



Tracking Sheet

PROJECT ATLAS NAME:

PROPOSAL #: 61276 AWARD #:

PROJECT #: 77583

DONORS (NAME): *Islamic Dev. Bank*

- BIDS
 AGREEMENT CONTRACTS LETTERS/MEMO'S AWP PROJECT DOC.

SUBJECT: Reconstruction of 50 Totally Damaged Housing Units in Gaza Strip

TITLE	NAME	DATE IN	ACTION	DATE OUT	SIGNATURE
PROJECT MANAGER	SALEH AL HAMS	21.3.2011	PREPARATION	21.3.2011	<i>[Signature]</i>
ENGINEERING UNIT COORDINATOR	IMAN AL HUSSEINI	21/3/2011	REVIEW	21/3/2011	<i>[Signature]</i>
DEPUTY HEAD OF GAZA OFFICE	YORUBJON ABD UKHOLIKOV	21/03/11	VERIFY AND APPROVE	21/03/11	<i>[Signature]</i>
COMMUNICATIONS	NAJIA SHAWA	21.3.2011	REVIEW COMMUNICATION ACTIVITIES	21.03.2011	<i>[Signature]</i>
SECURITY	AHMAD ALMAZIR	21.3.2011	REVIEW SECURITY ACTIVITIES IF ANY	21.03.2011	<i>[Signature]</i>
EXECUTIVE OFFICE	AHMAD AL HAMMAL	21.3.2011	check	22/3/11	<i>[Signature]</i>
DSR (O)					
DSR:	Yasmine Shery	22/3/11		22/3/11	<i>[Signature]</i>
SR	Frede Nouring	22/3/11	approved	22/2/11	<i>[Signature]</i>
SR					

Comments:

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

United Nations Development Programme
 Country: occupied Palestinian territory (oPt)
 Project Document

Project Title
 Re-const. of 50 damaged houses
 Project #: 77583

UNDAF Outcome(s):

Expected CP Outcome(s):
(Those linked to the project and extracted from the CP)

Increased recovery of living environment of war-affected population

Expected Output(s):
(Those that will result from the project)

1. Access to housing in Northern Gaza improved through re-construction of 50 totally demolished houses-
2. Access to work in Gaza improved through generation of 18,000 work days.

Executing Entity:
 UNDP/PAPP
 UNDP/PAPP
Implementing Agencies:

Brief Description

This proposal aims at deploying self help initiative to enable 50 totally damaged housing units from Non refugee Palestinian families in Northern Gaza Strip to re-construct their damaged housing units with a total grant of \$2,000,000 from Islamic development Bank.

The implementation of this project will restore socio-economic infrastructure and will revive the economy through securing job opportunities for private sector in the construction field that has been idle for quite a long period since June 2007. 345 individual of displaced non-refugee people out of Cast lead operation will be able to go back to their homes. The project will be implemented by the beneficiaries themselves through grant instalments disbursed in accordance with preset milestones. This approach will allow the household to utilize in-house labour as well as rapid implementation.

Programme Period: 8 Months

Key Result Area (Strategic Plan):

Partnership Strategy

Objective1: Promote sustainable livelihoods,

economic recovery and self reliance.

Outcome2: Essential infrastructure for economic

and social development improved

Atlas Award ID: 61276

Start date: Q1 2011

End Date: Q3 2011

PAC Meeting Date: 8 Feb. 2011

Management Arrangements



Agreed by UNDP:

22/March/2011

Agreed by (Implementing Partner):

Total resources required: US\$ 2,000,000
Total allocated resources: US\$ 2,000,000

- Regular
- Other:
- Donor
- Donor
- Donor
- Government

Unfunded budget:

In-kind Contributions

Islamic Development Bank (IDB)

_____	_____
_____	_____
_____	_____
_____	_____

I. SITUATION ANALYSIS

1.1 Background

The area of Gaza Strip is about 365 sq. km, with a population of about 1,467,448; according to the latest publications by the Palestinian Central Bureau of Statistics (PCBS, April 2007). Such a population density, ranging between 20,000 and 100,000 per sq. km, ranks Gaza Strip as one of the highest population density areas in the world. Meanwhile, the population density in refugee camps is higher than other areas. According to the latest UNRWA statistics (30/06/2008), the number of refugees in Gaza Strip is estimated at 1,059,584 in eight Refugee camps located within the Gaza Strip and they are Jabalia Camp, Rafah, Beach, Nuseirat, Khan Younis, Bureij, Maghazi, and Deir el-Balah. The refugee camps in the Gaza Strip have one of the highest population densities in the world¹. Around half a million refugees live on area that does not exceed 20 km². The population growth rate is around 3.9% and the average family size is 6.9 persons.

Since Israel's disengagement in 2005, Gaza has undergone restrictive closure regimes that has undermined the growth of its private sector and encumber delivering essential services and utilities to the People in Gaza. On the other hand, the internal conflict on the Palestinian leadership has precipitated its almost complete closure on all crossings of the Gaza Strip. Israeli restrictions on the entry of all-but-humanitarian goods, and on the export of any goods, have led to a collapse of the private sector, which represents more than half of the job market. As a result, unemployment increased further, making 80% of Gazans almost completely dependent on donor assistance.

