

COVER PAGE

Country: Occupied Palestinian Territory (oPt)

UNDAF Outcome(s)/Indicator(s)¹:

UNDAF Outcome 1: Safe and secure living conditions

(Link to UNDAF outcome., If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s):

The public health of the population of Gaza Strip is protected and the environment is safeguarded through clearance and safe disposal of UXOs and removal of the generated Rubble in the crisis affected areas in the Gaza Strip.

- Expected Output(s)/Annual Targets:
 - Mine action activities effectively coordinated and implemented in accordance to International Mine Action Standards
 - UXO Risk Assessments (RAs) for private house sites and agricultural completed
 - UXO safety awareness training sessions and briefings to communities, farmers, UN and other humanitarian agencies, and construction workers involved in rubble removal projects and directly benefit 2,400 individuals provided,
 - Explosive Ordnance Disposal (EOD) support for High risks rubble removal sites provided
 - 400,000 tons of concrete rubble sorted, and transported to central disposal site
 - 500,000 tons of concrete rubble crushed and stockpiled
 - 80 Km of agricultural road rehabilitated using 350,000 tons of crushed concrete rubbles to improve farmers accessibility to their farms

Executing Entity::

UNDP/PAPP

Implementing agencies:

UNDP, UNMAS, MAG,

Brief Description

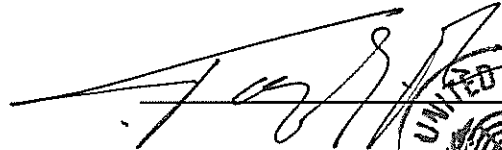

The project aims at reducing threats to public health through clearance and safe removal of UXOs, and removing concrete rubbles in the Gaza Strip. Palestinian people's livelihood and their access to essential services in the Gaza Strip were severely impacted as a result of the Cast Lead Israeli bombardment and military operation during the period Dec. 26, 2008 – Jan. 18, 2009.

A total of 600,000 tons of rubble was generated as a result of destroying 3,533 private houses as well as a large number of public buildings. Many of these buildings are dangerously hanging ruins, contain hazardous materials such as asbestos and UXOs and are thus an environmental and security threat for the civilian population. In addition, their removal is an essential prerequisite for reconstruction. Thus the project is an important early recovery priority and aimed at supporting civilian communities recover a safe and dignified living environment, free from health and environmental hazards, in which they will be able to rebuild their lives. In addition the project will generate more than 200,000 working day opportunities for the residents of the crisis affected areas in the Gaza Strip.

¹ For global/regional projects, this is not required

<p>Programme Period:</p> <p>Country Programme Component: Early recovery/Environment</p> <p>Project Title: Gaza Rubble removal and UXOs clearance</p> <p>Atlas Award ID:</p> <p>Start date: 1st July 2009</p> <p>End Date: 31 December 2010</p>	<p>Total resources required: US\$ 11.807 million</p> <p>Total allocated resources: US\$ 5.6 million</p> <ul style="list-style-type: none"> • Regular • Other: <ul style="list-style-type: none"> ○ Donor: CIDA US\$ 3.3 million ○ Donor: SIDA US\$ 2.4 million ○ Donor ○ Government _____ <p>Unfunded budget: US\$ 6.175 million</p> <p>In-kind Contributions _____</p>
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Agreed by UNDP:

Jens Toyberg-Frandzen
Special Representative of the Administrator

I. SITUATION ANALYSIS

A. Country Context

In the Gaza Strip, the dramatic events of the Cast lead Israeli military operation on December 2008-January 2009 have exacerbated further the living standards and the socio-economic conditions of the residents of the Gaza Strip that resulted from the two years of closure and siege imposed by Israel and contributed to the internal conflict among Palestinian factions.

UNDP, as the coordinator of the Early Recovery cluster, has been working with the Palestinian Authority, its sister UN agencies, national and international partners to assess damages and needs, and develop plans for restoration of essential social and public services, reconstruct essential infrastructure in order to accelerate livelihood recovery.

UNDP/PAPP field survey has verified that the majority of public and government institutions including municipalities, ministries, and police and civil defense stations have been destroyed, depriving the population of basic services. In addition, 3533 private houses have either been destroyed or severely damaged, leaving tens of thousands of people without shelter, employment or access to essential services.

UNDP/PAPP field survey also estimated that 600,000 tons of concrete rubble had been generated during the Conflict. The survey identified that the specific locations where the rubble has been compiled was heavily contaminated with asbestos and explosive remnants of war which poses a serious risk to communities in the affected areas. It has been reported that there have been 9 UXO related accidents resulting in 25 injured and 10 killed (7 children) since the end of the conflict.

During year 2007 UNDP/PAPP has suspended and later terminated its infrastructure related construction activities in Gaza Strip due to the unavailability of construction materials in the local market as a result of imposed blockade on Gaza, however, UNDP is still exerting serious efforts with the Government of Israel to allow construction materials for its projects into Gaza, which, unfortunately have not been successful to this point.

The proposed project activities will contribute to enhancing the quality of life and reducing public health threats associated with UXOs, and concrete rubble throughout the communities in Gaza Strip through implementation of UXO clearance and safe disposal, rubble removal, crushing and reuse.

II. STRATEGY

2.1 National Strategy in the oPt

Effective and environmentally sound solid waste management is essential to meet public health targets. Unmanaged waste, construction debris and rubbles impact quality of life. This project contributes to the achievements of the infrastructure objective of the Palestinian Reform and Development Plan (PRDP 2008-2010) that aims to increase national prosperity and enhance quality of life through achieving efficient and environmentally sound management of solid waste and debris.

