



Project Title: Support to Strengthen the Environment Equality Authority's Regulatory Function

Project Number: PAL 10- 75308

Project implementation plan

**May 9, 2011
Final**



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Reference Project #: PAL 10 75308,

Project title: Support to strengthen the environment quality authority's regulatory function

Project implementation plan, April 27, 2011

1. Background

On June 2010, UNDP has been entrusted by the Swedish International Development Agency "SIDA" through a grant in the amount of SEK 4.8 million supports to the Environment Quality Authority (hereafter abbreviated as "EQA"). The envisaged effort is set up to improve environment monitoring compliance and enforcement of the environment in the occupied Palestinian territory (hereafter abbreviated as "oPt").

The project proposal prepared jointly by UNDP and EQA and approved by SIDA comprises two components. The first component focuses on carrying capacity assessment of EQA, identifies gaps and assesses strengths while the second component focuses on formulating action plan and supports better performance of EQA monitoring function.

UNDP draft report for EQA capacity assessment highlights several challenges that particularly impact on EQA's efficient functioning. Although environmental law exists, there are issues with its adequate enforcement, in particular with regard to the following aspects:

- The legal framework needs further development
- More directives, standards and bylaws need to be formulated and enacted
- Overlap of functions and competencies among authorities need to be resolved
- Environment needs to be perceived and asserted as a priority concern for the government and donors.
- Lack of information flow and a central information system need to be overcome
- Technical capacities in environmental monitoring or accountability frameworks need to be built
- Weak internal capacities magnified by insufficient staffing, tools and equipments and funding need to be overcome.

This implementation plan prepared to translate the project objectives stated in the project proposal into a specific results and activities, redefines some of the activities in order to accommodate the following:

- Lack of set of regulation assumed to be formulated by EQA with support from other donors. Reference is made for EnSWG minutes of meeting, January 2011.



- Implement some of the key issues addressed by EQA and were highlighted at the capacity assessment report. Reference is made for EQA capacity assessment reports.

2. Project Objective

The project aims at strengthening the regulatory function of the EQA with focus on controlling pollution of industry activities and waste which have the potential to impact on a wide range of environmental areas including emissions to air, land and water by achieving the following objectives:

- Formulating short and long term strategies and action plan,
- Establishing clear monitoring process and procedures including clarification of roles and responsibilities for line ministers and authorities involved in the enforcement of environmental regulations and;
- Enhancing the capacity of the EQA environmental protection directorate regarding environmental monitoring and inspection in the areas of industrial waste and air pollution in addition to other areas that can be recommended by the consultant.

3. Project Outcome

The EQA is better able to carry out its monitoring and enforcement function with regard to environmental compliance

4. Project results, Output and targets

Output 1: Short and long term strategies and action plan formulated with full participation with EQA and other key actors in the sector

Output Targets # 1:

- Action plan for implementation of short and long term capacity development strategies for improving EQA regulatory function formulated by EQA and other stakeholder in the sector
- Action plan for implementation of Environment Sector Strategy for period 2011-2013 formulated by EQA

Output 2: Environmental monitoring system developed and management interface with key actors in the sector established

Output Targets # 2:

- Inventory of different sources of environmental pollution prepared with focus on industrial waste and air pollution;
- Gaps in environmental by-laws, standards and conditions identified, prioritized and formulated including operation manuals and procedures
- Coordination Mechanism between EQA and line Ministries and authorities prepared and in place

Output 3: Operational and management capacity of EQA's environmental protection directorate strengthened for better environmental monitoring and enforcement in the above mentioned areas;



Output Targets # 3:

- Environment protection directorate supported with new staff (UNV) and necessary monitoring equipment
- Technical and management competencies gained through structured training

5. Project Activities

Activity 1.1: undertake capacity Assessment of Environment Quality Authority

The activity will support providing technical assistance through mobilizing UNDP Capacity Development Advisor for Arab region to assess capacities “strengths and Gaps” in EQA. The assessment shall target the three levels of capacity: enabling environment, institution and staff capacities. UNDP advisor shall carry desk review study and undertake at least 3 missions to complete the assessment and formulate action plan for developing EQA capacity as environmental regulator

Activity 1.2: formulate action plan for the environment sector strategy 2011-2013

On March 2010, EQA in joint efforts of governmental institutions and civil society and private sector has developed Environment Sector Strategy (ESS) for the period 2011-2013. The ESS identifies six strategic objectives to be achieved over this period. These objectives are:

- Palestinian environment to be clean, safe and free from pollution
- The natural environment and cultural heritage in Palestine are protected and conserved
- Palestinian natural resources are managed in a sustainable manner
- All necessary measures to adapt to climate change and to combat desertification and to address environmental and natural disasters are taken
- The institutional framework and environmental law are strong and working effectively in an integrated and consistent manner
- State of Palestine is committed to international conventions and treaties on the environment

In relation to above defined strategic objectives the ESS also highlights a number of environmental priorities to be carried by EQA as sector lead and other priorities to be carried out by main actors in the sector. However, the ESS lacks a detailed action plan to implement the set objectives and list of priorities.

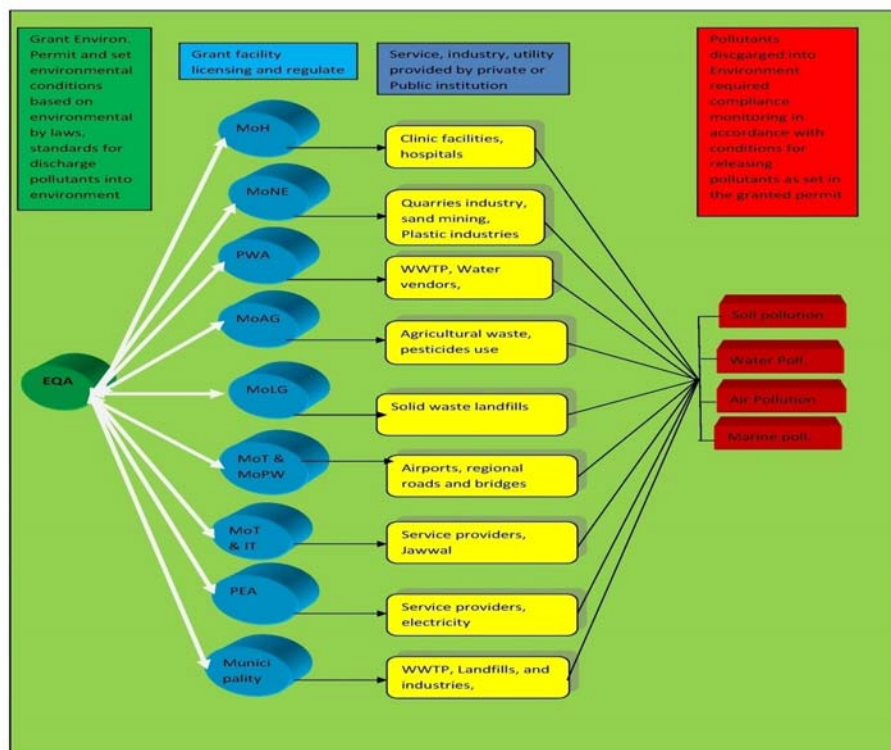
This activity will support providing consultancy services to formulate action plan for ESS. The consultant will be based at EQA and work closely with the National team who prepared the sector strategy. The consultant will lead the formulation process and will be accountable for delivering the detailed action plan.

Activity 2.1: develop management plan for EQA environmental monitoring and enforcement

Weak regulatory framework and enforcement capacity was identified as one of the key challenges that have serious impacts on EQA’s efficient functioning as sector regulator. The environmental law enacted in 1999 has been poorly enforced even in areas under the Palestinian Authority control (area A and B) due to the following:

- Lack of endorsed regulation, by-laws, specification, standards and environmental conditions
- Overlap and duplication of role between EQA as sector regulator and other actors in the sector such as Ministry of Health, Ministry of Local Government and Ministry of Agriculture
- Lack of clear management plan for EQA to bring the law into full enforcement
- Insufficient EQA monitoring and enforcement capacity, and
- Weak internal capacity in general magnified by insufficient staffing, tools and funding

EQA issues in accordance with the environmental law and environmental assessment policy environmental permits after reviewing application submitted by public and private agencies where the applicant has to comply with environmental conditions set by EQA stated in the service license issued by the licensing authority. The figure below presents the interrelation between EQA as regulator for the environmental sector and key actors responsible for issuing facility license and regulating service.





EQA has drafted several by-laws and environmental standards such as medical waste management, wastewater and protection of nature. However few by-laws were recently approved by the Cabinet of Ministries such as stone and marble cutting industry, ready mixed concrete factories, and tile factories.

