

United Nations Development Programme

Programme of Assistance to the Palestinian People
برنامج الامم المتحدة الاتماني/ برنامج مساعدة الشعب الفلسطيني



Note to the File

Subject: No Signed Project Document for Construction 100 Housing Units to Rehousing the Affected Palestinian Families in Gaza Strip, PAL 10: 00070416

From: Tamer Qarmout (Programme Analyst) *Tamer Q.*

Date: April 20, 2010

The Construction of 100 Housing Units Project is funded by the Custodian of the Two Holy Mosques Campaign for Relief of the Paelstinian People in Gaza was initiated in 2009. A preliminary project document has been prepared for the project. The doument is being reviwed and modified based on a still ongoing consulations with the Local Authorities. Thus, upon fianlzing the consulations, the project document will be submitted for the LPAC comiitee for final approval. Then the project document will be signed by the UNDP/PAPP special representative.

United Nations Development Programme

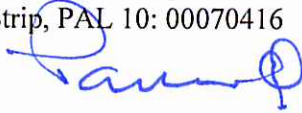
Programme of Assistance to the Palestinian People

برنامج الامم المتحدة الانمائي / برنامج مساعدة الشعب الفلسطيني



Note to the File

Subject: No LPAC MoM for Project : Constrution 100 Housing Units to Re housing the Affected Palestinian Families in Gaza Strip, PAL 10: 00070416

From: Tamer Qarmout, Programme Analyst 

Date: December 2009

In the immediate aftermath of the late war on Gaza, UNDP/PAPP through a gernerous grant from the Custodian of the Two Holy Mosques Campaign for Relief of the Paelstinian People in Gaza, initiated the construction of 100 hosuing units to rehousing the affected Palestinian Families Project in the Gaza Strip.

A preliminary project document has been prepared for the project. The doument is being reviwed and modified based on a still ongoing consulatons with the Local Authorities. Thus, upon fianlzing the consulatons, the project document will be submitted for the LPAC comiitee for final approval.



United Nations Development Programme

Construction 100 Housing Units to Re housing the Affected Palestinian Families in
Gaza Strip.

Project Document

8 April 2009

Note: Draft submitted to HPAC

Project Document Format for non-CPAP Countries or Projects outside a CPAP

United Nations Development Programme
Country: Occupied Palestinian Territories - Gaza Strip
Project Document

UNDAF Outcome(s):

Expected CP Outcome(s): Post-crisis socio-economic infrastructure restored, economy revived and employment generated, crisis affected groups returned and reintegrated.

(Those that are linked to the project and extracted from the CP)

Expected Output(s): 1) Alternate housing for 100 affected Palestinian families in North of Gaza Strip constructed.
(2) One school and mosque constructed.
(3) More than 50,000 working days will be created.

(Those that will result from the project)

Executing Entity: UNDP/PAPP

Implementing Agencies: UNDP/PAPP

Brief Description

Due to the Israel's recent bombardment and invasions of the Gaza Strip and the demolishing of the Palestinian homes in all Gaza Strip, there has been a high need to reconstruct homes for people who lost their homes. The project will contribute to reducing the suffering of about 700 of the Palestinians people who are now without homes as their housing units have been totally destroyed. The project aims to provide alternate housing to 100 families in the north of Gaza Strip in addition to one school, one mosque and physical infrastructure (roads, water and waste water networks and electricity networks). The project will also generate of around 50,000 workdays to alleviate poverty

Programme Period: May 2009- October 2010

Country Programme Component: Crisis Prevention and Recovery

Project Title: Construction 100 Housing Units to Re housing the Affected Palestinian Families in Gaza Strip.