The Palestinian Authority has identified that rubble removal and reuse of crushed concrete rubbles as one of its key development priorities. The Palestinian Early Recovery and Reconstruction plan listed SWM among its priorities under the social, infrastructure and environmental sectors.

Furthermore, the project is in line with the Palestinian Environmental Quality Authority policy principles and strategy (EQA environmental strategy 2000) as it contributes to the 4 main pillars of EQA strategy: protection of public health; protection of natural resources; preservation of the rich cultural heritage and strengthening of environmental institutions.

2.2 UNDP Strategy

The planned project outputs will contribute to the second outcome of UNDP/PAPP mid-term strategic framework 2008-2011 which aims at accelerating economic recovery, promotion of livelihoods, and self reliance through improving access to effective social, economic, public service and public utilities.

The project has multiplier effect and towards its completion, it contributes to reducing threats on affected residential areas, generating employment opportunities, controlling pollution and supporting cost recovery of waste.

2.3 PA Early Recovery Plan

As highlighted in the PA Early Recovery Plan, the recent Israeli incursion in the Gaza Strip, and the 18 months blockade that preceded it, have caused major damage to Gaza's public and private infrastructure and to its basic service delivery systems. In particular, 3533 houses were destroyed as well as a large number of public buildings and private sector facilities. Many of these buildings are dangerously hanging ruins, contain hazardous materials such as asbestos and UXOs and are thus an environmental and security threat for the civilian population. In addition, their removal is an essential prerequisite for reconstruction.

Both components of the proposed project are thus important early recovery priorities. Both are aimed at supporting civilian communities recover a safe and dignified living environment, free from health and environmental hazards, in which they will be able to rebuild their lives.

Finally, both components, through the employment opportunities that they will generate, come in support of a livelihood recovery process.

III. PROJECT DESCRIPTION

3.1 Project Outcome

The livelihood of the population of Gaza Strip is improved through clearance and safe disposal of UXOs, and removal of the generated Rubble in the crisis affected areas in Gaza Strip

3.2 Outputs

The project expected outputs are:

1. Mine action activities effectively coordinated and implemented in accordance to International Mine Action Standards
2. UXO Risk Assessments (RAs) for private house sites completed for RR actors
3. 150 UXO safety awareness training sessions and briefings to communities, farmers, UN and other humanitarian agencies, and construction workers involved in rubble removal projects and directly benefit 2,400 individuals provided
4. Explosive Ordnance Disposal (EOD) support for High risks rubble removal sites provided
5. 400,000 tons of concrete rubble sorted, and transported to the central disposal site
6. 500,000 tons of concrete rubble crushed and stockpiled
7. 80 Km of agricultural roads rehabilitated using 300,000 tons of crushed concrete rubbles to enhance farmers accessibility to their farms

3.3 Project Key Activities

The project scope will consist of the following 2 components:

Component 1: UXOs clearance, safe disposal and destruction

The objective of this project component is to undertake EOD support, and UXO threat reduction activities in support of reconstruction activities, rubble removal and in response to community needs. The activities will be carried out by Mines Advisory Group (MAG) EOD teams as the implementing agency and UNMAS as the task coordination agency. The scope will include the following:

Activity 1.1: Coordination of Mine Action Activities within Gaza

This activity will be carried out by the UN Mine Action Team – Gaza (representing UNMAS) and will be financed under this project proposal. UNMAT - Gaza responsibilities will include the following:

- (a) Manage supervise and operationally tasking and control of the EOD teams on a daily basis.
- (b) Prioritize Mine Action support to rubble removal activities.
- (c) Accreditation, Monitoring and Quality Assurance of Mine Action actors within Gaza.
- (d) Coordination of Mine Action activities with IDF, COGAT, UN Agencies, NGO/INGO's, and local authorities as required.
- (e) Facilitation of Mine Action personnel into and out of Gaza/Israel.
- (f) Facilitation of entry and exit of specialist Explosive Ordnance Disposal (EOD) equipment into and out of Gaza/Israel.
- (g) Facilitation of importation, storage and recording of explosive usage by EOD teams.
- (h) Review MAG technical reports to ensure technical and statistical reports are maintained on Mine Action activities.
- (i) Represent Mine Action at meetings such as UNCT, SMT, ASMT and donor meetings as required.
- (j) Represent Mine Action at Sector and Cluster Lead meetings as required.
- (k) Providing updates to the UN Inter-Agency Coordination Group on Mine Action.
- (l) Supervise and monitor mine action activities to ensure Mine Action in Gaza is implemented in accordance with International Mine Action Standards (IMAS).
- (m) Providing Mine Action inputs to the UN Secretary General's report.
- (n) Liaise and report to UNMAS HQ on Mine Action Activities.
- (o) Providing input to the Landmine Monitor Report of Mine Action activities in Gaza.
- (p) The establishment of Boards of Inquiry for all UXO related incidents or accidents.
- (q) Providing geographical information on Mine Action activities to OCHA for GIS mapping.
- (r) Provide Mine Action technical advice to all Humanitarian Agencies as requested.