Low stock levels, rising prices, increased joblessness to 60% and loss of income are creating devastating consequences for the population and local economy. The isolation of the Gaza Strip has exposed the economy to major losses and downfall in activities leaving the population of Gaza reliant on aid and foreign financial support. If the closures are not eased in the short run, the UN predicts that the needs for food and direct assistance will sharply rise to a level beyond the current one.

The situation is further aggravated by the Israeli occupation's measures which targeted total destruction of infrastructure, levelling of farms, uprooting of trees, destruction of factories and workshops throughout recurrent incursions and lately the cast lead operation that was launched in December 2008 and lasted for 20 days. As a result, economic growth rates have suffered drastically and all economic sectors are being threatened to collapse.

According to UN sources¹, 1,440 Gazans have been killed and about 5,380 wounded while more than 100,000 have been displaced. The conflict has aggravated an already difficult socio-economic situation touching all sectors including social, infrastructure, superstructure, economic and livelihood, governance and natural resources. Consequently, Gazans were deprived of access to the most basic services which further worsened the daily life of the people in Gaza.

In its capacity as co-lead of the UN early recovery team, UNDP is working with the Palestinian Authority, and national and international partners to assess damages and needs, and devise plans for rebuilding. UNDP has mobilized its team in the occupied Palestinian territory and deployed early recovery experts to assist in rapid assessments in Gaza. These assessments set the basis for recovery and reconstruction and feed into the Palestinian Authority's Gaza Early Recovery and Reconstruction Plan (GERRP). The assessment was then utilized in preparing PNERRP Report of Sharm Al Sheikh conference that displayed the reconstruction needs for Gaza Strip.

Description of the sub-sector

Housing Sector in the Palestinian Gaza Context

The housing sector witnessed a real prosperity in Gaza with the return of Late President Yaser Araft and establishing the Palestinian Authority. After withdrawal of Israeli troops and settlers from Gaza Strip in 2005, curtailment on the free movement of people and goods at Gaza crossings has initiated the ever escalated impediments to the construction sector in Gaza. The internal conflict in 2007 has eased the way for Israelis to go for the optimum escalation in preventing the construction materials through a tight, utterly complete siege on the borders when all the activities within the construction sector became impossible to implement.

In retrospect to the whole situation of the housing sector in Gaza, the inadequacy of the housing sector to meet the needs of Gaza People is a chronic problem that needs a comprehensive planning and enforcement of relevant legislations and policies in addition to the change in the Israeli persistent policy of house demolishing, the result of

¹ UNRWA's official website.

which is contributing to the depletion of the existing housing stock. Economic and social repercussions report published by United Nations general assembly on May 2007 shows that in the period 28/9/2000 – 15/6/2006 28,997 houses in the Gaza Strip were either totally or partially destroyed. On the other hand, there are 37 squatter areas in the Gaza Strip inhabited by 30,000 people that is awaiting the housing sector solutions besides the needs emerging out of the natural growth of Gaza population on a very narrow piece of land.

The most visible and urgent unmet need in Gaza continues to be the repair and reconstruction of homes damaged during Cast Lead. More than 61,000 households that were directly affected by the Cast Lead operation, 6200 of them were displaced due to complete or severe destruction of their homes. It is worth mentioning that during the operation thousands of families fled their homes seeking safer shelter. Since the operation, these families have survived miserable life conditions. Results from UNRWA and UNDP housing damage survey² show that 61,068 families, comprising an estimated 433,583 individuals, have had their shelters demolished or damaged, as given below.

Table 1. Houses Damaged by Cast Lead

Item	Damage Severity			Total
	Totally Demolished	Major Damages	Minor Damages	
Refugee Housing Units	2,202	1,689	43,996	47,887
Non Refugee Housing Units	1,223	1,154	10,804	13,181
Total Housing Units	3,425	2,843	54,800	61,068

In addition, damages to houses by governorate, irrespective of damage severity are given below³.

Table 2. Damages to Housing by Governorates

North	Gaza	Middle	KhanYounis	Rafah	Gaza Strip
Damages (\$US)					
99,738,961	60,569,980	25,296,494	21,512,647	28,357,117	235,475,199
% of Overall (Gaza Strip) Damages					
42	26	11	9	12	100
Number of Affected Families					
22,360	15,870	7,177	8,779	6,882	61,068

The bulk of damaged housing units is concentrated in the Northern Governorate (42%)⁴.

Interventions

Significant efforts still need to be carried out so as to respond to the damages of the housing sub-sector. Although no house interventions were carried out for totally-destroyed houses⁵, noticeable interventions were carried out for major and minor damaged housing units.