Atlas Award ID: 00057098

Start date: 1st May 2009

End Date: 31st October 2010

PAC Meeting Date

Total resources required: US \$ 7,600,000

Total allocated resources: US \$ 7,600,000

- Regular US \$ 0.00
 - Other:
 - Donor: The Custodian of the Two Holy Mosques Campaign for Relief of the Palestinian People in Gaza US\$ 7.6 M
 - Donor _____
 - Donor _____
 - Government _____
- Unfunded budget: US \$ 0.00

Agreed by (UNDP):

Jens A. Toyberg-Frandzen
Special Representative of the Administrator, UNDP/PAPP

I. SITUATION ANALYSIS

A. Country Context

Palestinian society has experienced a situation of military occupation for over 40 years which has had very negative consequences on the daily life of Palestinians. In the Gaza Strip, the dramatic events of December 2008-January 2009 have exacerbated a two year blockade imposed by Israel and contributed to the deep internal conflict among Palestinian factions.

In October 2005, Israel withdrew unilaterally from the Gaza Strip as part of its disengagement plan. The Israeli unilateral disengagement went along without attaining a political agreement with the Palestinian Authority (PA) and what was supposed to be a hopeful event towards ending the Israeli occupation of the Strip has instead, turned into another form of multifaceted military control; one that is put in force by, but does not require an actual military presence inside the Strip.

The disengagement plan introduced new realities for the Gaza Strip residents. On the ground, the Israeli army troops and settlers left the Strip; yet, Israel kept its full control over the borders and turned the Strip into an isolated territory with limited access for goods and people. The disengagement plan was accompanied with measures enforced to fully cut the flow of Palestinian laborers from Gaza to Israel; an act that led to thousands of job losses and has dramatically increased the already high unemployment rates. Over the same period and as a result of the continuous political deadlock in the peace negotiations, tensions with Israel remained high, often erupting in armed disputes, violence, prolonged closures and military operations accompanied with large scale of infrastructure destruction and human losses. This complicated political situation has greatly contributed to a downfall in economic activities, high unemployment levels, poverty, and disproportionate death rates among Palestinian civilians.

The parliamentary elections in January 2006 were another dramatic event that has contributed to worsening the Palestinian reality. The elections brought Hamas to power. The international community reacted by boycotting the Hamas-lead government and imposing political and economic sanctions on the Palestinian Authority and the Palestinian people as a whole. The wining of Hamas sparked military and social unrests in the Strip. As a result, factional fighting spread all over the Gaza Strip leading to more human casualties and destruction in infrastructure. Attempts to create a unity government and bridge differences between political parties- mainly Hamas and Fatah -consequently failed leading to a major military confrontation that ended by Hamas taking over the Gaza Strip in June of 2007. Since then, two different and confronted political entities have ruled the Gaza Strip and the West Bank. This has helped to deepen the difficulties of the Palestinian population. The possibility of a unity government is nowadays being negotiated among the different factions.

II. STRATEGY

A. Intervention Rationale

The information collected in the Gaza Early Recovery Rapid Needs Assessment indicates that the housing situation of over 100,000 persons has been affected by the Israel attack. Over 4,000 housing units have been totally destroyed, leaving more than 26,000 people without homes, and over 11,500 housing units were damaged resulting in a further 75,000 people either displaced or living in very difficult conditions.

Table (1): Destroyed and Damaged Homes in Gaza, by Governorate¹

No.	Governorate	Completely Destroyed Housing Units	Partially Damaged Housing Units	Total
1	North	2,118	3,240	5,358
2	Gaza	675	2,268	2,943
3	Middle	435	2,874	3,309
4	Khan Younis	396	1,161	1,557
5	Rafah	412	1,971	2,383
Grand Total		4,036	11,514	15,550

Emergency shelters were set in school buildings, but most of the displaced are now staying with host families. This is putting considerable strain on the already limited housing stock in Gaza, whose development had anyway been stifled by the inability to import building materials under the Israeli blockade.

The current project will target the north of Gaza Strip which is the most affected area in Gaza Strip as clear in the table above.

B. Criteria for beneficiaries selection

The entitled beneficiaries of the, affected families would meet the following criteria:

- The family was occupying the affected house at the time of demolition
- The family owns no alternative accommodation
- The original house is demolished or damaged beyond repair
- The family accepts that the housing unit will be built according to the standards specified in the project document
- The family residents outside the refugee camps

C. Design Criteria

A consultant will be hired to undertake the design of the re housing units and relevant infrastructure. The main features incorporated in the design will be:

- The average area of the flat is 120-150 square meters.
- The physical and social needs of old persons and handicapped will be taken into consideration.
- Number of floors will not exceed 4 floors.
- A basement for each building will be constructed.