Activity 1.2: implement Mine action activities as tasked by UNMAT-Gaza

UNDP will contract directly Mine Advisory Group (MAG) EOD teams who will be responsible for implementation of EOD activities. The activities will include the following scope of work:

(a) Conduct UXO risk assessments

The UXO risk assessment process is a preparatory planning tool to facilitate future planning and activities related to specific sites that have been targeted by either air, naval or ground forces. The purpose of a UXO risk assessment is to assist actors conducting rubble removal, other recovery and reconstruction activities to implement mitigation measures appropriate to the potential residual UXO risk. Wherever possible, these risk assessments are conducted in cooperation with the owners of the land / building. Upon request, MAG EOD teams will undertake formal UXO risk assessments of sites as tasked by UNMAT. The UXO risk assessment process involves:

- Assessing if the site has been struck by ordnance and potential for remaining UXO hazard;
- Designation of sites as either having a potential low, medium or high residual UXO risk;
- Recommending appropriate safety precaution for the site, clearance methodology for the site and the requirement for subsequent EOD support;
- Providing an auditable report on the potential risk posed by UXO with designated sites for use by client, rubble removal contractors, and reconstruction and development agencies within Gaza.

(b) Provide UXO safety awareness training and briefings

- Liaison with communities, and UN agencies to identify needs in support of tasking and operational deployment of EOD teams
- The UXO safety awareness training programme will be provided to communities, farmers, UN agencies, humanitarian aid agencies upon request and as tasked by UNMAT. The training will be targeted at the following levels depending on the target group:
 - General UXO safety awareness training consists of:
- Direct UXO safety awareness training for communities, farmers, UN agencies, NGO's, municipalities and others;

- Training of Trainers programme for UXO safety awareness. As part of this activity project managers and site supervisors/foremen will be provided with materials and receive training so that any new staff involved in the rubble removal process receive training before commencing employment

Rubble Removal UXO safety awareness training:

- Level 1 – Basic UXO awareness training and safe work practice. This training will be aimed at all people employed to remove rubble and involved in the rubble removal process
- Level 2 – Advanced training for safe site management. Aimed at site supervisors, foreman and those involved in heavy machinery rubble removal. This will provide additional safety training to ensure that risk is mitigated throughout the process

(c) Provide EOD technical assessment and emergency response support

EOD teams will be able to respond to the UXO threat whether present at sites or on call dependant on the threat level. UXO threat in destroyed buildings could include Anti-Tank mines, aircraft bombs which are either fused or infused. In addition other naval, air or ground delivered ordnance may also pose a threat. Activities to be undertaken as part of this process include:

- Inspection of suspicious objects and determining suitable on site safety precautions;
- Removal of items deemed 'safe' to move by the EOD team;
- Implement safety procedures for items deemed unsafe to remove

Component 2: Rubble removal, crushing and reuse

UNDP in cooperation with UN agencies and International NGOs has formulated multi-actor action plan in order to coordinate efforts and share information regarding safe removal, crushing and reuse of the full amount of 600,000 tons of concrete rubble produced during the Cast lead Israeli military operation. UNDP through this project has planned to remove a total of 400,000 tons while other actors such as UNRWA, CHF, and local authorities have planned to remove the remaining amount of 200,000 tons. UNDP also has planned to crush the rubble transported by other actors to UNDP crushing site in Khan Younis Governorate.

The scope of this component includes implementing the following activities:

Activity 2.1: Sorting, removal and transport of concrete rubble

In relation to the Rubble Removal multi-actors plan, this activity will support sorting, removal and transport of 400,000 tons of concrete rubbles from private houses and public building located in crisis affected areas in Gaza Strip. Works will be divided into 8 packages (2 packages in North, 4 in Gaza and, 2 in the south) taking into account the capacity of local contractors.

Activity 2.2: Rubble crushing and stockpiling

In relation to the Rubble Removal multi-actors plan, this activity will support crushing a total of 500,000 tons of concrete rubbles. The work will be divided into 2 packages taking into account the capacity of the contractors. Currently there are 2 crushing machines available in Gaza with a total daily capacity of 2,500 tons/day. The crushed material will be stockpiled at central dumping site in Khan Younis area as indicated at the project sitemap.

Activity 2.3: Reuse of crushed concrete rubble

UNDP/PAPP agricultural damage and needs assessment has indicated that 100 km out of 350 km of agricultural roads were destroyed during the cast lead military operation in January 2008. The destruction of agricultural infrastructure including roads took place in three locations (East of Khan Younis, East of Gaza and east and north of Jabalia). UNDP is aiming at accelerating recovery of the agricultural sector through "a project funded by Islamic Development Bank (IDB)" rehabilitating of agricultural wells, pump stations, and water trunk lines at these areas. Rehabilitating of agricultural roads in these areas will enhance farmers' access to their farms and will promote restoration of agricultural livelihood. Throughout this project a total of 80 km of agricultural roads will be rehabilitated using a mixture of crushed rubble concrete and sand. The project will be implemented in three locations, east Khan Younis, east of Gaza and the Northern area. A total of 350,000 tons of crushed rubble concrete will be fully utilized and a labor intensive modality will be adopted when possible for the rehabilitation of roads.

It is worth to mention that Maan "local Ngo based on Gaza" through a project funded by OXFAM is currently rehabilitating 80 km of non-destroyed agriculture roads at Al-mawasi area located west of Khan Younis and Rafah.

This activity will create 200 job opportunity for a period of 12 months and will support the following:

- (a) finalize needs assessment and selection criteria
- (b) Prepare bill of quantities and roads layout plan, and profiles in coordination with local municipalities
- (c) Local contractors to rehabilitate at least 80 km agricultural roads. Works will include land survey, planning, excavation, leveling, paving of crushed concrete, compaction, and fencing opened areas along the targeted roads.

3.4 Project cost:

The project cost is estimated in the order of USD 11.807 million and is summarized as follows while detailed cost estimate is provided at Annex A.