Table 3. Compensation Interventions (\$US)

	UNRWA (Refugees)			UNDP (Non refugees)			Total
	Total Damage	Major Damage	Minor Damage	Total Damage	Major Damage	Minor Damage	
No. of Damaged Housing Units	2,202	1,689	43,996	1,223	1,154	10,804	61,068
No. of Housing Units Received Full compensation	\$0	1,542	43,996	0	0	6,963	52,501

Cash Assistance Programs⁶

² Data collated by Shelter/Non-Food Items (NFI) Cluster - Gaza Situation Overview – Shelter sector in Gaza. 2 November 2009.

³ Source: UNDP and UNRWA.

⁵ Two limited-scope exceptions have recently been unveiled that prove the afore-mentioned conclusion are given accordingly. Recently-obtained data show that a UNDP project is implementing a project that is titled "Construction 100 Housing Units to Re housing the Affected Palestinian Families in Gaza Strip", with a \$US 7.6 million donation from The Custodian of the Two Holy Mosques Campaign for Relief of the Palestinian People in Gaza (Saudi Arabia). Project direct expenditures / disbursements did not take place up to date; therefore project data are not included in further analysis. UNRWA has assisted 150 families to complete major house repairs, for a total sum of USD 1535075. Data of this project was not included in the analysis, because of the project's limited scope relative to the size of the damages.

⁶ UNDP and UNRW database

UNDP, utilizing funds made available by the Palestinian Authority in Ramallah, UNRWA and the Ministry of Public Works of the Gaza de-facto government provided cash assistance.

Table 4. Cash Assistance Disbursed

	UNRWA (Refugees)			UNDP (Non refugees)			Total
	Total Damage	Major Damage	Minor Damage	Total Damage	Major Damage	Minor Damage	
No. of Damaged Housing Units	2,202	1,689	43,996	1,223	1,154	10,804	61,068
No. of Housing Units Received payments	2,202	1,689	43,996	1220	1,087	6,963	57,157

Needs

Shelter needs are not limited to the reconstruction of homes destroyed or damaged during Cast Lead, but also include housing units that were damaged in previous Israeli military operations; The ongoing construction of 2735 housing units were frozen by June 2007 and could not be completed. On the other hand, there is need for new housing units to replace unsuitable homes in refugee camps and to meet the demands resulting from natural growth. As a result, the current number of housing units needing replacement is 18,460 as given below. The task looks even more formidable, given the limited achievements, at least thus far, with regard to constructing completely destroyed houses.

Table 5. Housing Needs Summary Two Years After Cast Lead

Housing Need Description	# of Housing Units Needed	Estimated Cost (\$US)	Notes
Repairs			
Completing repairing 924 severely damaged housing units	924	15,000,000	Sums as determined through UNDP and UNRWA surveys / assessments
Completing repairing 3864 slightly damaged housing units	3864	4,700,000	
Repairs Subtotal	4788	19,700,000	
New Construction			
Reconstruction of 3290 housing units	3,290	145,000,000	Sums as determined through UNDP and UNRWA database.
Pre-Cast Lead Destroyed Housing Units	2,900	130,500,000	1500 for non-refugees and 1400 for refugees
Completing incomplete housing units, the construction of which has been frozen since June 2007	2,735	128,000,000	UNRWA and UNDP
Re housing of refugees in derelict housing	5,611	252,495,000	UNRWA's responsibility
Natural growth needs for year 2010	3,000	135,000,000	Conservative rough estimate
Subtotal new construction	17,536	790,995,000	
Total	18,460*	805,995,000	
*Includes all new housing units and only severely damaged housing units.			
Assumptions:			
1. Cost of 1 m2 of buildings = \$US 300 / m2			
2. Built area per housing unit = 150 m2			

II. Strategy

The UNDP/PAPP mandate continues to play an important role in supporting socio-economic development in the occupied Palestinian territory (oPt). Since the establishment of the Palestinian Authority in 1994, UNDP/PAPP, in partnership with public, private institutions, civil society and donors, has invested over US\$700 million in support of the Palestinian people to improve service delivery and accessibility via the development of basic infrastructure (roads, bridges, power networks, schools, hospitals, shelters, cultural and recreational infrastructure and small-scale community buildings as well as re-housing projects);

The December 2008 – January 2009 military incursion into the Gaza Strip resulted in severe damages to public and private infrastructure and presented a grave new challenge to the PA. Particularly with regard to the devastation to the water and sewage systems an infrastructure solution should be pursued quickly. The UN will assist and support the PNA in the reconstruction planning, and pre-position itself in line with the PA requests for support.

Thus, the Infrastructure Strategic Area key concepts and added value exercises in 2009-2010 include:

- A. Provision of infrastructure mapping (funding pending), planning, coordination and capacity building at a local, regional, and national level;
- B. Pre-positioning to assist with immediate response and emergency infrastructure;

UNDP/PAPP planned Project outputs will contribute to the first outcome of its mid-term strategic framework that strives to work on the protection and promotion of livelihoods, economic recovery and self reliance. UNDP/PAPP aims to enable the Palestinian people to respond to and recover from the existing socio-economic crisis and results of the Israeli military operation by maintaining and improving the individual and community capacities and resources, as they form the building blocks of the Palestinian society.

