement Date	Amount (BD)
1	First Half of the First Year of the Electoral Term	5 Nov 2024	625
2	Second Half of the First Year of the Electoral Term	5 May 2025	625
3	First Half of the Second Year of the Electoral Term	18 Nov 2025	625
4	Second Half of the Second Year of the Electoral Term	14 Apr 2026	625
<b>Total</b>		<b>BD 2,500 per Member</b>	
<b>Total Remuneration for All Members</b>		<b>BD 12,500</b>	

### 3- Previous General Assembly Resolutions



The Association's General Assembly held its sixth meeting on 17 May 2025. The Board of Directors subsequently commenced the implementation of the resolutions issued by the General Assembly. A summary is provided below:

- 1- **Approval of the audited financial statements for the year 2023:** The report was retained in the Association's records, and the external auditor was notified of the General Assembly's approval of the report.
- 2- **Appointment of KPMG Fakhro as external auditor for the financial years ending 2025 and 2026:** The audit for the years 2024 and 2025 has been completed, and the reports will be presented to the General Assembly for approval.
- 3- **Renewal of the contract with the Association Manager (RV Real Estate W.L.L.) for a period of two years:** A contract has been executed with the Association Manager, with the agreement remaining in effect until 31 March 2027.
- 4- **Approval of the Association's budget for the year 2025:** Expenditures have been carried out in accordance with the approved budget.
- 5- **Approval of establishing a Projects Account and transferring surplus cash balances:** A separate line item has been allocated for the account in the financial statements.
- 6- **Approval of delegating the Board of Directors to review matters submitted by Association members and take the necessary action accordingly:** A committee comprising the Treasurer, the Secretary, and the Association Manager was formed to review the proposals, and the proposals were approved in line with the committee's recommendations.

#### 4- Agenda Items Referred to the General Assembly

The Board of Directors has referred a number of matters to the General Assembly that require its approval. These matters have been included as agenda items for the upcoming General Assembly meeting scheduled to be held on 9 May 2026, as follows:

- 1- Approval of the Audited Financial Statements for the years 2024 and 2025
- 2- Appointment of an External Auditor for the financial years 2027 and 2028
- 3- Approval of the Association Budget for 2026
- 4- Approval of the amendments to the RVOA By-Laws
- 5- Approval of the updated Articles of Association
- 6- Discharge of the current Board Members from liability for their acts during their term of office
- 7- Election of the Board Members for the Fourth Term (2026 - 2028)

#### Third: Regulations and Procedures

This section outlines the regulatory and legislative framework under which the Board operated, as well as the by-laws that were adopted or updated to enhance financial and administrative discipline within the Association.

##### 1- Strategic Plan (2024 - 2028)

The Board of Directors commenced its duties and responsibilities in managing the affairs of the Association through the development of a strategic plan covering the years 2024 to 2028. This plan aimed to enhance quality of life, improve infrastructure, and ensure financial stability.

The plan was shaped through the proposals and views of Association members during the coordination meeting held at the Royal Golf Club on 28 October 2024, which was attended by 90 members. During the meeting, the components of the plan were presented, and based on the valuable feedback and proposals received, the plan was finalized in a manner that aligns with the interests of the Association and its members.

The strategic plan included tasks, initiatives, and projects implemented under the Board's work program during the current term. It was built on a vision of creating a vibrant, harmonious, and thriving community where residents feel safe, valued, and proud to live, alongside a mission centered on transparency, inclusiveness, and effective communication to meet the needs of the Riffa Views community, while maintaining high standards of property management to enhance quality of life and ensure sustainable development. The Board looks forward to the incoming Board building upon and reviewing this plan for the next phase.

##### 2- Budget Preparation Policy

The Board adopted an internal by-law on the Budget Preparation Policy, aimed at establishing the principles and guidelines for preparing the Association's annual budget, ensuring financial sustainability, transparency, and equitable distribution of costs among members, while maintaining a responsible level of funding that enables project implementation.

The policy defines the timeline for budget preparation, whereby the Association Manager prepares the proposed annual budget in October each year and submits it to the Board for review and comments. It is then provisionally approved by the Board in December and subsequently presented to the General Assembly no later than May of the following year.

The policy also sets out the general principles for budget preparation, including the methodology for calculating annual service charges, determining expenditure items, handling other revenues and proceeds from the sale of additional strips, project planning, allocation for major infrastructure maintenance, and the percentage allocated to the reserve fund.

With respect to monitoring budget expenditures, the policy establishes several mechanisms to enhance financial oversight and management of the Association's affairs, including:

- 1- The Association Manager presenting monthly financial reports to the Board, including a comparison between actual expenditures and the approved budget.
- 2- Providing explanations for any material variances across budget line items, along with corrective recommendations.
- 3- Authorizing the Board to exceed the total budget by up to 10%, in line with the Association's needs.
- 4- Prohibiting the Association Manager from exceeding the approved budget without prior Board approval.

### **3- Annual Service Charge Contribution Issuance and Collection**

The Board adopted an internal by-law governing the issuance and collection of annual service charges contribution, aimed at regulating invoicing and collection procedures, enhancing financial discipline, ensuring fairness among members, and sustaining the financial resources necessary for operating and maintaining the Association's common areas and facilities.

The by-law defines the invoicing mechanism, whereby the Association Manager issues service charge invoices on a quarterly basis in January, April, July, and October, with payment due within a maximum of 14 days from the invoice date. It also outlines approved collection channels, including various payment methods, the option for monthly payments, and a 5% discount for early payment in January in accordance with approved conditions.

The by-law further regulates arrears management procedures, whereby unpaid charges are classified as outstanding after the due period. The Board follows a graduated process starting with a first notice issued after three months from the due date, followed by a second notice if no response is received within one month of the first notice.

In the event of continued non-payment, the by-law authorizes the Board, in coordination with the Association Manager, to issue Orders to Pay through the competent legal authorities, with an administrative fee of 10% applied to the total outstanding amount. Members are granted a 60-day grace period to settle their obligations before enforcement actions commence, ensuring a balance between the Association's rights and members' circumstances.

### **4- Establishment and Regulation of the Advisory Council**

As part of its initiatives, the Board approved the establishment of an Advisory Council reporting to the Board, with the aim of strengthening institutional governance and leveraging the accumulated experience of former Board members and unit owners.

The Board issued a framework governing the formation and operation of the Council, stipulating that it is appointed at the beginning of each electoral term and includes experienced members selected from former Board members and unit owners with diverse expertise. The Council is chaired by a member of the Board.

The Advisory Council's role is to provide opinions and advice on strategic matters, support the evaluation of initiatives and projects, and benefit from past experiences to enhance decision-making efficiency, as well as to support continuity between successive Boards.

The framework confirms that the Council's role is strictly advisory, with no executive or financial authority. Its recommendations are submitted to the Board for consideration, with final decisions remaining the Board's responsibility. Meetings are held as needed, either in person or remotely, upon invitation by the Chair.

Membership is governed by strict governance requirements, including confidentiality, disclosure of conflicts of interest, and abstention from participating in matters where a direct or indirect interest exists. Membership is voluntary, without remuneration, and does not entail legal or executive liability for Board decisions.

The Advisory Council remains in place throughout the Board's term, with the Board retaining the authority to regulate its operations, update its composition, or discontinue the mechanism as necessary, without prejudice to the powers of the General Assembly or competent authorities.