Summary of Cost estimate

1.	Component 1: UXOs clearance, and safe disposal	US\$ 908,000
2.	Component 2: Rubble removal, crushing, and reuse	US\$ 10,127,362
3.	Total estimated cost component 1+2	US\$ 11,035,362
4.	UNDP GMS 7%	US\$ 772,475
5.	Total project cost: (3+4)	US\$ 11,807,837

3.4 Project timeframe and activity timelines schedule

Indicated output	Activities	Timeframe					
		2009		2010			
		Q3	Q4	Q1	Q2	Q3	Q4
Component 1: UXOs clearance, awareness, safety training and EOD disposal							
Output 1.1 Mine action activities effectively coordinated and implemented in accordance to International Mine Action Standards	<ul style="list-style-type: none"> ▪ Operational tasking and control of the EOD teams on a daily basis. ▪ Prioritize Mine Action activities in consultation with Early Recovery and Reconstruction Actors. ▪ Monitor and supervise Mine Action actors within Gaza. ▪ Coordinate Mine Action activities with IDF, COGAT, UN Agencies, NGO/INGO's, and local authorities as required. ▪ Facilitate importation, storage and recording of explosive usage by EOD teams. ▪ Provide input to the Landmine Monitor Report of Mine Action activities in Gaza. ▪ Provide geographical information on Mine Action activities to OCHA for GIS mapping. ▪ Provide Mine Action technical advice to all Humanitarian Agencies as requested. 	X	X	X	X	X	
Output 1.2: UXO Risk Assessments (RAs) for 2042 private house, agricultural and commercial sites completed	<ul style="list-style-type: none"> ▪ Undertake mine risk assessment, the process involves <ul style="list-style-type: none"> - Assessing if the site has been struck by ordnance and potential for remaining UXO hazard; - Designation of sites as either having a potential low, medium or high residual UXO risk; - Recommending appropriate safety precaution for the site, clearance methodology for the site and the requirement for subsequent EOD support; - Provide an auditable report on the potential risk posed by UXO with designated sites for use by client, rubble removal contractors, and reconstruction and development agencies within Gaza. 	X	X	X			
Output 1.3: 150 UXO safety awareness training sessions and briefings to communities, UN and other humanitarian agencies, and construction workers involved in rubble removal projects and directly benefit 2,400 individuals provided RR team provided	<ul style="list-style-type: none"> ▪ Liaise with communities and UN agencies to identify need in support of tasking and operational deployment of EOD teams ▪ Undertake UXO safety awareness training programme to communities, UN agencies, humanitarian aid agencies and construction workers involved in rubble removal projects 	X	X	X			
Output 1.4: EOD support to private houses, public buildings, and commercial provided	<ul style="list-style-type: none"> ▪ Remove and neutralize any UXO or remnants of UXO or White Phosphorous located during the Risk Assessment or Rubble Removal process. The process involves: <ul style="list-style-type: none"> - Inspection of suspicious objects and determining suitable on site safety precautions; - Removal of items deemed 'safe' to move by the EOD team; 	X	X	X	X	X	

	- Implement safety procedures for items deemed unsafe to remove.						
Component 2: Rubble removal, crushing and reuse component							
Output 2.1: 400,000 tons of concrete rubble sorted out at private houses in the southern GS and transported to UNDP crushing site.	<ul style="list-style-type: none"> ▪ Conduct community awareness ▪ Provide UXO safety training ▪ Prepare the tender document ▪ Bid and award contracts ▪ Undertake rubble removal by local contractors 	X	X	X	X	X	
Output 2.2: 500,000 tons of concrete rubble crushed and temporary stored at the dumping site.	<ul style="list-style-type: none"> ▪ Bidding process. ▪ Prepare the tender document. ▪ Bid and award the contract. ▪ Undertake crushing activity by local contractor ▪ Implement the work under supervision of UNDP/PAPP 	X	X	X	X	X	X
Output 2.3: Crushed concrete rubble reused in agricultural roads rehabilitation.	<ul style="list-style-type: none"> ▪ Carry out land survey and Prepare detailed bill of quantities in coordination with municipal councils ▪ Prepare the tender document. ▪ Bid and award the contract. ▪ Undertake agricultural roads rehabilitations by local contractor ▪ Implement the work under supervision of UNDP/PAPP 			X	X	X	X

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

The livelihood of the population of Gaza Strip is improved through clearance and safe disposal of UXOs, and removal of the generated Rubble in the crisis affected areas in Gaza Strip

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome Indicators and targets

- Change in threat level at crisis affected areas
- Change in re-housing reconstruction barriers
- Change in farmers ability to access their agricultural farms
- Number of jobs created

Baseline:

- 600,000 tons of rubble generated
- 10 people killed by UXOs and 25injured since 27 Dec 08
- 100 km of agricultural roads destroyed

Applicable MYFF Service Line:

Partnership Strategy: The project will be executed by UNDP and implemented by UNMAS, MAG

Project title and ID (ATLAS Award ID): Gaza Rubble Removal and UXOs clearance. Proposal ID: 0000