D. Project Land

The project will be implemented on lands donated by the Palestinian Authority. The total area for the construction of 100 units which will accommodate families from Gaza Strip, necessary facilities like mosque, school and related infrastructure is estimated at 20 donums.

¹ The Palestinian Early Recovery and Reconstruction Plan for Gaza, 2009 -2010

E. Construction

Local contracting companies pre-qualified by UNDP/PAPP and the Palestinian Contractors Union in Gaza will be invited to tender bids on the project through the UNDP standard bidding procedures. The project will be split into five contracts because of the limited capacity of local contractors to undertake large-scale projects and to reduce the risk of delays in executing the project. It will also reduce the risk of delays in the case of Israeli closure of crossing points inside Gaza Strip. The contracts will be awarded competitively, following the UNDP tendering and awarding procedures.

F. Employment Generation

The project will generate urgently needed job opportunities for workers in the construction sector and among local manufacturers of building materials and fittings at a time when employment in the Gaza Strip is extremely high as a result of the current crisis. Contractors will be encouraged to employ workmanship in the project from the areas which suffered the home demolition. The project is expected to generate more than 50, 000 workdays in the local employment market.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Post-crisis socio-economic infrastructure restored, economy revived and employment generated, crisis affected groups returned and reintegrated</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Outcome Indicators and targets</p> <ul style="list-style-type: none"> ➤ The number of people without homes decreased by 2.5% ➤ Number of re housing unit constructed. ➤ Number of working days created. <p>Baseline:</p> <ul style="list-style-type: none"> ➤ More than 28,000 people without homes (as mentioned in the Palestinian National Early Recovery and Reconstruction Plan for Gaza, 2009, 2010). ➤ High rate of unemployment (35.3% as at 4th quarter of 2007: PCBS). 				
<p>Applicable MYFF Service Line:</p> <p>Partnership Strategy: UNDP/PAPP.</p>				
<p>Project title and ID (ATLAS Award ID): Construction 100 Housing Units to Re housing the Affected Palestinian Families in Gaza Strip. Award ID: 00057098</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Alternate 100 housing units with relevant infrastructure facilities constructed.</p>	<p>Targets (year 2009)</p> <p>1.1 Design of the re housing units and related infrastructure undertaken.</p>	<ul style="list-style-type: none"> ▪ Sign MoU with the partners. ▪ Acquisition of the land. ▪ Prepare ToR for the detailed design. ▪ Sign the contract with the consultant ▪ 	<p>UNDP with partners.</p>	<p>Consultant Staff operation estimated cost : US \$ 95,000</p>
	<p>Targets (year 2010)</p> <p>1.2 100 housing units, one school, one mosque and physical infrastructure constructed.</p>	<ul style="list-style-type: none"> ▪ Preparing the tender document. ▪ Bidding and awarding the contract. ▪ Implement the work under supervision of UNDP/PAPP. ▪ 	<p>UNDP with partners.</p>	<p>Contractors Staff operation estimated total: US \$ 6,450,000</p>

IV. ANNUAL WORK PLAN

Year: 2009-20101

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
		2009				2010					Funding Source	Budget Description	Amount US\$
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1. Design of the re housing units and related infrastructure undertaken.	<ul style="list-style-type: none"> ▪ Identify the partner and sign MoU. 	X											
	<ul style="list-style-type: none"> ▪ Acquisition of the land. 	X											
	<ul style="list-style-type: none"> ▪ Prepare ToR for the detailed design. 	X											
	<ul style="list-style-type: none"> ▪ Bidding and awarding the design contract. ▪ Tendering document prepared and approved 	X	X	X	X								95,000
2. 100 housing units, one school, one mosque and physical infrastructure constructed.	<ul style="list-style-type: none"> ▪ Bidding and awarding the construction contract 					X							6,450,000
	<ul style="list-style-type: none"> ▪ Construction of 100 housing units, a school, a mosque and infrastructure includes water, wastewater, and electricity and roads networks under supervision of UNDP/PAPP. 					X	X	X	X				

V. MANAGEMENT ARRANGEMENTS

Implementation modalities

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 sub-contractors will be assessed through standard UNDP procedures.