This activity will support undertaking consultancy services to prepare management plan for EQA environmental monitoring. The consultant shall undertake the following:

- Mapping out facilities licensed and regulated by PA ministries, Authorities and municipalities which have the potential to cause harm to human health and environment and required an environmental permit to be granted by EQA as a prerequisite for issuing a facility license. The inventory shall include industrial, and commercial facilities, provided by private or public entity
- Mapping out drafted and endorsed environmental by-laws, standards in relation to the industries identified in the above item and identify gaps
- Draft set of environmental by-laws standards and instructions for regulated industries activities identified in the above items
- prepare operating manuals and procedures
- Develop coordination mechanism between EQA and line Ministries and authorities such as Ministry of Health, Ministry of National Economy, Ministry of local Government, for implementing environmental protection regulation. MOU shall be prepared and signed by agreed parties.

Activity 3.1: procure monitoring equipment

This activity will support consultancy services to undertake inventory of required monitoring equipment, preparation of specification, bill of quantities and cost estimate. The consultant shall split the list of needed equipment into lots and rank them in connection to EQA management and monitoring plan. The activity will also support supply of equipment ranked as top priority and development of management and maintenance plan for the equipments procured under this activity

Activity 3.2: carry out structure training programme for EQA's environment protection directorate

The activity will support undertaking training program for EQA's environmental protection directorate on undertaking monitoring and inspection, using monitoring equipment, manuals, gathering and analyzing data and prepare inspection reports including recommendation for decision makers. The training programme will include on job training on undertaking monitoring usage of monitoring equipment procured under activity 3.1, reporting and coaching through the process of testing the drafted regulations. Three pilot projects (case studies) will be designed to validate and establish management interface between EQA and key actors in the sector. In addition Exchange visits to Arab countries and Sweden will be explored during year 2011 where EQA staff expected to gain knowledge and learn from other countries experience on enforcement of environmental protection regulation, planning for monitoring and inspection, flow of business processes and decision making in relation to environmental protection. The case studies and



agenda for learning about Swedish or Arab countries environmental protection systems will be explored and prepared based on the results of activity 2.1.



6. Project Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Environment Quality Authority is better able to carry out its environmental compliance monitoring and enforcement function				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Outcome Indicators				
<ul style="list-style-type: none"> ➤ Change in environmental monitoring practice and its responsiveness to the customers complains ➤ Change in coordination between EQA and Line Ministries ➤ Change in EQA Environmental protection department operational and managerial capacity 				
Baseline:				
<ul style="list-style-type: none"> ➤ Weak regulatory framework and enforcement mechanism ➤ Lack of adequate number of endorsed environmental protection regulation and environmental standards ➤ Insufficient EQA enforcement and monitoring capacity ➤ Duplication of role between EQA and as sector regulator, the Ministry of Agriculture, the Ministry of Health, and the Ministry of local Government which create confusion in a very fragile sector ➤ Weak internal capacities magnified by insufficient staff, monitoring equipments and findings ➤ Lack of political support from the Cabinet of Ministers ➤ Limited donor's and PA's commitment for increasing responsiveness of EQA ➤ Lack of awareness and environmental education at various levels 				
Applicable MYFF Service Line: enhanced responsiveness PA governmental institutions				
Partnership Strategy: The project will be executed by UNDP and implemented in partnership with Environment Quality Authority				
Project title and ID (ATLAS Award ID): Support to environment quality authority to strengthening its regulatory function. Project ID: 000075308				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS



<p>Output 1: Short and long term strategies and action plan formulated with full participation with EQA and other key actors in the sector</p>	<p>Target 2011:</p> <ul style="list-style-type: none"> - Action plan for implementation of short and long term capacity development strategies formulated by EQA and other stakeholder in the sector - Action plan for implementation of Environment Sector Strategy formulated by National team 	<ul style="list-style-type: none"> ▪ Prepare ToR for the capacity assessment expert ▪ Coordinate with EQA and formulate technical working groups ▪ Conduct capacity assessment scoping session with full participation with EQA and Line Ministries working in the sector ▪ Conduct focus group discussions and one to one interviews ▪ Engage Line Ministries in capacity assessment task ▪ Analyze gather data and finalize assessment report ▪ Conduct workshop to present the findings of assessment report and ▪ Formulate short-term and long term capacity development strategies and action plan and present the finding in a workshop ▪ Prepare ToR for a local consultant to lead the formulation of the environment sector strategy ▪ Form working groups form EQA and other Line ministries to work closely with the consultant ▪ Formulate ESS action plan and conduct 2 workshops to preset the findings 	<p>UNDP, EQA</p>	<ul style="list-style-type: none"> - Capacity assessment expert - National consultant to lead formulation of action plan - Working groups from EQA and other ministries - Logistic support for 3 workshops
<p>Output 2: Environmental monitoring system developed and management interface with key actors in the sector established</p>	<p>Target 2011:</p> <ul style="list-style-type: none"> - Inventory of regulated industry activities and waste - Gaps in environmental by-laws, standards and conditions identified, prioritized and formulated including operation manuals and procedures - Coordination Mechanism between EQA and Line Ministries prepared and in place 	<ul style="list-style-type: none"> ▪ Prepare ToR and recruit a local consultant to develop a management plan for EQA monitoring and enforcement. ▪ Form working groups from EQA and Line Ministries ▪ Undertake and identify different source of pollutants in area A and B. ▪ Map out facilities licensed by Line Ministries which has significant potential to discharge pollutants into the environment ▪ Identify gaps in EQA regulatory framework and formulate environmental protection regulations in the areas identified as top priority by the working groups such as stone quarries, charcoal and leather industries 	<p>UNDP, EQA</p>	<ul style="list-style-type: none"> - National consultant to prepare management plan for EQA monitoring and enforcement - Working groups from EQA and other ministries



		<ul style="list-style-type: none"> ▪ Prepare operational manuals and procedures to implement the drafted regulation ▪ Review the environment law and other related laws and identify areas of cooperation and duplication or overlapping ▪ Prepare matrix of responsibilities and develop coordination mechanism to clarify roles and responsibilities and to establish management interface between EQA and other Line ministries for implementing the environmental protection regulation ▪ Draft management protocol or MoUs for implementation of the drafted regulations ▪ Conduct at least 3 workshops to present the intended deliverables 		<ul style="list-style-type: none"> - Logistic support for 4 workshops
<p>Output 3: Operational and management capacity of EQA's environmental protection department strengthened for better environmental monitoring and enforcement</p>	<p>Target 2011:</p> <ul style="list-style-type: none"> - Environment protection department supported with new staff (UNV) and necessary monitoring equipment <p>Target 2012:</p> <ul style="list-style-type: none"> - Technical and management competencies gained through structured training 	<ul style="list-style-type: none"> ▪ Draft ToR and recruit a local consultant ▪ Based on the recommendation and results of activity 2.1 undertake inventory for environmental monitoring equipment ▪ Prepare specifications, bill of quantities, and cost estimate for the monitoring equipment set as top priority for EQA ▪ Purchase , inspect and supply of equipments ▪ Prepare management and maintenance plan for the procured equipment ▪ Design 3 case studies for testing environmental regulations ▪ Conduct structured training programme including on-job training on undertaking monitoring, usage of equipment, reporting and coaching through the process of testing regulations ▪ Prepare MOUs with related authorities for the purpose of testing regulation ▪ Conduct learning mission to Arab country in similar situation and/ or Sweden to learn about environmental protection systems 	<p>UNDP,EQA</p>	<ul style="list-style-type: none"> - Local consultant - 3 UNV Staff - Monitoring equipment - Possible learning mission to Arab country and/ or Sweden - Logistic support



		Establish project implementation unit	UNDP	- Project Manager and project Assistant for 10 months
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7. Project outputs, activities and time schedule

Indicated output	Key Activities	Time Frame									
		2010		2011				2012			
		Q2	Q3	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1: Short and long term strategies and action plan formulated with full participation with EQA and other key actors in the sector	Activity 1.1: undertake capacity Assessment of Environment Quality Authority	X	X	X	X						
	Activity 1.2: formulate action plan for the environment sector strategy 2011-2013				X	X	X				
Output 2: Environmental monitoring system developed and management interface with key actors in the sector established	Activity 2.1: develop management plan for EQA environmental monitoring and enforcement										
	<ul style="list-style-type: none"> ▪ Mapping out industrial facilities licensed by Line ministries and has significant impacts on environment ▪ Identify gaps in EQA regulatory framework and draft environmental regulations for critical environmental issues to monitor and control pollution from industries such as leather, stone quarries and charcoal industries 				X	X	X	X	X		
Output 3: Operational and management capacity of EQA's environmental protection department strengthened for better environmental monitoring and enforcement	Activity 3.1:										
	<ul style="list-style-type: none"> ▪ Prepare inventory, specifications, bill quantities and cost estimate for environmental monitoring equipment for the areas identified in activity 2.1 ▪ Procure and supply monitoring equipment ranked as top priority to monitor critical environment elements ▪ Formulate management and maintenance plan for the procured equipment 						X	X	X		