In realizing its objective, UNDP/PAPP will promote and accelerate broad-based human development and achievement of the MDGs. In supporting human development in the oPt, UNDP/PAPP will support recovery processes in order to improve security and living conditions within communities, which is a prerequisite for mitigating further crisis and conflict.

Provision of technical assistance, best practices and implementation support within sub-sectors of utilities, electricity, alternative energy, solid waste and water, transport, housing and communications.

The project will respond to the immediate need or providing emergency support to the housing sector in the Gaza Strip targeting the totally and severely damaged housing units

UNDP Approach of Implementation:

The UNDP intervention will be carried out through providing cash assistance for the proven eligible cases for re-construction of houses (50 families) that are originally included in the UNDP damage assessment lists. The intervention will be directly implemented by the beneficiary who will receive the money needed in four instalments utilizing the local banking services that will be contracted by UNDP for this purpose.

UNDP will conduct assessment survey for the identified list of beneficiaries within UNDP database. The scope of work will be identified by the end of the survey and relevant agreement with the beneficiary will be signed accordingly and after verification with the related stakeholders. All interventions will be according to UNDP strategy for reconstruction and rehabilitation within the Housing sector.

The quality of the rehabilitation process will be supervised closely by UNDP working team who will work along with the beneficiaries on each individual case. UNDP will carry out the task of quality assurance of the whole process and authorize payments to beneficiaries through the local banks. The project will provide livelihoods and employment opportunities to a large number of construction company workers and will contribute to restart some economic activity in Gaza.

The project will be implemented in three stages:

Start-up Stage (duration One month):

During this stage the UNDP staff will be recruited and terms of reference will be drafted for the Local banks that will receive payments directly from UNDP and spend the money according to authorized payment certificate with a proper reporting scheme and UNDP.

Assessment Stage (One month):

Through this stage, UNDP will distribute the questionnaires to the beneficiaries. UNDP team will make desk review of all applications versus eligibility criteria within the UNDP strategy that will be mutually agreed upon. Through this stage, a social survey for each identified beneficiary case will be conducted and the technical report that sets the scope of re-construction activity will be prepared. By the end of the process all eligible lists for reconstruction activities will be identified along with the scope of the intervention needed. Number of instalments and milestones for processing payments will be agreed upon with the beneficiary. UNDP will approve each case and relevant individual agreements will be prepared accordingly. This stage will take one month to complete in total.

Implementation Stage (duration 6 months):

UNDP will sign individual contracts with beneficiaries and re-construction works will start. Direct supervision and continuous monitoring of the overall process will be carried out by the UNDP project team. Accordingly, Payments will be certified and authorized. UNDP will follow up closely individual payments to beneficiaries from the bank in order to ensure the proper progress of project activities.

This stage duration will be six months including the closing of the project.

Project strategic goals:

According to UNDP/PAPP Mid – Term Strategic Framework 2008 – 2011; the project seeks to contribute to the following:

Goal 1

- Promote sustainable livelihoods, economic recovery and self reliance.

Outcome 2

- Improved essential infrastructure for economic and social development

Output 5

- Increased Access to effective social, economic, public services and public utilities

The project specific outputs in link with the above strategic terms of PAPP framework is:

1. Access to housing in Gaza increased through reconstruction of fifty totally damaged housing units in Northern Gaza Strip.
2. Access to work in Gaza increased by generating 18,000 work days for skilled and unskilled workers in the construction sector.

UNDP will carry out the project through out three phases which are:

- Mobilization and start up by UNDP. Throughout this phase all agreements as well as necessary human resources are in place.
- Survey and reassessment of the cases within the available database. Eventually, each household scope of activity is well defined and priced.
- Implementation interventions through the beneficiaries. Re-construction and rehabilitation activities will be paid in installments against preset schedule with mutually agreed upon milestones.

Planned Controls

Adopting the participatory approach UNDP/PAPP will assure proper coordination of all project activities with all concerned stakeholders including the Palestinian Authority, IDB representative, Ministry of Public works and Housing, NRC, PHC, Al Rahma Association and other key players and donors. The UNDP will conduct a field survey and identify the scope of work for each legible case identified versus preset eligibility criteria.

In order to avoid any duplication of services offered, UNDP/PAPP will compare the legible list against shelter cluster database and other key players' database as well.