#### **5- Administrative and Organizational Procedures**

The Board, in coordination with the Association Manager, initiated the development of administrative and organizational procedures to enhance operational efficiency and improve the level of services provided to members, adopting a methodology based on continuous improvement and simplification of operational processes.

Efforts focused on reviewing existing procedures and identifying opportunities for improvement to accelerate transaction processing, reduce procedural complexities, and enhance overall performance quality.

Additionally, emphasis was placed on standardizing forms used across various transactions to ensure clarity and ease of use for members, while achieving consistency in official correspondence and documentation.

In terms of workflow organization, clear mechanisms were established for task distribution and role definition, enhancing workflow efficiency, improving coordination among stakeholders, and strengthening follow-up processes.

These efforts contributed to improved operational efficiency, greater organizational clarity, and an enhanced member experience.

#### **6- Regulatory By-Laws Submitted to the General Assembly for Approval**

As part of the Board's commitment to developing the Association's By-Laws in line with evolving practices and modern regulations governing joint properties, the Board submitted its recommendation to the General Assembly to approve amendments to the By-Laws. These include introducing a new by-law on building requirements and updating the existing by-law on the use and exploitation of common areas.

These by-laws aim to provide a clear regulatory framework for members, enhancing governance and compliance by standardizing construction requirements and regulating the use, management, and exploitation of common areas.

##### **- Building Requirements By-Law**

This by-law aims to regulate construction, additions, and modifications to residential units, ensuring structural safety, preserving the overall architectural character, and protecting the rights of unit owners and common areas. It applies to all construction and architectural works within units or those affecting common areas, including extensions, boundary walls, façades, external finishes, swimming pools, landscaping, and other structural additions.

The by-law requires members to obtain all necessary approvals and permits from competent authorities, submit engineering drawings through approved consultants, and comply with the Association's technical and administrative requirements prior to commencing any works. It also regulates additional electrical load requirements and coordination procedures, with all related costs borne by the owner.

It includes provisions for refundable construction deposits to ensure compliance and protect common areas, with refund procedures linked to final inspections.

The by-law also defines architectural and structural controls, including building ratios, setbacks, heights, and façades, to maintain visual harmony and prevent alterations that affect the architectural identity or overall appearance.

It further regulates approval procedures, supervision and monitoring mechanisms, and grants the Association authority to inspect and halt non-compliant works, with the owner responsible for rectifying violations at their own expense.

Additional provisions address neighbor approvals in certain cases, owner liability for contractor works, and the inclusion of additional built-up areas in the total unit area, reflected in annual service charges.

This by-law complements other Association by-laws and is applied to serve the public interest and preserve the community's safety and built environment quality.

#### - Use and Exploitation of the Common Areas By-Law

This by-law regulates the use and exploitation of common areas to achieve collective benefit for the Association and its members, diversify revenue sources, and maintain facility integrity and quality of life.

It ensures that such use does not conflict with the intended purpose of common areas, does not infringe on the rights of owners or residents, and does not affect their original use. It also requires compliance with applicable laws and regulations in the Kingdom of Bahrain, respect for customs and traditions, and assigns responsibility for any damages to the user.

Permitted uses include leasing spaces for advertisements, hosting community or commercial events, operating service facilities or kiosks, and allocating spaces to service providers, all subject to controls that preserve residents' comfort and the community's appearance.

The by-law also regulates approval procedures, including feasibility studies, Board review, coordination with authorities, and the execution of clear contracts defining rights and obligations. Certain cases may be referred to the General Assembly where required.

Operational controls include compliance with environmental, health, and safety standards, bearing all associated costs by the beneficiary, and restoring sites to their original condition upon completion of use.

It also governs the management of revenues generated from such activities, ensuring they are deposited into the Association's accounts and allocated to support projects and community services, with proper disclosure in periodic financial reports.

The Association Manager is responsible for monitoring implementation and reporting to the Board, while the Board and Manager retain authority to take necessary actions in case of violations, including warnings, penalties, or contract termination in accordance with applicable regulations.

#### Fourth: Community Engagement

This section highlights the Board of Directors' efforts in strengthening communication with owners and residents, encouraging community participation, and implementing activities that contribute to building a cohesive and vibrant community.

##### - Events and Activities




During the years 2024–2026, the Board adopted a comprehensive program of community events and activities aimed at enhancing quality of life and reinforcing the concept of an integrated community within Riffa Views. This program was developed based on a clear vision to create an interactive environment that brings residents together in a positive atmosphere, fostering communication, a sense of belonging, and continuous engagement.






These events were diverse, covering national occasions and Ramadan events, in addition to recreational and family-oriented activities such as "Day Out" events, which contributed to creating distinctive community experiences that reflect the identity of Riffa Views as a vibrant community with a strong focus on social and cultural aspects.

Community initiatives also included organizing various agricultural and sports activities aimed at promoting environmental sustainability and encouraging healthy lifestyles, as well as hosting social gatherings that help build positive relationships among residents and strengthen cooperation and harmony within the community.






The organization of these events reflects the Board's direction toward continuously diversifying and developing community programs in line with residents' aspirations and needs, through well-planned initiatives that enhance overall satisfaction and reinforce Riffa Views' position as an integrated and sustainable residential community offering a distinguished living experience.






#	Event / Activity Description	Date
1.	 <p><b>Tree Planting at Lagoon Gate Entrance</b></p> <p>The Association organized a tree-planting event at Lagoon Gate for students of Riffa Views International School and residents, aimed at promoting agricultural awareness.</p>	<p>8 MAY 2024</p> <p><b>Attendance</b> <b>35</b></p>
2.	 <p><b>Date Harvest Festival</b></p> <p>The event was held at the Lagoon Masjid garden to mark the start of the date harvest season, aiming to raise awareness of the cultural significance of palm trees and the importance of preserving their cultivation as a key part of Bahraini heritage.</p>	<p>30 JUL 2024</p> <p><b>Attendance</b> <b>65</b></p>






#	Event / Activity Description	Date
3.	 <p><b>Riffa Views Summer Chess Competition</b></p> <p>The event was held at Riffa Views International School with 30 participants across junior and adult categories, where prizes were awarded to winners. It aimed to diversify competitions and support mental development and memory improvement.</p>	<p>28 SEP 2024</p> <p><b>Attendance</b> 60</p>
4.	 <p><b>Community Gathering for Riffa Views Residents</b></p> <p>The event was held at the Royal Golf Club, where the Board met with members to discuss updates and receive proposals, contributing to sustaining and enhancing Riffa Views' success and distinction.</p>	<p>28 OCT 2024</p> <p><b>Attendance</b> 90</p>
5.	 <p><b>Tree Week Initiative</b></p> <p>The event was held in the main park in Park Estate to mark Tree Week, featuring tree planting and seedling distribution to raise awareness of the importance of preserving trees and green spaces.</p>	<p>5 NOV 2024</p> <p><b>Attendance</b> 80</p>
6.	 <p><b>Seasonal Vegetable Planting in Park Estate</b></p> <p>Held in the main park in Park Estate, this agricultural activity allocated a dedicated area for planting seasonal vegetables, with strong resident participation to encourage youth engagement, responsibility, and environmental awareness.</p>	<p>10 NOV 2024</p> <p><b>Attendance</b> 40</p>
7.	 <p><b>Seasonal Vegetable Planting in Lagoon Estate</b></p> <p>This agricultural event was held in the main park in Lagoon Estate and included the planting of various seasonal vegetables.</p>	<p>12 NOV 2024</p> <p><b>Attendance</b> 30</p>