	<p>Activity 3.2: carry out structure training programme for EQA's environment protection department</p> <ul style="list-style-type: none"> ▪ Design 3 case studies for testing environmental regulations ▪ Conduct structured training programme including on-job training on undertaking monitoring, usage of monitoring equipment, reporting and coaching through the process of testing regulations ▪ Prepare MOUs with related authorities for the purpose of testing regulation ▪ Conduct learning mission to Arab countries in similar situation or Sweden to learn about environmental protection systems and enforcement of regulation ▪ Conduct at least 2 workshops to present the intended deliverables ▪ Disseminate project results ▪ Provide staff support through UNV programme 									
	Undertake project evaluation and audit									X

8. Summary of project budget

The Detailed budget items is presented in Annex 1

Project phases as per original proposal	Original budget US\$	Proposed Budget Item for phase 1 and 2	Revised Budget US\$
Phase 1, Technical assistance for EQA capacity assessment and development of strategies and action plan	155,980	Development of short and long term capacity development strategies and action plan	10,000
		Development of Environment Sector Strategy (ESS) action plan	28,000
Sub-total phase 1	155,980		38,000
Phase 2, Implementation of selected activities	400,000	Development of environmental monitoring, enforcement system including management interface with Line ministries	200,000
		Strengthening operational and management capacity of EQA's environmental protection department	182,120
		Project management unit and operation cost	140,628
Sub-total phase 2	400,000		522,748



Total programmable amount for phase 1 and 2	555,980		560,748
UNDP GMS 7%	38,918.60		39,252
Total	594,898.60		600,000

9. Project management arrangement

Implementation Modalities

UNDP/PAPP works in close coordination with PA, UN agencies, local Civil Society organizations, and local authorities in the implementation of projects and delivers through the Direct Execution (DEX) modality which will be the mechanism for the implementation of this project.

UNDP will report to the Swedish International Development Agency (SIDA) on quarterly basis as well as upon request by SIDA whereas the accountability of the project results and financial management rests with UNDP/PAPP.

On October 2010, UNDP/PAPP has entered into letter of Agreement with the Palestinian Environment Quality Authority (EQA) where responsibilities of each party has been articulated towards realizing the project desired results

UNDP/PAPP in cooperation with EQA will identify and pre-qualify National consultants to provide the technical assistance described in the project work plan. The technical Assistance providers will be based at EQA and will work closely with EQA projects and international relations and environment protection directorates in order to transfer and sharing knowledge and promote ownership of the project deliverables

Planning and management of activities

UNDP will assign a Project Manager who will be responsible for day-to- day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost. In order to ensure effective implementation and continuous activities progress monitoring, the Project Manager will be assisted by project assistant.

Project Oversight and Assurance

The project board will be established to undertake project oversight and assurance responsibility. The Project Board is a group responsible for making management decisions on a consensus basis for the project when guidance is required by the Project Manager, including recommendations for approval of project revisions. Project reviews by the board are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. The Board will be consulted by the Project Manager for decisions when project tolerances (i.e. constraints

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normally in terms of time and budget) have been exceeded. The Project Board will convene quarterly. The Project Board consists of the following:

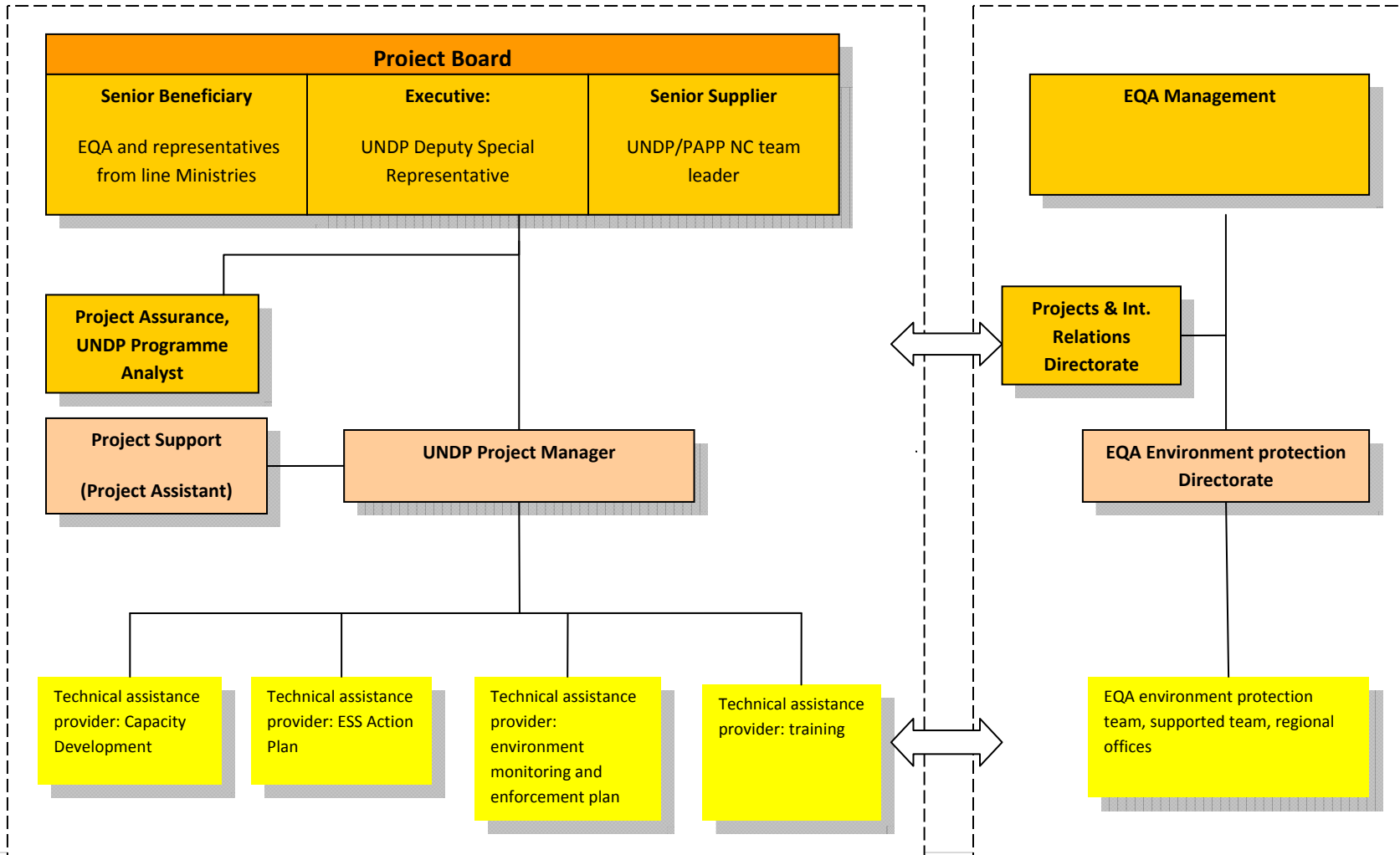
- *Executive* : representing the project ownership to chair the group (Deputy Special Representative, Programme),
- *Senior Supplier*: to provide guidance regarding the technical feasibility of the project (Natural Capital Team Leader)
- *Senior Beneficiary*: to ensure the realization of project benefits from the perspective of project beneficiaries (EQA and representatives from PA line Ministries)

The project board makes decisions on a consensus basis. Final decision making on project activities and accountability however rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.

Project Assurance for this project will be the delegated responsibility of UNDP Programme Analyst at the UNDP Natural Capital. The Project Assurance role supports the Project Board by carrying out regular objective and independent project oversight and monitoring functions. It ensures that appropriate project management milestones are managed and completed.