Payments to beneficiaries will be advanced through local banks that will receive money transfer from UNDP directly versus a certified payment request verified and approved by UNDP.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
<ol style="list-style-type: none"> Essential infrastructure for economic and social development improved (Outcome 2 in MTSF) Access to effective social, economic, public services and public utilities enhanced (Output 5 in MTSF - Outcome of this programme) 				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<ul style="list-style-type: none"> Indicators: 900 of shortage of housing by the end of 2011, baseline: 3,425 totally demolished in 2008-9, target: Fifty totally damaged housing units re- constructed in Northern Gaza Strip. Indicators: 30,000 of workers lost their jobs in the last 4 years as a result of Israeli blockade, baseline: 140,000 unemployment in Gaza strip target:18,000 work days generated for skilled and unskilled workers in the construction sector. 				
Applicable Key Result Area (from 2008-11 Strategic Plan):				
Partnership Strategy				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEAR 2011)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ol style="list-style-type: none"> Access to housing improved in Northern Gaza Baseline1. over 500 non-refugee families in Northern Gaza had house totally demolished in Cast Lead 2008-09 Indicator 1:-50 of totally damaged housing units re-constructed in Northern Gaza Access to work improved in Baseline 2: 140,000 workers unemployed in Gaza Indicator 2: 2500 of workers employed in the project 	<ol style="list-style-type: none"> Fifty totally damaged housing units re- constructed (approx. 10%) 	<ol style="list-style-type: none"> Start up and Mobilization <ol style="list-style-type: none"> Formulation of Steering Committee Staff recruitment in UNDP <ol style="list-style-type: none"> Signed agreement with local Banks <ol style="list-style-type: none"> Agreements and MOUs Signed agreement among UNDP, and local Banks Staff recruitment in UNDP 	UNDP	2,600.00 (Excluding GMS 7%)
	<ol style="list-style-type: none"> 18,000 work days (approx. 2500 of workers) generated for skilled and unskilled workers in the construction sector. 	<ol style="list-style-type: none"> Reassessment survey and determination of the anticipated beneficiaries <ol style="list-style-type: none"> Survey forms produced and distributed. Selection of final beneficiaries list and Identify scope of work as well as cost estimate. 	UNDP	7,600.00 (Excluding GMS 7%)
	<ol style="list-style-type: none"> 1.3. 	<ol style="list-style-type: none"> Re-construction of 50 totally damaged housing in the northern governorate of Gaza strip <ol style="list-style-type: none"> Signed agreement with individual house owners. Preparation of designs Monitoring of re construction activities Verification of payments to 	UNDP	1,855,062.00 (Excluding GMS 7%)

		beneficiaries 1.3.5 Developing reporting system 1.3.6 Finalizing and closing up the project		
Communication, Security and miscellaneous				3,897
Sub-Total				1,869,159
GMS 7%				130,841.00
Total				2,000,000