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Component No. 1 UXO clearance, disposal and safety training</p> <p>Output 1.1 Mine action activities effectively coordinated and implemented in accordance to International Mine Action Standards</p>	<p>Target: 2009-2010 Accreditation of MAG risk assessed reports including methodology Safe disposal for collected UXOs</p>	<ul style="list-style-type: none"> ▪ Prepare MOU with UNMAS ▪ Perform Operational tasking and control of the EOD teams on a daily basis. ▪ Prioritize Mine Action activities in consultation with Early Recovery and Reconstruction Actors. ▪ Monitor and supervise Mine Action actors within Gaza. ▪ Coordinate Mine Action activities with IDF, COGAT, UN Agencies, NGO/INGO's, and local authorities as required. ▪ Facilitate importation, storage and recording of explosive usage by EOD teams. 	<p>UNMAS</p>	<p>Equipment UNMAS team comprises, project manager, US\$ 284,000 through SIDA to cover UNMAS expenses 2 months (January-</p>

		<ul style="list-style-type: none"> ▪ Provide input to the Landmine Monitor Report of Mine Action activities in Gaza. ▪ Provide geographical information on Mine Action activities to OCHA for GIS mapping. ▪ Provide Mine Action technical advice to all Humanitarian Agencies as requested. 	UNDP, UNMAS, MAG	February 2010)
<p>Output 1.2: UXO Risk Assessments (RAs) for private house, agricultural and commercial sites completed</p>	<p>Targets year Target 2009: 1600 sites are risk assessed Target 2010: Minimum 630 identified sites assessed</p>	<ul style="list-style-type: none"> ▪ Prepare MOU with MAG ▪ Team mobilization ▪ Undertake mine risk assessment ▪ Prepare and provide an auditable report on potential risks for each designated sites to be used by the requested agency and the contractors. 	UNDP, UNMAS, MAG	<p>Equipments Explosive Ordnance Disposal Teams, Technical operational Manger</p> <p>US\$ 624,000 through SIDA to cover MAG expenses for 5 months (October 2009-February 2010)</p>
<p>Output 1.3: 150 UXO safety awareness training sessions and briefings to communities, UN and other humanitarian agencies, and construction workers involved in rubble removal projects and directly benefit 2,400 individuals provided</p>	<p>Targets year Target 2009 120 UXO safety awareness training sessions conducted Target 2010: 30 UXO safety awareness training sessions conducted</p>	<ul style="list-style-type: none"> ▪ Identify community needs and required support in coordination with requested agencies ▪ Provide direct UXO safety training for requesting agency staff and contractors ▪ Provide training of trainers programme for UXO safety awareness ▪ Provide localized community awareness on the hazards of potential UXO during the rubble removal process. 	UNDP, UNMAS, MAG	Community liaison teams, technical operation manager
<p>Output 1.4: EOD support to private houses, public buildings , agricultural and commercial sites RR team provided</p>	<p>Targets year Target 2009- EOD support for high risk sites provided (to be determined based on RA)</p>	<ul style="list-style-type: none"> ▪ Remove and neutralize any UXO or remnants of UXO or White Phosphorous located during the Risk Assessment or Rubble Removal process. ▪ Remove and neutralize deep buried UXO located outside rubble removal sites 	UNDP, UNMAS, MAG	Equipments EOD teams Contractors

Component 2: Rubble sorting, removal, crushing and reuse

<p>Output 2.1: 400,000 tons of concrete rubble sorted, transported to the dumping site</p>	<p>Targets year: Target year: 2009 160,000 tons of rubble temporary stored at the dumping site Target 2010: 240,000 tons sorted out and transported to the dumping site</p>	<ul style="list-style-type: none"> ▪ Prepare the tender document ▪ Bid and award contracts for 3 contractors ▪ Undertake rubble removal by local contractors ▪ Recruitment and mobilize UNDP supervision team 	<p>UNDP</p>	<p>Risk assessment report Damage assessment report Individuals consent agreements Equipments Contractors US\$ 2,532,000</p>
<p>Output 2.2: 500,000 tons of concrete rubble crushed and temporary stored at the dumping site</p>	<p>Targets year Target 2009: 100,000 tons crushed Target 2010: 4000,000 tons of rubble crushed and temporary stored</p>	<ul style="list-style-type: none"> ▪ Bidding process. ▪ Prepare the tender document. ▪ Bid and award the contract. ▪ Undertake crushing activity by local contractor ▪ Implement the work under supervision of UNDP/PAPP. 	<p>UNDP</p>	<p>Crushing machines Equipments Contractors US\$ 3,000,000</p>
<p>Output 2.3: crushed concrete rubble reused in agricultural roads rehabilitation and more than 200 job opportunity generated for 12 months</p>	<p>Target 2010: 80 km of agricultural roads rehabilitated and 200 job opportunity created for 12 months</p>	<ul style="list-style-type: none"> ▪ Finalize needs assessment and selection criteria ▪ Carry out land survey and Prepare detailed bill of quantities in coordination with municipal councils ▪ Prepare the tender document. ▪ Bid and award the contract. ▪ Undertake agricultural roads rehabilitations by local contractor <p>Implement the work under supervision of UNDP/PAPP</p>	<p>UNDP</p>	<p>Municipalities needs assessment Local contractors US\$ 2,000,000</p>
		<p>Establish project implementation unit Project manager, project coordinator, project assistance and 30 site engineers. See detailed project breakdown cost at annex A</p>	<p>UNDP</p>	<p>Staff, Vehicles Field equipment US\$ 1,545,362</p>

V. PROJECT MANAGEMENT AND IMPLEMENTATION ARRANGEMENT

Implementation modalities

UNDP/PAPP will work in close coordination with PA, UN agencies, local Civil Society organizations, and local authorities in the implementation of the projects goal and objectives:

UNDP/PAPP delivers through the Direct Execution (DEX) modality which will be the mechanism for the implementation of this project. The DEX modality, which takes into account the institutional capacities, the legal setting and evolving situational context, UNDP/PAPP works in partnership with national authorities, civil society, the private sector, the international community and UN sister agencies. The capacity of potential implementing partners and contractors will be assessed through standard UNDP procedures.