#	Event / Activity Description	Date
8.	 <p><b>Seasonal Vegetable Planting in Oasis Estate</b></p> <p>This agricultural event was held in the main park in Oasis Estate and included the planting of various seasonal vegetables.</p>	<p>14 NOV 2024</p> <p><b>Attendance</b> <b>25</b></p>
9.	 <p><b>Community Gathering for Riffa Views Residents</b></p> <p>The event was held at the Royal Golf Club, where the Board met with members to discuss updates and hear proposals, contributing to sustaining and enhancing Riffa Views' success and distinction.</p>	<p>25 NOV 2024</p> <p><b>Attendance</b> <b>25</b></p>
10.	 <p><b>Day Out Events / Week (1) in Oasis Estate</b></p> <p>Riffa Views is known for its weekly "Day Out" events. The first week was held in Oasis Estate with strong participation, featuring activities for all ages to promote community bonding and good neighborly relations.</p>	<p>30 NOV 2024</p> <p><b>Attendance</b> <b>200</b></p>
11.	 <p><b>Day Out Events / Week (2) in Park Estate</b></p> <p>The second week of Day Out events was held in Park Estate.</p>	<p>7 DEC 2024</p> <p><b>Attendance</b> <b>180</b></p>
12.	 <p><b>Day Out Events / Week (3) in Oasis Estate</b></p> <p>The third week of Day Out events was held in Oasis Estate.</p>	<p>14 DEC 2024</p> <p><b>Attendance</b> <b>300</b></p>

#	Event / Activity Description	Date
13.	 <p><b>National Day Carnival at the Royal Golf Club</b></p> <p>In celebration of Bahrain's National Day, the Association organized a national carnival at the Royal Golf Club, which witnessed significant participation from members and their families, along with various accompanying activities celebrating the Kingdom's national occasions.</p>	<p>17 DEC 2024</p> <p><b>Attendance</b> <b>550</b></p>
14.	 <p><b>Annual Service Workers Appreciation Ceremony</b></p> <p>Coinciding with Bahrain's National Day, the Association held an annual event to honor contracted workers who contribute to the community's excellence, including a luncheon at the main park in Park Estate.</p>	<p>19 DEC 2024</p> <p><b>Attendance</b> <b>250</b></p>
15.	 <p><b>Day Out Events / Week (4) in Park Estate</b></p> <p>The fourth week of Day Out events was held in Park Estate.</p>	<p>21 DEC 2024</p> <p><b>Attendance</b> <b>170</b></p>
16.	 <p><b>Day Out Events / Week (5) in Oasis Estate</b></p> <p>The fifth week of Day Out events was held in Oasis Estate.</p>	<p>28 DEC 2024</p> <p><b>Attendance</b> <b>240</b></p>
17.	 <p><b>Winter Sports Program in Riffa Views</b></p> <p>The Association organized, in collaboration with Riffa Views International School and specialized sports academies, a winter sports program that included futsal, taekwondo, and chess.</p>	<p>DEC 2025</p> <p><b>Attendance</b> <b>180</b></p>

#	Event / Activity Description	Date
18.	 <p><b>Day Out Events / Week (6) at the School</b></p> <p>The sixth week of Day Out events was held at the outdoor playgrounds of Riffa Views International School.</p>	<p>4 JAN 2025</p> <p><b>Attendance</b> <b>500</b></p>
19.	 <p><b>Day Out Events / Week (7) in Oasis Estate</b></p> <p>The seventh week of Day Out events was held in Oasis Estate.</p>	<p>11 JAN 2025</p> <p><b>Attendance</b> <b>260</b></p>
20.	 <p><b>Day Out Events / Week (8) in Park Estate</b></p> <p>The eighth week of Day Out events was held in Park Estate.</p>	<p>18 JAN 2025</p> <p><b>Attendance</b> <b>180</b></p>
21.	 <p><b>Day Out Events / Week (9) in Oasis Estate</b></p> <p>The ninth week of Day Out events was held in Oasis Estate.</p>	<p>25 JAN 2025</p> <p><b>Attendance</b> <b>270</b></p>
22.	 <p><b>Family Festival at Riffa Views International School</b></p> <p>The school, in collaboration with the Association, organized a family entertainment festival that included a variety of activities and programs for all family members.</p>	<p>1 FEB 2025</p> <p><b>Attendance</b> <b>320</b></p>

#	Event / Activity Description	Date
23.	 <p><b>Day Out Events / Week (10) in Oasis Estate</b></p> <p>The tenth week of Day Out events was held in Oasis Estate.</p>	<p>8 FEB 2025</p> <p><b>Attendance</b> <b>300</b></p>
24.	 <p><b>Day Out Events / Week (11) in Park Estate</b></p> <p>The Day Out season concluded with the eleventh week in Park Estate, attracting more than 2,800 participants from Riffa Views residents.</p>	<p>15 FEB 2025</p> <p><b>Attendance</b> <b>220</b></p>
25.	 <p><b>Family Agricultural Day in Riffa Views</b></p> <p>The event was held in the main park in Park Estate with strong attendance, featuring fresh produce stalls, live craft demonstrations, children's activities, storytelling, and displays of livestock, horses, and birds.</p>	<p>22 FEB 2025</p> <p><b>Attendance</b> <b>140</b></p>
26.	 <p><b>Ramadan Basket Initiative</b></p> <p>In collaboration with Riffa Views Company and Riffa Views International School, the Association organized its annual Ramadan basket initiative to support families in need, fostering compassion and social solidarity.</p>	<p>24 FEB 2025</p> <p><b>Attendance</b> <b>35</b></p>
27.	 <p><b>Riffa Views Gergaoon Event</b></p> <p>The event was held at Riffa Views International School and was one of the most attended events by residents. It included a variety of activities for all family members, along with performances by traditional bands playing Ramadan heritage music.</p>	<p>14 MAR 2025</p> <p><b>Attendance</b> <b>650</b></p>

#	Event / Activity Description	Date
28.	 <p><b>Ramadan Ghabga at the Royal Golf Club</b></p> <p>The Association held its annual Ramadan Ghabga at the Royal Golf Club, attended by Riffa Views residents. The event featured a festive Ramadan atmosphere and included a wide range of activities.</p>	<p>15 MAR 2025</p> <p><b>Attendance</b> <b>550</b></p>
29.	 <p><b>Tree Week (Second Year)</b></p> <p>For the second consecutive year, a Tree Week planting event was held in a shared park in Oasis Estate, with 100 trees planted to promote environmental awareness and community participation.</p>	<p>20 OCT 2025</p> <p><b>Attendance</b> <b>100</b></p>
30.	 <p><b>Riffa Views Chess Competition</b></p> <p>The event was held at Riffa Views International School with the participation of 30 contestants across junior and adult categories. Prizes were awarded to winners, and the event aimed to promote mental development and memory improvement.</p>	<p>25 OCT 2025</p> <p><b>Attendance</b> <b>70</b></p>
31.	 <p><b>Vegetable Planting in Riffa Views Gardens</b></p> <p>As part of afforestation initiatives, the Association organized three seasonal vegetable planting events for Riffa Views International School students, with 80 participants, promoting environmental awareness and sustainable agriculture.</p>	<p>2 NOV 2025</p> <p><b>Attendance</b> <b>80</b></p>
32.	 <p><b>Day Out Events / Week (1) in Park Estate</b></p> <p>The new season of Day Out events commenced with an opening event held in the main park in Park Estate, with wide participation from residents and activities for all age groups aimed at promoting community bonding.</p>	<p>22 NOV 2025</p> <p><b>Attendance</b> <b>500</b></p>