Planning and management of activities

The Project Manager will run the project on a day-to-day basis within the constraints laid down by the Project Board. The Project Manager who will have extensive management experience in the field of construction 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 one Project Assistant.

Project support will be provided by current UNDP/PAPP administrative staff.

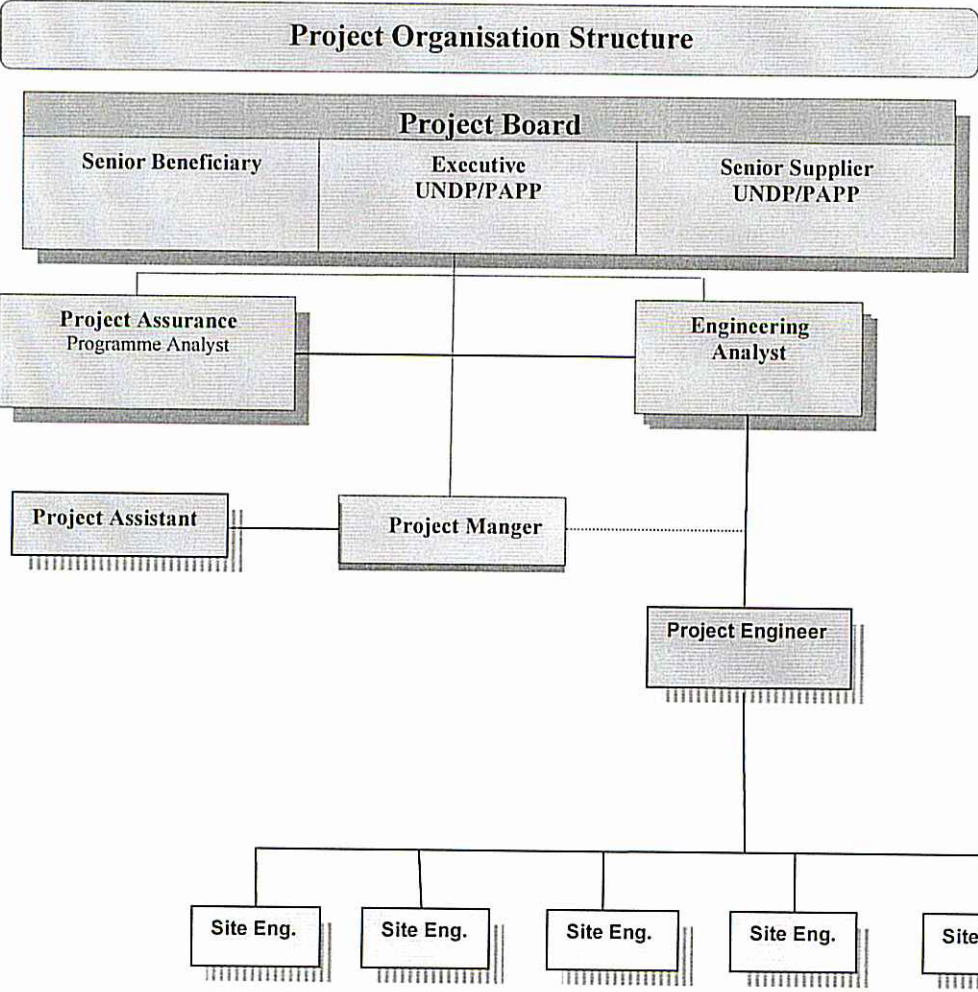
Project oversight and assurance

The Project Board is the 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 this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is 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, in the Gaza Strip as the situation permits. 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 (Social Capital Team Leader)
- *Senior Beneficiary* to ensure the realization of project benefits from the perspective of project beneficiaries.