UNDP will report to 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.

UNDP will enter into cooperation agreement with UNMAS for coordination of UXOs clearance and disposal component. UNMAS will be responsible for operational tasking, managing and monitoring the implementation of UXO activities carried out by MAG to ensure mine action activities implemented in accordance to mine action international standards.

UNDP will contract MAG directly for deployment of EOD teams and implementation of UXOs clearance and safe disposal activities in the ground as described in this proposal. MAG operation will be supervised and monitored by UNMAS.

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, 2 project component coordinators, in addition to a project component coordinator assigned by UNMAS.

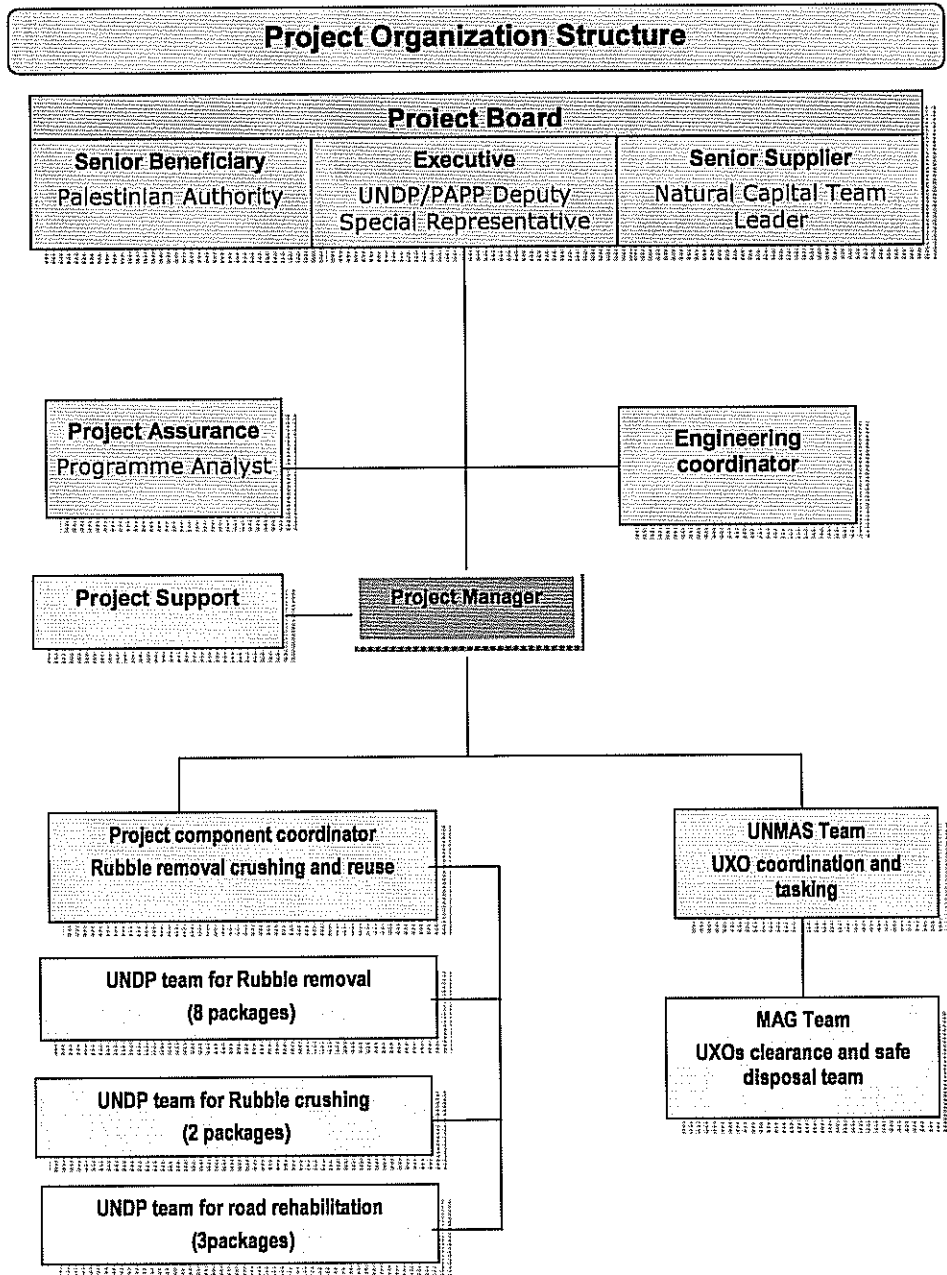
Project oversight and assurance

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 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 (representatives from PA and local authorities)

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. 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.



VI. MONITORING FRAMEWORK AND EVALUATION

▪ General provisions

The Project Manager will prepare a Communication and Monitoring plan (C&M plan) in support of project objectives with details on external and internal monitoring and communication activities. The Project Manager will need to ensure adequate monitoring of all project activities and should draw on counterparts' resources for activity monitoring in a bid to strengthen capacities in this regard.

The contribution of achieved project outputs to the intended outcome will be monitored by the Natural Capital Team in close connection with the Gaza Office programming team. Provisions for project evaluation in support of lessons learned in the implementation should be taken into consideration. The Project Board should make recommendations for the application of such an evaluation, building on dialogue with local stakeholders.