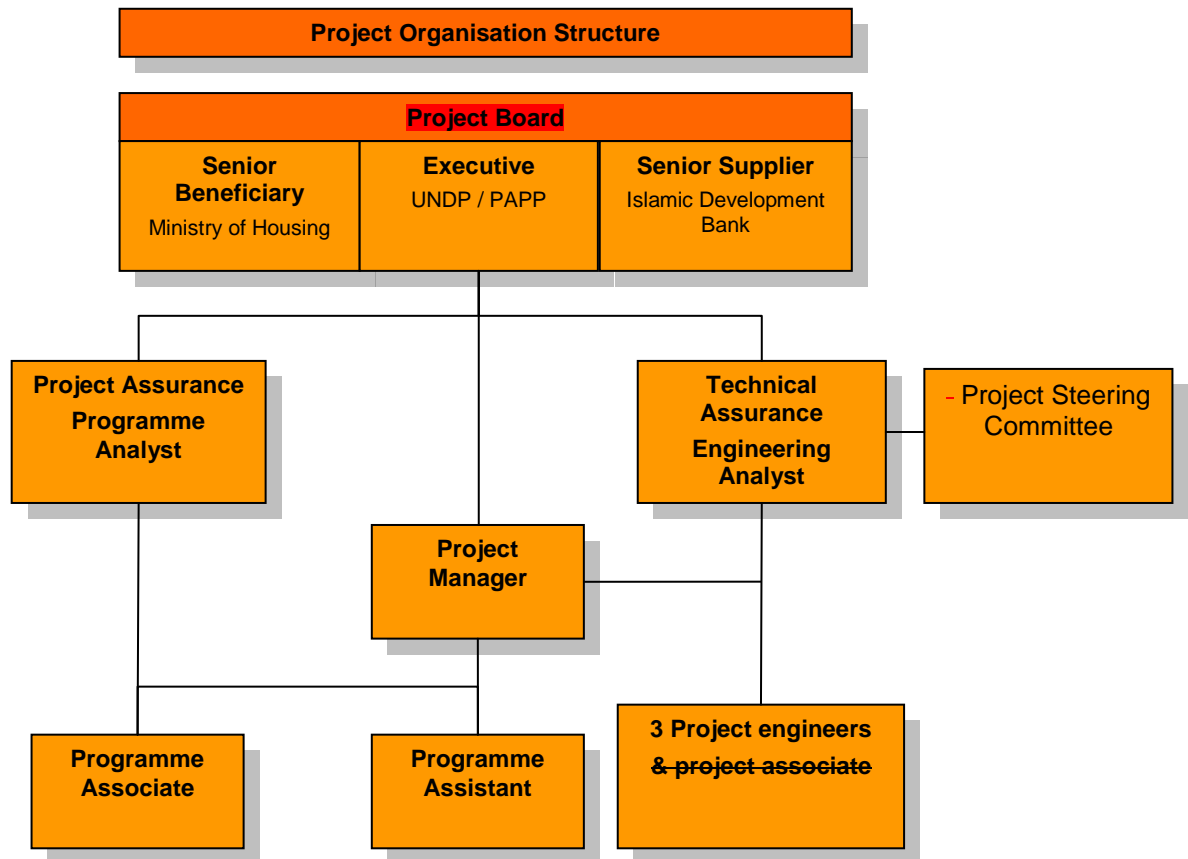
IV. ANNUAL WORK PLAN

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
1. Fifty totally damaged housing units re-constructed in Northern Gaza Strip.	1.Start Up and Mobilization					UNDP	IDB	Mobilization	\$ 2,782.00 (including 7%GMS)
	1.1.1 Formulation of Steering Committee	X							
	1.1.2 Staff recruitment in UNDP	X							
	1.1.3 Signed agreement with local Banks	X							
2. 18,000 work days (approx. 2500 of workers) generated for skilled and unskilled workers in the construction sector.	2. REASSESSMENT SURVEY					UNDP	IDB	Assessment	\$ 8,132.00 (including 7%GMS)
	2.1 Survey forms produced and distributed.	X							
	2.2 Selection of final beneficiaries list and Identify scope of work as well as cost estimate.	X							

1.3 IMPLEMENTATION STAGE 1.3.1 Signed agreement with individual house owners. 1.3.2 Preparation of designs 1.3.3 Monitoring of re construction activities 1.3.4 Verification of payments to beneficiaries 1.3.5 Developing reporting system 1.3.6 Finalizing the activities and closing up the project		X			UNDP	IDB	Re-Construction	
		X						
		X	X					
		X	X					
				X				
				X				
Security and Communication		X	X		UNDP	IDB	Security	\$ 1,984,916.00 (including 7%GMS)
TOTAL (GMS Included)								\$4,170.00(including 7%GMS)
								\$2,000,000

V. MANAGEMENT ARRANGEMENTS



General Management Arrangements

The project will be directly executed by UNDP following the direct execution procedures (DEX). The DEX modality is permitted only in exceptional circumstances, such as post conflict countries, where the national government lacks technical capacities to manage programmes in its portfolio. Under this modality UNDP takes full responsibility for implementation, management and achievement of project objectives.

UNDP/PAPP will identify the scope of work with beneficiaries and work with them to fully deliver the reconstruction activities with acceptable quality. UNDP had already developed the reconstruction strategy for interventions in housing sector where criteria for eligibility of beneficiaries and needed survey information are displayed. A unified costing system based on the market research will be developed and agreed upon before setting individual cases costing. UNDP will carry out the planned tasks. UNDP/PAPP will mobilize the needed resources to support the implementation of programme activities

Risk and obstacles Encountered

There are serious risks that may hinder the implementation of the programme, or may affect the achievement of expected results and outcomes. These risks are related to:

- Access remains a major risk. Currently, the access into the Gaza Strip is severely limited in terms of construction material access. The inadequacy of local market might affect the project progress.
- Available quality of construction materials is slightly beyond the UNDP standard.
- Related to, but independent of access constraints, is the increase in cost of construction materials. With a fluctuating dollar and decreased access, the cost of materials has increased well beyond initial budget projections. Working to increase the flow of goods and materials will help mitigate rising costs. UNDP will monitor and track costs; utilizing local or alternative materials when possible.
- Deficiency in cash money in the local banks which might delay payment transfer to the beneficiaries.
- Renewed hostilities that will affect the success of the project
- Internal Political instability
- Bad weather conditions

Project Steering Committee

The project's steering committee will be responsible for creation the beneficiaries' selection criteria and determine the overall policies of the project implementation. This steering committee will comprise the following parties:

1. Representative of Islamic Development Bank (IDB)
2. United Nation Development Programme, Programme of Assistant to the Palestinian People (UNDP/PAPP).
3. Ministry of Public works and housing "MOPWH"
4. Norwegian Refugees Centre "NRC"

General Responsibilities of the Parties

1. The Parties agree to join efforts and to maintain close working relationships based on mutual commitment to partnership, as per the needs of each component;
2. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present agreement, and to undertake the intervention in accordance with UNDP policies and procedures as set out in the UNDP Programming Manual, which forms an integral part of the present agreement
3. The Parties shall, on a regular basis, keep each other informed of and consult on matters of common interest, which in their opinion are likely to lead to mutual collaboration. Additionally, the Parties shall keep each other informed of all activities pertaining to the project and shall consult at minimum once a month on matters that may have a bearing on the status of the "Parties" in the country or that may affect the achievement of the objective with a view to reviewing the project annual Work Plans and Budget.
4. Each Party shall nominate authorized person who will be responsible to represent the party for the Project on its behalf.
5. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by national law.
6. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP/PAPP Special Representative deems these appropriate or useful.