#	Event / Activity Description	Date
33.	 <p><b>Day Out Events / Week (2) in Oasis Estate</b></p> <p>The second week of Day Out events was held in Oasis Estate.</p>	<p>6 DEC 2025</p> <p><b>Attendance</b> <b>450</b></p>
34.	 <p><b>Annual Service Workers Appreciation Ceremony</b></p> <p>The Association organized its annual event to honor service workers from contracted companies and institutions, coinciding with Bahrain's National Day celebrations, including a luncheon in Park Estate.</p>	<p>11 DEC 2025</p> <p><b>Attendance</b> <b>250</b></p>
35.	 <p><b>National Day Carnival at the Royal Golf Club</b></p> <p>The Association organized a national carnival celebrating Bahrain's National Day with strong participation and various accompanying activities.</p>	<p>17 DEC 2025</p> <p><b>Attendance</b> <b>600</b></p>
36.	 <p><b>Day Out Events / Week (3) in Park Estate</b></p> <p>The third week of Day Out events was held in Park Estate.</p>	<p>27 DEC 2025</p> <p><b>Attendance</b> <b>450</b></p>
37.	 <p><b>Day Out Events / Week (4) in Oasis Estate</b></p> <p>The fourth week of Day Out events was held in Oasis Estate.</p>	<p>10 JAN 2026</p> <p><b>Attendance</b> <b>400</b></p>

#	Event / Activity Description	Date
38.	 <p><b>Day Out Events / Week (5) in Park Estate</b></p> <p>The fifth week of Day Out events was held in Park Estate.</p>	<p>24 JAN 2026</p> <p><b>Attendance</b> <b>350</b></p>
39.	 <p><b>Ramadan Basket Initiative</b></p> <p>The Association continued its annual Ramadan initiative in collaboration with Riffa Views Company and the school to support families in need and promote social solidarity.</p>	<p>4 FEB 2026</p> <p><b>Attendance</b> <b>50</b></p>
40.	 <p><b>Day Out Events / Week (6) in Park Estate</b></p> <p>The Day Out season concluded with the sixth week held in Park Estate, attracting more than 2,550 participants from Riffa Views residents.</p>	<p>7 FEB 2026</p> <p><b>Attendance</b> <b>400</b></p>

#### - Owners' Proposals

The Board of Directors carries out its duties and responsibilities in accordance with the applicable legal framework, adopting a careful approach based on discussion, analysis, and consultation with all relevant stakeholders. It places strong emphasis on engaging Association members and residents of Riffa Views in decisions and proposals through open, transparent, and effective communication channels.

The Board has witnessed positive engagement from members, with many decisions shaped by their valuable input. These proposals were addressed with integrity and fairness, reflecting the Board's firm commitment to transparency. Such active participation has strengthened collaboration between the Board and the community and contributed to the success and development of the Association's ongoing and future projects.



In this context, the Board initiated periodic meetings with residents, in addition to individual meetings and site visits, through which numerous proposals were received and implemented in a manner that serves the public interest and preserves the distinction of the Riffa Views community.



#### - Surveys

The Board adopted an integrated participatory approach to enhance member engagement in service evaluation and decision-making, recognizing residents as key partners in community development. In this context, a series of periodic surveys was conducted to measure resident satisfaction across various operational and service aspects in Riffa Views, providing a realistic database reflecting their needs and expectations.

These surveys assessed the performance of key service providers across multiple dimensions, including service quality, efficiency, and responsiveness, enabling the Board to identify strengths and areas for improvement and address them systematically to enhance service quality in line with community expectations.

Survey results also played a pivotal role in supporting decision-making by setting improvement priorities and directing resources toward high-impact areas, thereby improving operational efficiency. This approach reflects the Board's commitment to transparency and accountability, and its focus on achieving high levels of resident satisfaction through effective responsiveness to their feedback and expectations.

#### 1- Landscaping and Green Areas Maintenance Survey

On **26 August 2025**, a survey was conducted to assess resident satisfaction with landscaping and green space maintenance services. It focused on the overall appearance of shared gardens, quality of maintenance of grass and plants, and the professionalism of the workforce. It also evaluated the service provider's responsiveness to feedback and speed in handling maintenance requests. Residents were given the opportunity to submit

comments and suggestions, providing clear performance indicators and identifying improvement areas to support service enhancement and environmental sustainability.

## 2- Cleaning and Waste Collection Services Survey

On **13 November 2025**, a survey was conducted to measure satisfaction with cleaning and waste collection services. It assessed cleanliness of shared areas such as streets, pavements, and parks, efficiency of waste collection, and staff professionalism. It also evaluated responsiveness to complaints, effectiveness in resolving issues, and clarity of communication channels. Resident feedback contributed to ongoing evaluation of the service provider and helped identify areas for improvement, ensuring enhanced service quality across the community.

## Fifth: Financial Affairs

### (1) Overview of the Association's Financial Position

The Board of Directors presents the financial performance of the Riffa Views Owners Association for the financial years ended 31 December 2024 and 31 December 2025. Total expenses for the year ended 31 December 2025 amounted to **BD 1,364,801**, compared to **BD 1,367,719** for the year ended 31 December 2024, reflecting a slight decrease of **0.2%**, which indicates stable expenditure levels with a modest improvement in cost management efficiency.

This performance reflects the Association's commitment to adhering to the approved budget, despite operational challenges and increases in the cost of certain services. The Board addressed these challenges by reassessing certain contracts and rationalizing expenditures without compromising service quality, in addition to adopting more cost-effective alternatives.

The Association's cash balance at the end of the financial year 31 December 2024 stood at **BD 364,036** in the operating account and **BD 820,000** in the reserve account, totaling **BD 1,184,036**. By the end of the financial year 31 December 2025, the cash balance increased to **BD 523,180** in the operating account and **BD 965,000** in the reserve account, totaling **BD 1,488,180**, reflecting strong financial liquidity and the Association's ability to comfortably meet its operational needs.

This cash position also supports the timely fulfillment of contractual obligations and enhances the Association's financial stability, driven by improved collection of annual service charges and effective cash flow management during the period.

On the other hand, total other income amounted to **BD 102,407** in 2025, compared to **BD 119,233** in 2024, representing a decrease of **14%**, mainly due to lower returns on short-term deposits during 2025.

The Board also enhanced financial resource management through the following:

- 1- Regular monitoring of budget implementation and comparison with actual expenditures.
- 2- Periodic review and control of spending in line with operational priorities.
- 3- Improvement of collection processes and reduction of default rates.
- 4- Utilization of additional revenues to support the implementation of Association projects.

As a result, the Association achieved a surplus of **BD 210,447** in 2025, demonstrating its ability to efficiently manage financial resources, meet operational obligations, and maintain financial sustainability.