▪ Regular monitoring activities

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.

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 Report (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.

▪ Annual Monitoring and Evaluation activities

An annual Progress Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the annual Progress Report shall consist of the Atlas standard format for the QPR covering the reporting period with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined targets at the output level.

Based on the above report, an annual project review shall be conducted during the last quarter of each year or soon after, to assess the performance of the project and appraise the Work Plan for the next year. In the second 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.

Quality Management for Project Activity Results

OUTPUT 1.1: Mine action activities effectively coordinated and implemented in accordance to International Mine Action Standards		
Activity Result 1 (Atlas Activity ID)	<i>Coordinate and operationally tasking Risk assessment and EOD teams</i>	Start Date: July 2009 End Date: December 2010
Purpose	<i>ensure EOD teams practice according to mine actions international standards</i>	
Description	<i>a total of 2,042 crisis affected sites need to be risk assessed prior to launching rubble removal activities. UNMAT will issue report for each site quantifying the associated risk and propose a methodology for RR.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
% of response to agency inquiry	Formulated action plan	quarterly
Number of identified high risk sites	Formulated implementation plan and progress report	quarterly

OUTPUT 1.2: UXO Risk Assessments (RAs) for private house, agricultural and commercial sites completed		
Activity Result 1 (Atlas Activity ID)	<i>undertake risk assessment for 2042 crisis affected sites</i>	Start Date: July 2009 End Date: September 2010
Purpose	To ensure safety of rubble removal team (undp staff, contractors workers) as well as the community of the affected areas	
Description	<i>EOD team respond to rubble removal actors inquires to assess the affected sited, quantify the risks and support rubble removal activities</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of moderated and high risk sites	risk assessments reports	quarterly
	Field visits	quarterly

OUTPUT 1.3: 150 UXO safety awareness training sessions and briefings to communities, UN and other humanitarian agencies, and construction workers involved in rubble removal projects and directly benefit 2,400 individuals provided		
Activity Result 1 (Atlas Activity ID)	<i>Rubble removal teams and community of the crisis affected aware of the threats and risks</i>	Start Date: July 2009 End Date: June 2010
Purpose	reduce threats level due to potential existence of UXOs	
Description	- <i>conduct awareness and training sessions</i>	
Quality Criteria <i>how/with what indicators the quality of the</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has</i>	Date of Assessment <i>When will the assessment</i>

<i>activity result will be measured?</i>	<i>been met?</i>	<i>of quality be performed?</i>
		quarterly
number of actors / persons undertake training	workshops	quarterly
number of community members involved	workshops	quarterly

OUTPUT 1.4: EOD support to private houses, public buildings , agricultural and commercial sites RR team provided		
Activity Result 1 (Atlas Activity ID)	<i>support to removal from high and moderate risks</i>	Start Date: July 2009 End Date: September 2010
Purpose	ensure safety of rubble removal teams	
Description	<i>EOD teams provide support and work in cooperation with Rubble removal teams to clear rubbles from moderate and high risk sites</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
		quarterly
Timely Response of EOD teams to agency request	reports and site visits	quarterly
		quarterly

OUTPUT 2.1: 400,000 tons of concrete rubble sorted, transported to the dumping site		
Activity Result 1 (Atlas Activity ID)	<i>Rubble removed from affected areas</i>	Start Date: July 2009 End Date: September 2010
Purpose	safeguard the environment and pave the ground for reconstruction to take place	
Description	<i>The generated rubbles will be sorted out and transported to a crushing site. Work will be divide into 8 packages</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Quantities removed as planned	Field visits, reports	Quarterly

OUTPUT 2.2: 500,000 tons of concrete rubble crushed and temporary stored at the dumping site		
Activity Result 1 (Atlas Activity ID)	<i>crushing of concrete rubbles</i>	Start Date: October 2009 End Date: December 2010
Purpose	enable reuse of crushed material in environmental accepted manner	
Description	- <i>crushing of rubble concrete to the size of base course</i>	

Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
quantity crushed per day	Field visits, reports, test	quarterly

OUTPUT 2.3: crushed concrete rubble reused in agricultural roads rehabilitation and more than 200 job opportunity generated for 12 months		
Activity Result 1 (Atlas Activity ID)	<i>Rehabilitation of agricultural roads</i>	Start Date: Feb. 2010 End Date: December 2010
Purpose	Improving access of farmers to productive agricultural areas	
Description	- <i>The activity supports rehabilitation of internal and agricultural roads</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of km rehabilitated	Field visits, reports, test	quarterly

VII. ANNEXES

Annex A Detailed project cost estimate

Project component/activity cost	Detailed project cost estimate					Funding Agency
	unit	# of units	unit rate	total US\$	comments/justifications	
component 1: UXOs clearance and safe disposal						
activity 1.1.1: coordination of mine action activities in Gaza (UNMAS) for January - February 2010				284,000	activity is funded by SIDA for 2 months from January 2010 to march 3010	SIDA
activity 1.2.1 : implementation of mine action activities as tasked by UNMAT in Gaza (MAG) for October 2009 to December 2010				624,000	activity is funded by SIDA for 5 months from October 2009 to march 3010	SIDA
Sub-total component # 1				908,000		
Component 2: sorting, removal, crushing and reuse of rubble concrete						
Activity 2.1.1 removing 160,000 tons of rubbles from private houses and public building in Gaza city	tons	160,000	10	1,600,000	activity supports RR in Gaza city and it was started on July 2009 and completed on December 2009	CIDA
Activity 2.1.2 removing 110,000 tons of rubbles from middle area, Khan Younis and Rafah in Gaza	tons	110,000	8	892,000	activity supports RR in north areas and it was started on November 2009	SIDA
Activity 2.1.3 removing 130,000 tons of rubbles from middle area, Khan Younis and Rafah in Gaza	tons	130,000	8	1,040,000	the unit cost was calculated based on the cost of rubble removal form buildings above 10 m high. The total amount is divided into 3 packages in order to match the contractor's capacities	TBD
Activity 2.2.1 crushing of 150,000 tons of rubbles	tons	150,000	6	900,000	activity supports crushing activities and started on October 2009	CIDA
Activity 2.2.2 crushing of 350,000 tons of rubbles	tons	350,000	6	2,100,000	10 months	TBD
Activity 2.2.3 preparation of crushing site	LUMS			50,000		CIDA