Responsibilities of Islamic Development Bank IDB

1. The role of the **IDB** partner is mainly to provide construction funds within the total investment amount of **USD 2,000,000**
2. Review and approve the project proposal submitted by UNDP/PAPP.
3. Review and approve the final financial and results of the audit reports submitted by UNDP/PAPP.

Responsibilities of UNDP/PAPP

UNDP acts as the Executing Agency for the Project responsible thereafter for the following:

1. UNDP/PAPP will be responsible for the overall management of the project, achievement of the project activities, results and outputs, management and financial monitoring according to outlined procedures, rules and regulations.

2. To provide steering committee with initial lists of the potential beneficiaries, application forms, selection criteria, grants scoring card and value.
3. Prepare TOR and agreements with the banks.
4. To carry out field survey on the beneficiaries and verify the illegibility with all key players and stakeholders versus preset identified criteria.
5. Establishment and administration of the Project, achievement of Project outcomes and output;
6. To lead the technical and operational aspects of the project while ensuring proper documentation and supervision;
7. To prepare the project overall work-plans and provide regular progress reports to the steering board of the project;
8. To appoint competent staff and experts for the management of the project;
9. To engage the local bank in the cycle of the project activity and advance payments according to preset plan.
10. To submit the request for fund disbursement to the Islamic Development Bank IDB in line with the progress of the work and disbursements, and assure the funds are utilized as per the Project Document;
11. To conduct overall monitoring and management of the activities and use of fund in accordance with the regulations, rules procedures and directives of UNDP, maintain separate financial records, and submit the operational and financial progress to the Donor on a quarterly basis, and to the PA for information purposes;
12. To keep up proper electronic filing system for each case with relevant supporting documents. Filing will include progress reports and financial status of each case.
13. To periodically prepare progress reports on the activities to donor.
14. Upon the completion and internal check and acceptance of the project, submit the related report for final as-built acceptance by the Islamic Development Bank IDB and the Palestinian Party.
15. To contribute in the final evaluation of the project.
16. To carry out final financial audit for the project outputs.

Responsibilities of Bank(s)

Bank(s) operating in the Gaza Strip act as part of the project team, working under UNDP/PAPP supervision, to provide the necessary cash assistance to the potential beneficiaries, and are considered as the intermediate body between the UNDP/PAPP and potential beneficiaries. Bank(s) are responsible thereafter for the following:

1. To formulate and enter into financing agreements with the selected beneficiaries under UNDP/PAPP supervision.
2. To provide cash assistance to the selected beneficiaries upon the agreed schedule and UNDP/PAPP clearance.
3. To submit periodic financial reports (deposits, expenditures and balance sheets) to UNDP/PAPP.

Implementation Project Team Responsibilities:

Overall responsibilities⁷: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards⁸ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off

⁷ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

⁸ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Specific responsibilities:

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).
- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the

project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts
- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is 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.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;

- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance (Programme/Engineering Analyst)

Overall responsibility: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Engineering Analyst typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out
- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;

- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”
- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Supervision (Project Engineer)

Specific responsibilities would include:

- Review tenders documents of the construction activities, and bring to the attention of the Engineering Analyst any issues that might affect the technical soundness of the works; check and review the shop drawings as submitted by the contractor.
- Provide daily supervision tasks of the construction activities to ensure the works are implemented in accordance with the designs and technical specifications.
- Supervise performance in all matters related to safety and workmanship at the projects’ site.
- Closely monitor the progress of the construction works to ensure compliance with the construction schedules and; where needed, bring to the attention of the Engineering Analyst, and the contractor any delays in the schedule.
- Assist the Engineering Analyst in conducting regular assessment of contract quantities to ensure they do not exceed allocated contract amounts.
- Participate in regular site coordination meetings with all technical project personnel, counterpart engineers, contractors, and suppliers to discuss project matters, and prepare the minutes of such meetings which should be forwarded to the Project Manager and Engineering Analyst.
- Ensure proper filling of all correspondences, minutes of meetings, and other relevant project data
- Assist the Engineering Analyst in the review and evaluation of suggestions made by the counterpart for modifications to the interventions.
- Participate in the committee for final inspection and handover of the construction works.
- Provide inputs to the Engineering Analyst relevant to the formulation of the technical progress report in line with the Project Document and donor requirements.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings
- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting
- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the 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 submitted (see annex 1), 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 Project P'//////////\-p[ogress Reports (PPR) 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 shared with the Project Board and the Outcome Board. 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.
 - **Field visits.** A representative from the UNDP office should visit the project at least once a week. Field visits serve the purpose of results validation, especially when undertaken in the first half of the year. If undertaken in the latter part of the year, the field visit should provide latest information on progress for annual reporting preparation. Field visits should be documented through brief and action-oriented reports, submitted within the week of return to the office.
- **Quality Management for Project Activity Results**

OUTPUT 1: Start up and Mobilization		
Activity Result 1 TORs and MOUs	<i>Short title to be used for Atlas Activity ID:</i> <i>Signing agreements with the local banks formulation of Steering Committee</i>	Start Date: Quarter 1/2011 End Date: Quarter 1/2011 Including procurement process (1 months/ 2 nd Month of Q1).