During 2024 and 2025, the Board focused on achieving financial balance through:

- 1- Controlling operational expenses and limiting non-essential spending.
- 2- Renegotiating certain contracts to improve financial efficiency and diversify services.
- 3- Enhancing collection levels from members and reducing outstanding annual service charges

The Board reaffirms its commitment to managing the Association's financial affairs to ensure the continued delivery of services at the required standard, in compliance with applicable laws and regulations.

## (2) Board Contracts and Commitments

During 2024 and 2025, the Board of Directors entered into and managed a number of operational and service contracts necessary to ensure the continuity of services within the Riffa Views community at the required standard. These contracts included the following:

#	Contract Title / Description	
1.	<p><b>Sewage Treatment Plant Operation Contract:</b> Based on the Association Manager's recommendation, the Board approved the renewal of the contract with Metito Overseas Water Treatment, the plant operator since its establishment, for a period of 3 years from 1 March 2024 to 28 February 2027.</p>	<p>Contract Date: 30 April 2024 Monthly Cost: <b>BD 5,500</b> Expiry Date: 28 February 2027 Savings: 12% compared to the previous contract (BD 665 per month)</p>
2.	<p><b>Pest Control Services Contract:</b> Based on the Association Manager's recommendation, the Board approved the renewal of the contract with Gulf Pest Control, the latest tender winner, for a period of 2 years from 1 May 2024 to 30 April 2026. The contract was subsequently extended until 30 April 2027.</p>	<p>Contract Date: 1 May 2024 Monthly Cost: <b>BD 304</b> Expiry Date: 30 April 2027</p>
3.	<p><b>CCTV Maintenance Contract (Common Areas):</b> The Board entered into a contract with Tech Direct W.L.L. for the maintenance of the CCTV system in common areas for a period of 1 year, from 10 May 2024 to 10 May 2025.</p>	<p>Contract Date: 10 May 2024 Monthly Cost: <b>BD 316</b> Expiry Date: 10 May 2025</p>
4.	<p><b>Landscaping Maintenance Contract (Lagoon &amp; Oasis Estates):</b> The Board awarded a contract to Bahrain International Golf Course Company, the successful bidder, for landscaping maintenance in Lagoon and Oasis Estates for a period of 2 years, from 1 July 2024 to 30 June 2026.</p>	<p>Contract Date: 29 May 2024 Monthly Cost: <b>BD 14,850</b> Expiry Date: 30 June 2026</p>
5.	<p><b>Legal Services Agreement:</b> Based on the Association Manager's recommendation, the Board approved the renewal of the agreement with Hafudh Ali - Legal Consultants for 1 year, from 15 September 2024 to 15 September 2025, which was subsequently extended until 15 September 2026.</p>	<p>Contract Date: 15 September 2024 Monthly Cost: <b>BD 550</b> Expiry Date: 15 September 2026</p>
6.	<p><b>Security Services Contract:</b> Based on the Association Manager's recommendation, the Board approved the renewal of the contract with Security Solutions Co. W.L.L., the latest tender winner, for a period of 3 years, from 1 January 2025 to 31 December 2027.</p>	<p>Contract Date: 5 November 2024 Monthly Cost: <b>BD 9,075</b> Expiry Date: 31 December 2027 Increase: 2% over the previous contract (due to increased operating expenses)</p>

#	Contract Title / Description	
7.	<p><b>Infrastructure Maintenance Contract (Common Areas):</b> Based on the Association Manager's recommendation, the Board approved the renewal of the contract with Enova Energy and Facilities Management Services, the latest tender winner, for a period of 3 years, from 1 January 2025 to 31 December 2027.</p>	<p>Contract Date: 5 November 2024 Monthly Cost: <b>BD 8,433 and BD 8,616 (second year)</b> Expiry Date: 31 December 2027 Increase: 8% over the previous contract (due to an increase of 2 workers)</p>
8.	<p><b>Memorandum of Understanding – Irrigation Water Facilities:</b> An MoU was signed with Bahrain International Golf Course Company, outlining the terms and conditions for the operation and maintenance of irrigation water production facilities, as well as the cost associated with the Association's consumption of water produced by the company.</p>	<p>Contract Date: 5 November 2024 Monthly Cost: <b>Based on consumption</b> at 175 fils per cubic meter, up to a maximum of 210,000 cubic meters annually, with any excess charged at 350 fils per cubic meter</p>
9.	<p><b>Insurance Contract (Common Areas):</b> Based on the Association Manager's recommendation, the Board approved the renewal of the contract with Solidarity Bahrain for 1 year, from 20 January 2025 to 19 January 2026, which was subsequently extended until 19 January 2027.</p>	<p>Contract Date: 20 January 2025 Monthly Cost: <b>BD 230</b> Expiry Date: 19 January 2027</p>
10.	<p><b>Association Manager Contract:</b> Following the General Assembly's approval to appoint RV Real Estate as the Association Manager, the Board entered into a contract with the company for a period of 2 years, from 1 April 2025 to 31 March 2027.</p>	<p>Contract Date: 1 April 2025 Monthly Cost: <b>BD 24,856 and BD 25,105 (second year)</b> Expiry Date: 31 March 2027</p>
11.	<p><b>CCTV Maintenance Contract (Common Areas):</b> The Board entered into a contract with MARVEL TECHNOLOGY for the maintenance of the CCTV system in common areas for a period of 1 year, from 1 June 2025 to 31 May 2026.</p>	<p>Contract Date: 1 June 2025 Monthly Cost: <b>BD 320</b> Expiry Date: 31 May 2026</p>
12.	<p><b>Landscaping Maintenance Contract (Park Estate):</b> Based on the Association Manager's recommendation, the Board approved the renewal of the contract with Gulf Fencing and Specialist, the successful bidder, for landscaping maintenance in Park Estate for a period of 2 years, from 1 January 2026 to 31 December 2027.</p>	<p>Contract Date: 1 January 2026 Monthly Cost: <b>BD 8,250</b> Expiry Date: 31 December 2027 Increase: 8.7% over the previous contract (due to extended working hours)</p>

The Board ensured that all contracts were executed in accordance with clear procedures based on best practices, including obtaining multiple quotations and evaluating them in terms of quality, cost, and operational efficiency, to achieve optimal value for money.

The Board also maintained regular oversight of contract implementation by evaluating service providers' performance, ensuring compliance with contractual terms and agreed service levels, and taking necessary actions in case of any shortcomings. This is carried out through approved Key Performance Indicators (KPIs), under which providers are assessed prior to payment through two stages: monthly evaluations and comprehensive quarterly reviews, enhancing oversight and service quality.

In addition, the Board strengthened communication with Association members and incorporated their feedback by conducting periodic surveys to measure satisfaction with key service providers. In 2025, surveys were conducted for landscaping maintenance services and cleaning and waste collection services, with results supporting performance evaluation and informed decision-making to improve service quality in line with members' expectations.

During the period, certain contracts were reviewed and renegotiated where necessary to enhance service quality or achieve cost savings, in alignment with the interests of the Association and its members.

Operational and service contracts represent the largest portion of the Association's expenses. Total contractual commitments for the financial year ended 31 December 2025 amounted to **BD 993,540**, compared to **BD 1,007,631** in 2024, reflecting a decrease of **1.4%**. This change is primarily attributed to restructuring the scope of certain contracts and optimizing service delivery to improve cost efficiency without compromising service quality.