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 Social 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 (see 7.3 below). 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

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: The design of the re housing units and related infrastructure undertaken.		
Activity Result 1 (Atlas Activity ID)	<i>Design Works.</i>	Start Date: May 2009 End Date: December 2009
Purpose	<i>Undertaking the design of 100 re housing units, a school, mosque and infrastructure works.</i>	
Description	<ul style="list-style-type: none"> - <i>Prepare ToR.</i> - <i>Bidding and awarding the contract.</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>
ToR for the design will be prepared	Prepared ToR and signed contract.	December 2009
Quality of the design	Design, drawings, reports.	December 2009

OUTPUT 2: Construction of 100 housing units, one school, one mosque and physical infrastructure.		
Activity Result 1 (Atlas Activity ID)	<i>Construction Works</i>	Start Date: Jan. 2010 End Date: December 2010
Purpose	<i>Providing alternate housing units for about 7,000 residents in Gaza Strip.</i>	
Description	<ul style="list-style-type: none"> - <i>Bidding and awarding the contract.</i> - <i>Construction 100 re housing units, one school and one mosque.</i> - <i>Construction and installation of physical infrastructure (roadway, water, sewage and electrical networks).</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>
Tender documents will be prepared, bided and awarded.	Signed contract.	December 2010
The quality and the quantity of re housing units, school, mosque and infrastructure will be constructed.	Field visits, reports, test	December 2010
Number of working days will be created.	Reports.	December 2010

VII. LEGAL CONTEXT

Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property and of UNDP's property in the executing agency's custody rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Budget Summary

Budget	
Item	US\$
Design Cost	95,000
Construction Cost	6,450,000
Personnel:	370,000
a. Project manager (1)	
b. Project Engineer (1)	
c. Site Engineers (5)	
Miscellaneous & Contingencies	323,095
Sub-total	7,238,095
UNDP GMS (5%)	361,905
Grand Total	7,600,000

VIII. ANNEXES

Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs² (where the NGO is designated as the “executing entity”) should be attached.

² For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

Annex I

Table 1: Detailed Risk Management Matrix

Area	Risk	Mitigation Measures	Options for Programme Responses
Operational Risks			
Administration / Operations	<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 - Fighting prevents progress and causes significant delay 	<ul style="list-style-type: none"> - UNDP security office in coordination with the UNRWA Security Liaison person coordinate for the day-to-day travel of the staff and issue security clearance for ensuring the safety of the staff - Specific arrangements with partner organizations and stakeholders for protection of premises and working locations - 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
Programme Risks			
Project Implementation / Progress	<ul style="list-style-type: none"> - Any militant act from the Israelis or tensions between local factions may affect the successful implementation of the project - Mobility restrictions of the project programming staff or the beneficiaries due to the security situation either caused by the Israelis (incursions, shelling) or by internal clashes - Shortage of Fuel might hinder mobility of both staff and beneficiaries thus restrict proper monitoring of project progress - General insecurity prevents proper monitoring of the different activities 	<ul style="list-style-type: none"> - UNDP security office in coordination with the UNRWA Security Liaison office coordinate the day-to-day travel of the staff and issue security clearance for ensuring the safety of the staff - Special arrangement with the local police for delivering protection to the project - During project implementation, UNDP undertakes regular monitoring and verification visits - Local Police will be approached in cases of travel of international staff and for any unexpected hazard - Provide security update on a daily basis for all staff - Participatory planning to ensure inclusion of all respective stakeholders - Continuous monitoring of delivery of key milestones; joint planning sessions for project delivery 	<ul style="list-style-type: none"> - Partner organizations, community representatives and stakeholders are informed about the situation and requested to ensure proper management. - Police and stakeholders are requested to improve protection - UNDP suspends support

<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. 	<ul style="list-style-type: none"> - Establishment of early warning mechanisms - Assessment to inform activities design and planning 	<ul style="list-style-type: none"> - UNDP reviews intervention strategy to respond to crises - UNDP suspends support
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