Purpose	<i>To involve the relevant parties in implementation of the project..</i>	
Description	<i>Signing memorandum of understanding and terms of reference with the local bank and determining the responsibilities and obligations for each party.</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>
TORs and MOUs are clear and specified in terms of responsibilities and obligations	Review the draft agreements before signing it from all project parties.	Weekly & Monthly



OUTPUT 2: Reassessment survey and Determination of the Anticipated Beneficiaries		
Activity Result 1 Site survey and verification of information	<i>Short title to be used for Atlas Activity ID</i> Beneficiary Survey Assessment	Start Date: Quarter 1/2011 End Date: Quarter 1/2011 Including procurement process (1 months/ 3 rd month of Q1).
Purpose	To verify, select and approve the final beneficiaries list and pertinent entitlements.	
Description	<i>UNDP team will reassess 50 totally damaged housing units based on the initial list that submitted by UNDP in order to update and verify the damages status as well as to re evaluate the cost estimate for each case. Accordingly, the final beneficiary lists will be produced.</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>
Review supporting documents and carry out double check with shelter cluster database and other organizations.	Conducting sample surveys to determine the level of accuracy.	Weekly



OUTPUT 3: Reconstruction of 50 totally damaged housing units throughout the northern governorate of Gaza strip		
Activity Result 1 Finalizing reconstruction of 50 housing units	<i>Short title to be used for Atlas Activity ID</i> <i>Reconstruction 50 totally damaged houses</i>	Start Date: Quarter 2/2011 End Date: Quarter 3/2011 Including procurement process (6 months)
Purpose	<i>To enable 50 families to inhabit their damaged housing units.</i>	
Description	<i>The reconstruction activities will includes skeleton and finishing works, and reinstating the affected housing units. In terms of responsibilities, the UNDP team will follow up the daily activities and will provide upper supervision with all project implementation progress .</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>
BOQ, Specifications and technical tests	Approvals of materials, Technical tests results and daily follow up.	Weekly & Monthly & Quarterly

VII. LEGAL CONTEXT

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, 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 executing agency.

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.

ANNEXES

Annex 1: **Risk Analysis.**



OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Re-construction of totally damaged housing units out of Cast lead operation through deploying self help initiative	Award ID:	Date: 18 Jan. 2011
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Closure of borders preventing the flow of raw materials.		Environmental Financial Operational Organizational <u>Political</u> Regulatory Strategic Other	Delay in Implementation Enter probability on a scale from 1 (low) to 5 (high) P = 4 Enter impact on a scale from 1 (low) to 5 (high) I = 4	Re-evaluate the situation with the Donor, and discuss other possibilities to solve the risk.	Project Manager and Project Assurance	Engineering Analyst	TBD	TBD
2	Internal Political instability		Environmental <u>Financial</u> Operational Organizational <u>Political</u> Regulatory Strategic Other	Delay in Implementation P = 4 I = 4	<u>Financial:</u> The expected delay encountered by the mentioned risk should be addressed. Any noted supervisory cost or other costs to be reviewed <u>Political</u> Discuss possible scenarios with Donor and Beneficiary.	Project Manager and Project Assurance	Engineering Analyst	TBD	TBD

3	Renewed hostilities		Environmental <u>Financial</u> Operational Organizational <u>Political</u> Regulatory Strategic Other	Delay in Implementation P = 3 I = 3	<u>Financial:</u> The expected delay encountered by the mentioned risk should be addressed. Any noted supervisory cost or other costs to be reviewed <u>Political</u> Discuss possible scenarios with Donor and Beneficiary	Project Manager and Project Assurance	Engineering Analyst	TBD	TBD
4	Weather Conditions		Environmental Financial Operational Organizational Political Regulatory Strategic Other	Minor Delays in Implementation P = 1 I = 1	The said risk should be considered in the implementation period.	Project Manager and Project Assurance	Engineering Analyst	TBD	TBD

Annex 2: Implementation work plan

No	Task	Months							
		1	2	3	4	5	6	7	8
1.1	Start Up and Mobilization	Month							
1.1.1	Formulation of Steering Committee								
1.1.2	Staff recruitment in UNDP								
1.1.3	Signing Agreement with Local Bank								
1.2	Reassessment survey		Month						
1.2.1	Survey forms produced and distributed.								
1.2.2	Selection of final beneficiaries list and identification Scope of work as well as cost estimate .								
1.3	Implementation stage			6 Months					
1.3.1	Signing agreements with beneficiaries individually								
1.3.2	Preparing of designs and licenses.								
1.3.3	Design review and approval								
1.3.4	Implementation of 50 housing units								
1.3.5	Finalizing the activities and closing up the project								