The Board ensured efficient management of these financial commitments through:

- 1- Reviewing contract terms to ensure alignment with the community's actual needs.
- 2- Balancing service quality with operational costs and monitoring them regularly.
- 3- Preventing unjustified cost increases.
- 4- Allocating expenses fairly within the approved budget.

The Board further confirms that all contractual commitments have been incorporated within the approved budget and are continuously monitored to avoid overruns, with necessary actions taken when required to maintain the Association's financial stability.

### (3) Annual Service Charge Contribution

The annual service charge contribution for the years 2024 and 2025 was set at **BD 3.500 per square meter**, in accordance with the approved budgets for the financial years ended 31 December 2024 and 31 December 2025, ensuring coverage of the operational and service costs required for managing and maintaining the common areas within the Riffa Views community.

The Board remains committed to maintaining service charge levels that balance service quality with cost, while considering the financial burden on owners. For 2026, a revised rate of **BD 3.664 per square meter** has been proposed, representing an increase of **4.69%**.

This increase is primarily attributed to necessary maintenance works for common areas and facilities to ensure their efficiency and sustainability, in addition to slight increases in certain service contracts. The Board emphasized that final approval of this increase remains subject to the decision of the General Assembly at its upcoming meeting.

Service charges are calculated based on the built-up area of each unit, by distributing the total approved budget across the total built-up area, ensuring fairness among owners. For undeveloped plots, charges are calculated at **20% of the original built-up area**, in line with applicable policies and reflecting their level of service utilization.

Regarding collection rates, service charge collections for the year ended 31 December 2025 reached approximately **86%**, compared to **79%** in 2024, marking the highest collection rate in recent years. This achievement reflects improved owner compliance and the effectiveness of collection procedures and ongoing administrative follow-up.

The Board enhanced collection performance through:

- 1- Issuing invoices on time.
- 2- Sending regular reminders and notifications to members.
- 3- Offering early payment incentives, including a **5% discount**.
- 4- Providing multiple electronic payment options, including credit card payments.
- 5- Applying regulatory measures against late payments.

With respect to total outstanding service charges, the Board distinguishes between two categories:

**1- Outstanding dues for the years 2012-2019 (pre-establishment):**

These arrears, which predate the establishment of the Association, amounted to **BD 580,702** in December 2019. They were significantly reduced to **BD 29,334** in December 2024 and further declined to **BD 22,137** in December 2025, reflecting a collection rate of approximately **96.2%** to date.

**2- Outstanding dues for the years 2020 onwards:**

These arrears relate to the period following the establishment of the Association and are subject to applicable laws and regulations governing joint properties. Collection performance has improved significantly over the past two years, with receivables amounting to **BD 277,082** as at 31 December 2025, compared to **BD 387,082** as at 31 December 2024, representing a decrease of **28%**, reflecting enhanced collection efficiency.

The Board continues to take measures to reduce arrears, including regular follow-up of outstanding accounts, issuing formal notices to defaulting owners, offering payment facilitation within regulatory limits, and taking legal action where necessary, including issuing **Orders to Pay** when required.

The Board reaffirms its commitment to further reducing arrears and improving cash flow, thereby supporting the Association's financial stability and ensuring the continued delivery of services at the required standard

**(4) Order to Pay and Delay Notices**

In accordance with the established procedures for collecting annual service charge contribution from non-compliant members, the Board issues **Orders to Pay** after completing the required prior notification process. The Board emphasizes that such orders are issued only after confirming that no alternative means are available to recover outstanding dues, reflecting its commitment to considering members' circumstances and promoting amicable solutions before resorting to legal action, while safeguarding the Association's rights and financial stability.

During the financial year ended 31 December 2025, a total of **45 Orders to Pay** were issued, covering outstanding amounts of **BD 92,000**, compared to **61 Orders to Pay** in 2024 with total outstanding amounts of **BD 148,130**, reflecting a decline in both number and value due to improved payment compliance.

The total amount collected through Orders to Pay during 2024 and 2025 reached **BD 165,826**, representing a collection rate of **69%**, demonstrating the effectiveness of the legal procedures in recovering arrears and strengthening financial compliance among owners.

This also reflects increased awareness among members regarding the importance of timely payment, with only limited cases requiring legal action to secure outstanding amounts.

The Board follows a structured and progressive approach in addressing payment delays, as follows:

- 1- Issuing a first notice to the member after **3 months** from the due date.
- 2- Issuing a second notice if there is no response within **1 month** of the first notice.
- 3- Issuing an Order to Pay in accordance with legal procedures if non-payment persists.

At the same time, and in consideration of members' circumstances, the Board has provided several facilitative measures, including:

- 1- Approving installment plans for outstanding amounts based on agreed payment schedules.
- 2- Granting additional time in justified cases.
- 3- Engaging directly with members to reach amicable solutions before initiating legal action.

The Board confirms that these measures aim to strike a balance between safeguarding the Association's rights and financial sustainability, and accommodating members' individual circumstances while maintaining positive community relations.

The effective implementation of these procedures has contributed to:

- 1- Improving collection rates and reducing arrears compared to previous periods.
- 2- Strengthening members' commitment to timely payment.
- 3- Supporting the Association's financial stability and its ability to meet operational obligations.

Adopting this progressive approach has yielded positive results, with several cases resolved either through full payment or structured installment plans, without compromising the Association's interests or the quality of services provided.

##### **(5) Association Revenues**

The Association generates a number of limited supplementary revenues, which contribute to supporting the implementation of projects and initiatives serving the Riffa Views community, in accordance with applicable rules and regulations. Total such revenues for the financial year ended 31 December 2025 amounted to **BD 102,407**, compared to **BD 119,233** in 2024.

These revenues include the following:

- 1- Sewage treatment fees at the Riffa Views treatment plant.
- 2- Bank deposit interest income.
- 3- Access permit fees collected from contractors for maintenance works and projects.
- 4- No Objection Certificate (NOC) issuance fees for unit sales.
- 5- Irrigation water consumption fees for residential gardens, charged at **100 fils per cubic meter**.
- 6- Administrative fees on outstanding service charges (**Orders to Pay**), representing charges imposed on members for late payment to cover administrative follow-up costs.

These revenues are variable in nature, as they depend on the level of activities and services provided to third parties. The Board has ensured that these revenues are managed efficiently and transparently, with all such revenues allocated exclusively to funding Association projects, including:

- 1- Development and improvement of common facilities and services.
- 2- Community initiatives that enhance quality of life in Riffa Views.
- 3- Capital or improvement works not covered under operating expenses.

These revenues are managed in accordance with the following controls:

- 1- Proper collection and recording in the Association's official financial records.
- 2- Utilization based on approved priorities that serve the community's interests.
- 3- Ensuring that no additional obligations are imposed on the Association as a result of generating these revenues.

The Board confirms that allocating these revenues to project funding reflects its commitment to enhancing the Association's financial sustainability and developing its facilities and services, thereby delivering direct added value to members without impacting annual service charge contribution.

A summary of total revenues collected in recent years is provided below:

#	Item	2025	2024
1.	Contractor Access Permit Fees	7,755	10,886
2.	No Objection Certificates (NOC) for Unit Sales	1,150	3,500
3.	Irrigation Water Consumption (Residential Units)	7,501	6,089
4.	Bank Deposit Interest	4,8004	60,406
5.	Sewage Treatment – Awali	24,480	24,480
6.	Sewage Treatment – Tankers	2,089	3,579
7.	Administrative Fees on Orders to Pay	10,303	10,293
8.	Others	1,125	-
<b>Total (BD)</b>		<b>102,407</b>	<b>119,233</b>

#### (6) Reserve Fund

The Reserve Fund is a key pillar in ensuring the financial sustainability of the Riffa Views Owners Association, as it is designated to cover future capital maintenance costs of infrastructure assets and common facilities, thereby preserving asset quality and performance over the long term.