Project Organization Structure



10. Project Monitoring and Evaluation

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis presented in the following matrix, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and submitted to the Project Board for review. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes



Project monitoring planning matrix

Expected Outputs	Targets and Indicators	M&E event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
Output 1: 1. Short and long term strategies and action plan formulated with full participation with EQA and other key actors in the sector	Capacity development strategies and action plan formulated ESS Action plan formulated	<ul style="list-style-type: none"> Stakeholders and Team review meetings Capacity Assessment report ESS action plan Focus group review EQA monitoring management plan EQA monitoring reports generated from pilot projects Joint field visits 	Progress reports will be prepared and submitted quarterly Progress review on achievements in connection to the project outputs will be reviews jointly with the stakeholders in the fourth quarter	UNDP and EQA	Annual progress reports Minutes of annual progress Review and Assessment Records of joint field visits	Resources for M&E will be made available through the project Participation of stakeholders will be met by each respective partners	It is expected that M&E events will be carried out as scheduled without delay
2. Output 2: Environmental monitoring system developed and management interface with key actors in the sector established	Gaps in EQA regulatory framework identified Regulation, manuals formulated Coordination mechanism developed Signed MOUs with Line Ministries						
3. Output 3: Operational and management capacity of EQA's environmental protection	Structured training						



<p>department strengthened for better environmental monitoring and enforcement</p>	<p>conducted, staff and equipment provided</p> <p>Number of monitoring reports prepared</p> <p>Response to customer claims</p>						
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Project Risk logs and Issues

No	Risk	Degree of Risk	Remarks
1	Political Risk	Probability (P) : 2 (low) Impact (I): 4 (High)	<ul style="list-style-type: none"> Current political situation is uncertain. Few tension incidents were reported during Q1 of year 2011. Palestinian Authority Government resigned in February 2011 and there is no government formed yet.
2	Financial Risk	Probability (P) : (high) Impact (I): 2 (Low)	Variation in US\$ exchange rate may affect the estimated project cost
3	Technical Risk	Probability (P) : 2 (Low) Impact (I): 3 (medium)	<ul style="list-style-type: none"> Commitment of EQA team and cooperation of Line Ministries is a key issue for completing the activities and realizing of project results

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4	Environmental Risk	Probability (P) : 0 Impact (I): 0	<ul style="list-style-type: none">• There is no environmental risk for the project implementation.• The project aims at creating positive environmental impacts
5	Operational and organizational Risk	Probability (P) : 2 (Low) Impact (I): 4 (High)	<ul style="list-style-type: none">• Willingness of Line ministries to cooperate and join EQA efforts• Ability of EQA to recruit new staff to undertake the monitoring functions after the project activities is completed• Delay in Endorsement of drafted regulation by the government

Annex 1 detailed budget

Detailed Project Budget			
Item	Unit	Q	Budget US\$
Development of short and long term capacity development strategies and action plan			
Regional capacity Development team leader to undertake 3-5 missions to oPt	day		8,000
conduct 2 workshops	workshop	2	2,000
Sub-total			10,000
Development of Environment Sector Strategy action plan for the period 2011-2013			
consultancy services to lead formulation of action plan	lump sum		20,000
conduct 2 workshops	workshop	2	3,000
translation and printing of the Environment sector Strategy and Action Plan for the period 2011-2013	lump sum		5,000
Sub-Total			28,000
development of environmental monitoring system and management interface with key Ministries			
consultancy services to develop EQA environment monitoring and enforcement plan. Consultant staff shall include team leader, environmental expert, legal expert, monitoring expert International, and support staff.	lump sum		180,000
conduct 4 workshops	workshop	4	10,000
translation and printing of environmental protection regulations, specifications ; operational manuals and procedures	lump sum		10,000
Sub-total			200,000
strengthening operation and management capacity of EQA environment protection department			
consultancy services to carry out inventory for environmental monitoring and preparation of tender document	lump sum		8,000
consultancy services to design and facilitate conducting training programme	lump sum		12,000
provisional budget for conducting learning mission to Arab Countries or Sweden	visit		20,000
supply of environmental monitoring equipment	lump sum		100,000
recruitment of 3 UNV : environmental engineers"	12 month	3	42,120
Sub-total			182,120
project management unit and operation			
Project manager	Month	10	41,500
project assistant	Month	10	23,500
Transportation	Month	10	10,000
cost recovery for Security, procurement and communication cost			10,000
office equipment , furniture , communications , mobile phones, and supplies	lump sum		40,000
audit and evaluation fees	lump sum		5,500
contingency			10,128
Sub-total			140,628
Total Programmable Amount			560,748
UNDP /GMS (7%)			39,252
Grand Total			600,000



Annex 2: Letter of Agreement between UNDP and EQA