Activity 2.3 reuse of crushed concrete rubble for rehabilitation of agricultural roads in the affected areas	km	80	25,000	2,000,000	the estimated unit cost includes road works excavation, leveling, supply of sand and mixing of crushed concrete, paving and compaction. the estimated unit rate cost is divide into: per each square meter: US\$ 0.7 for excavation, leveling US\$ 3.0 for transportation crushed material, spreading in 30 cm and compaction US\$ 0.50 for supplying sand, mixing with crushed concrete total estimated based on per square meter is US\$ 4.2, assuming average width road 5 m. total estimated cost per square meter per 1 meter width is 4.2*5 = 21US\$, thus total estimated cost per 1000 meter is US\$ 21,000. In addition to this amount US\$ 4,000 provisional cost per Km length is considered for fencing open areas along the rehabilitated agricultural roads. the implementation modality considered involvement of intensive labors.	TBD
Activity 2.4 establishing implementation units						
activity 2.4.1 : PMU for activity 2.1.1 and 2.2.1 Rubble removal in Gaza Governorates				506,074.0	the activity supports of establishing PMU comprises project manager and 15 site engineers, procurement of 2 4x4 W vehicles and operation cost	CIDA
activity 2.4.2: PMU for activity 2.1.2 Rubble Removal in the Northern Governorate;				424,608.0	the activity supports of establishing PMU comprises project manager and 6 site engineers, operation cost	SIDA
activity 2.4.3 PMU for activity 2.2.2, 2.3 ,2.1.3, and 2.1.4 Rubble removal in middle, south governorates				614,680		TBD
sub-total estimated cost for activity 2.4.3				1,545,362		
Total PMU estimated cost for activity 2.4				10,127,362		
Sub-total component # 2						
Total estimated cost for component 1 + 2				11,035,362		
UNDP General Management service cost				772,475	7 % UNDP GMS	
Total project estimated cost				11,807,837		
CIDA contribution				3,269,999		
SIDA contribution				2,380,330		
total available				5,650,330		
Fund need to be mobilized				6,157,508		

Annex B

Table 1: Detailed Risk Management Matrix

Area	Risk	Mitigation Measures	Options for Programme Responses
<p>Operational Risks</p> <p>Administration / Operations</p>	<ul style="list-style-type: none"> - Mobility restrictions of the project staff due to the security situation either caused by the Israelis (incursions, shelling) or by internal clashes - Shortage of Fuel might hinder mobility thus restrict work and prevent progress - restrictions on staff accessibility to affected sites on the buffer zone - restrictions on allowing material required for EOD team to get into Gaza 	<ul style="list-style-type: none"> - UNDP security office in coordination with the UNRWVA Security Liaison person coordinate for the day-to-day travel of the staff and issue security clearance for ensuring the safety of the staff - UNDP security officer to coordinate with Israeli authorities for the issue of security clearance to access the buffer zone - Local Police approached in cases of travel of international staff and for any unexpected hazard - Provide security update on daily basis for all staff 	<ul style="list-style-type: none"> - Police could be consulted for increasing the safety of staff in hazardous situations - Take security measures and mitigation for staff travels in cases of security alerts. - Suspend the travel of staff in exceptional security situations - Suspend work in the buffer zone until access clearance is granted
<p>Programme Risks</p> <p>Project Implementation / Progress</p>	<ul style="list-style-type: none"> - Any militant act from the may affect the successful implementation of the project - lack of financial resources required to implement to remove the total generated rubbles - lack of coordination between rubble removal actors and beneficiaries as well - insufficient capacity of EOD teams to response to different agencies needs 	<ul style="list-style-type: none"> - UNDP security office in coordination with the UNRWVA Security Liaison office coordinate the day-to-day travel of the staff and issue security clearance for ensuring the safety of the staff - UNDP to formulate a joint action plan to avoid duplication and share information - UNDP to draft recourse mobilization plan - UNDP to support UNMAT to up-scale their capacities 	<ul style="list-style-type: none"> - Partner organizations, community representatives and stakeholders are informed about the situation and the planned interventions. - Rubble removal actors are requested to report to UNDP on their planned interventions and progress - UNDP and RR actors to prioritize their interventions

<p>Project outcome</p>	<ul style="list-style-type: none"> - Major Security crises e.g. total incursion into the Gaza Strip or Total closure of access of people and goods. - Resistance of the crisis affected people to cooperate with EOD teams or Rubble Removal contractors 	<ul style="list-style-type: none"> - organize community awareness sessions and training - Assessment to inform activities design and planning - Rubble removal actors to convene every two weeks 	<ul style="list-style-type: none"> - UNDP reviews intervention strategy to respond to crises - UNDP suspends support
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