The fund is financed through a fixed percentage deducted from annual service charge contribution, in line with the Board-approved policy, ensuring a balance between future funding requirements and avoiding unnecessary financial burden on members.

During the budget review, the Board approved maintaining the annual funding rate for the Reserve Fund at **1.24% of the historical cost of infrastructure**, to avoid significant increases in service charges while continuing to build adequate reserves.

The annual funding of the Reserve Fund consists of two main components:

- 1- **Sinking Fund Allocation:** A fixed annual amount of **BD 145,000**, representing **1.24%**.
- 2- **Depreciation Allocation:** A fixed annual amount of **BD 58,000**.

Accordingly, the total annual allocation for the Reserve Fund and depreciation amounts to **1.73% of the historical asset value**, with an estimated annual contribution of **BD 203,000**. Over time, these contributions will accumulate to form a reserve balance used for capital maintenance works or asset replacement when required.

Based on projections, the cumulative Reserve Fund balance is expected to grow steadily over the coming years, strengthening the Association's ability to meet future obligations without the need for sudden increases in service charges. The balance is projected to reach approximately **BD 1.69 million by 2030** and **BD 3.14 million by 2040**.

The Board has established regulatory controls governing the use of the Reserve Fund to preserve its long-term objectives, including:

- Restricting its use to capital works and major maintenance only.
- Prohibiting its use for day-to-day operational expenses.
- Allowing limited use to stabilize service charges in case of significant increases, subject to General Assembly approval.

Reserve Fund projections have been developed based on specialized technical models that take into account:

- 1- Infrastructure lifespan and lifecycle (**20 years**).
- 2- Scale and complexity of service networks.
- 3- Construction value of assets.
- 4- Increasing maintenance needs as assets age.

This methodology ensures adequate long-term funding aligned with future maintenance needs, while distributing financial obligations fairly over time. It also provides flexibility to increase funding levels when financial capacity allows, enhancing the Association's readiness to meet future commitments more efficiently.

## Sixth: Technical Affairs and Projects

This section covers the technical aspects and development and service projects that have been implemented or are currently underway, with the aim of enhancing the efficiency of common facilities, improving service quality, and ensuring sustainability in line with the needs and expectations of Riffa Views residents.

Since the beginning of its term, the Board has overseen the implementation of development and service projects stemming from the **2024-2028 Strategic Plan**, launched in 2024. Project priorities were defined based on key pillars to ensure a sustainable impact on infrastructure and services, including:

- 1- Ensuring the efficiency and continuity of infrastructure and critical facilities.
- 2- Maintaining the quality of green spaces and shared gardens.
- 3- Developing services and facilities that meet residents' needs, including parking.
- 4- Improving traffic flow at gates and enhancing safety and security measures.
- 5- Adopting innovative solutions to support environmental sustainability in water and energy management.
- 6- Strengthening effective communication channels with members to align projects with their expectations.

In this context, the Board worked on completing ongoing projects from previous terms, while also initiating new projects based on carefully defined priorities, ensuring integration across initiatives and enhancing the overall quality of life within the Riffa Views community.

### 1- Infrastructure Development and Improvement Projects

During its current term, the Board implemented a series of development and improvement projects aimed at enhancing the efficiency and sustainability of infrastructure facilities, particularly in stormwater management. These efforts were in response to the challenges experienced in Riffa Views during the heavy rainfall in April 2024.



Key works included the rehabilitation of the damaged boundary wall along Road 96, strengthening the earthen barrier using modern reinforcement techniques, and installing **620 meters** of concrete barriers to limit rainwater inflow into the community as a temporary measure pending permanent solutions by the relevant authorities.

The stormwater drainage system was further enhanced by preparing **(5) locations** for additional suction pumps, constructing **(5) underground tanks** in flood-prone areas, and creating a drainage outlet in Oasis Estate directing water toward the golf course lake. Additional measures included fencing vacant plots in Lagoon Estate to reduce water and mud inflow, and constructing internal drainage channels within gardens in Golf Village and Park Estate to support both drainage and irrigation reuse.



Safety and surrounding infrastructure were also improved by closing gaps in the boundary fence to prevent the entry of stray animals. A comprehensive program was implemented to clean and maintain **606 road drainage inlets**, along with regular clearing of water collection نقاط to ensure operational efficiency. Lake levels are also managed through controlled water production to maintain sufficient capacity during peak rainfall periods.

In coordination with government authorities, management continues to follow up on the Ministry of Works project to construct **three main stormwater channels** extending approximately **350 meters**, with a total capacity of **3,500 cubic meters**. This project is expected to significantly enhance drainage efficiency and reduce water accumulation in streets and is currently in its final approval stages prior to implementation.

As part of broader infrastructure improvements, road upgrades were also initiated. The Board approved a project to mark and organize all roads in Riffa Views to separate traffic lanes. Implementation has commenced in Park Estate and will be rolled out across Lagoon and Oasis Estates. The project aims to enhance road safety, reduce accident risks, regulate traffic flow, minimize congestion, improve clarity of road markings, and increase overall road efficiency. It also contributes to creating a safer environment for pedestrians, particularly in residential and park areas, supporting quality of life and reflecting the Board's commitment to best practices in infrastructure development.

## 2- Communal Gardens Development and Landscaping Projects

The Board places strong emphasis on expanding green spaces in Riffa Views through the development of communal gardens and landscaped areas, enhancing their efficiency and sustainability while improving the overall environment and

visual appeal of the community. This reflects the Board’s belief in the role of landscaping in enhancing quality of life and creating a cohesive aesthetic across common areas.



In this context, the Board continued implementing well-planned landscaping projects that expanded green areas and improved the surrounding environment, alongside adopting innovative development strategies to optimize the use of communal gardens and meet residents’ needs. As part of the 2025–2026 garden development plan, the communal garden in Oasis Estate (**O-23**) was completed, including area expansion, creation of connecting pathways, and the addition of a dedicated children’s play area integrated with modern pedestrian walkways.

The development of communal garden (**L-10**) in Lagoon Estate was also completed, involving integrated construction and landscaping works, including pathways, pavements, and soil preparation, enhancing both the functional and aesthetic value of the garden, particularly as it serves as a key link between the eastern and western parts of the area.

Among the key landscaping initiatives is the **Palm Endowment Project**, which now includes a total of **541 palm trees**, including **41 newly planted**, in addition to broader afforestation efforts over the past two years involving the planting of more than **750 trees**, **15,000 shrubs**, and **14,000 seasonal flowers**, significantly enhancing the overall landscape and beautifying shared spaces. Ground covering works, including turf and soil coverings, were also implemented across wide areas, supporting environmental sustainability and improving quality of life.

To further encourage community participation, the Board continued its initiative of distributing plant seedlings to residents, promoting their involvement in enhancing the surrounding environment and raising environmental awareness. These initiatives form part of a comprehensive vision to create a sustainable and integrated environment that provides comfortable outdoor spaces and enhances the well-being of Riffa Views residents.

### 3- Entrance Gates Development Projects

As part of the Board’s efforts to improve traffic flow and enhance safety and security, a comprehensive plan was adopted to upgrade the main entrance gates in Riffa Views, aiming to improve access management and provide a better experience for residents and visitors.



The development of **Lagoon Gate (Gate 2)** is one of the key completed projects, focusing on reducing congestion and improving traffic flow. Works included expanding the entry lane by separating residents' and visitors' access, upgrading the gate building, enhancing the entrance with a decorative fountain, and providing a safe pedestrian and cycling path, improving both safety and aesthetics.



The development of **Oasis Gate (Gate 1)** is a major project involving the construction of an integrated security control building. Designs have been completed and approved, and the project is currently in the permitting stage prior to implementation. The project includes expanding entry lanes to accommodate higher traffic volumes, providing designated parking for delivery motorcycles, and enhancing the entrance façade to reflect the community's identity.

Following completion of these projects, development is planned for **Park Gate (Gate 3)** to achieve similar objectives, including improving traffic flow, strengthening security efficiency, and enhancing the overall appearance of Riffa Views entrances.

#### 4- Association Headquarters Construction and Development Project



The development of the Association's permanent headquarters is one of the Board's key strategic projects, representing a major step forward in enhancing the institutional and service infrastructure of Riffa Views. The Board has undertaken

comprehensive planning through a series of meetings and coordination with relevant الجهات to ensure high-quality standards and alignment with residents' expectations and best practices in community facility design.

In 2026, the tender for design and detailed drawings was awarded and completed following a thorough assessment of current and future community needs. This prepares the project for the implementation phase, which will proceed in carefully planned stages to ensure efficiency, quality, and long-term sustainability.

The project aims to establish an integrated facility with multi-purpose amenities for members, including multi-use halls, fitness facilities, and dedicated spaces for social activities, fostering community engagement and supporting various events. It will also include administrative, service, and commercial offices, along with meeting rooms available for residents, and will serve as an official venue for the Annual General Assembly, enhancing institutional efficiency and organizational structure.

This project represents a significant milestone in strengthening the Association's institutional identity and creating a modern community hub that reflects the aspirations of Riffa Views residents. It will contribute to enhancing quality of life by providing integrated and sustainable facilities that meet current and future needs, while reinforcing Riffa Views' position as a well-developed community that balances service excellence with social engagement.

#### 5- Other Projects

The Association's projects extended beyond the above, as the Board approved several additional initiatives, including the following:

##### Establishment of Agricultural Nursery

- (1) An agricultural nursery (12 × 24 meters) was established as a foundation for a future Riffa Views nursery project, supporting plant production and supply at competitive prices, with plans to begin in-house cultivation.



##### Installation of Solar Fountains in Lakes

- (2) Installation of 3 solar-powered fountains to improve water circulation, enhance sustainability, and add aesthetic value.



##### Improvement and Maintenance of Children's Play Areas

- (3) Ongoing maintenance and upgrades of playground equipment, with expansion to gardens not previously equipped.



**Development of Parking Spaces in Common Areas**

- (4) Maximizing available spaces to create additional parking areas, complemented by landscaping enhancements.



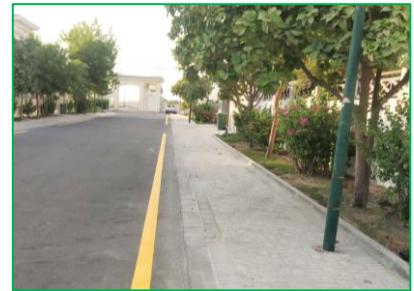
**Installation of Protective Barriers for Lighting Poles**

- (5) Installation of metal barriers to reduce vehicle impact damage and improve visibility, especially at night.



**Lowering of Pavements to Increase Parking**

- (6) Ongoing project to lower curbs, enabling 1–2 additional parking spaces per unit without affecting traffic flow.



**Aesthetic Enhancements in Communal Gardens**

- (7) Introduction of water features, decorative stonework, and modern landscaping designs to enhance visual appeal.



**Water Meter Relocation Project**

- (8) Relocation of residential water meters to front walls, improving billing accuracy, leak detection, and meter lifespan.



#### Maintenance of Treated Sewage Water Tank

- (9) Comprehensive maintenance and repainting works to enhance efficiency, durability, and safe operation.



#### Distribution of Home Fire Safety Equipment

- (10) Provision of fire extinguishers, fire blankets, and smoke detectors to all residential units to enhance safety.



#### Upgrade of Main Water Pump Station Control Panel

- (11) Enhancements to improve operational efficiency and ensure stable and continuous water supply.



#### Replacement of Sewage Pumps

- (12) Upgrading pumps to improve wastewater flow and prevent stagnation, enhancing environmental safety.



#### Replacement of Irrigation Control Panel Covers

- (13) Upgrading covers for 50 irrigation control units, improving efficiency and reducing water loss.



**Irrigation Network Improvements and Maintenance**

- (14) Comprehensive upgrades and maintenance to optimize water use and ensure consistent irrigation performance.



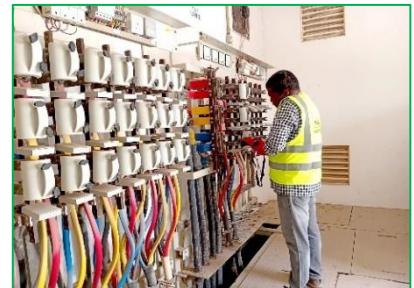
**Maintenance of Ahmed bin Yusuf Abdulmalik Grand Masjid in Riffa Views and Aisha bint Mohammed Grand Masjid**

- (15) Renovation works funded by donors, including structural improvements, lighting, and enhanced comfort.



**Electrical Load Upgrade - Lagoon Substation**

- (16) Increased electrical capacity to improve supply stability and prevent outages.



**Installation of Solar Lighting in Playgrounds**

- (17) Low-light solar-powered fixtures installed to provide safe nighttime use and support sustainability.



**Additional Parking for Ahmed bin Yusuf Abdulmalik Grand Masjid in Riffa Views Visitors**

- (18) Creation of additional parking near Ahmed bin Yusuf Abdulmalik Grand Masjid in Riffa Views to reduce congestion, especially during Friday prayers.



## Conclusion

In conclusion, the Board of Directors affirms that the achievements realized during the years **2024–2026** are the result of a structured institutional approach based on strategic planning and the integration of administrative, financial, and technical efforts, supported by the active participation of Association members. This has been reflected in the delivery of key projects, enhanced service efficiency, and improved quality of life within the Riffa Views community, in line with residents' expectations and the sustainability of common facilities.

The Board also expresses its sincere appreciation for the constructive cooperation and continued support of Association members, which played a vital role in the success of initiatives and the achievement of many accomplishments. It reaffirms its commitment to strengthening transparency and accountability, and to continuing a participatory approach that places residents' needs and aspirations at the core of decision-making.

The Board extends its gratitude to the Association Manager and all personnel of **RV Real Estate** for their dedicated efforts and professionalism in managing operations and implementing projects, which significantly contributed to achieving the desired objectives and enhancing service standards across the community.

In this context, the Board looks forward to the incoming Board building on these achievements and continuing the development journey through a clear vision that ensures sustained progress and continuous advancement of the community.

Wishing everyone continued success.