



PROJECT DOCUMENT
[occupied Palestinian territory]

Project Title: Towards a Green Gaza: Improving Natural Resources Management, Reducing and Managing Waste, Creating Green Jobs

Project Number: Award: PAL 10-109210

Implementing Partner: UNDP/PAPP in coordination with the Environment Quality Authority (EQA), and Joint Service Council for solid waste management for local government units in Gaza and North Gaza (JSC-G/NG), EcoPeace Middle East and the private sector.

Start Date: 01 September 2021 **End Date:** 31 August 2026 **PAC Meeting date:**

Brief Description

The Gaza Strip is facing serious institutional and financial constraints in solid waste management, leading to the further deterioration of the environment, including contamination of precious groundwater resources, and is affecting the health and wellbeing of the residents in the Gaza Strip.

The Gaza and North Gaza Governorates are in critical need of a comprehensive set of interventions to improve environmental and health conditions in the short- and long term. The proposed project addresses the priorities for the next five years and can be further scaled up with additional resources. The project is aligned with UNDP’s strategy for safeguarding the environment and protecting natural resources, and contributes to the sixth and tenth national priorities of the National Policy Agenda (NPA)¹, the climate change National Adaptation Plan (NAP) 2016 for the Gaza Strip², and the Nationally Determined Contributions (NDC) mitigation actions³.

The first phase of the project is focused on the establishment of an efficient, environmentally and socially sound waste management system, introducing new techniques that will reduce waste production. Comprehensive research, studies, and strategic plans will be developed in consultation with key stakeholders, and innovative approaches will be identified to improve natural resources management, waste reduction and green jobs creation. The institutional capacity of the Joint Services Council in Gaza and North Gaza will be strengthened in solid waste management and green jobs creation. Environmentally sound structural and operational solutions for solid waste reduction will be implemented based on research and studies. The Wadi Gaza wetland will be cleaned and greened, and the community and private sector will be engaged in protecting and managing natural resources and solid waste, including through awareness and advocacy campaigns.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
3.2: Palestinians have greater access to decent productive jobs
3.3: Palestine’s infrastructure, and natural and cultural resources are more sustainably used and managed
Indicative Output(s) with gender marker²:
Gender Marker: GEN1

| | |
|-----------------------------------|-----------------------------|
| Total resources required: | US\$ 7,168,459 |
| Total resources allocated: | US\$ 7,168,459 |
| | UNDP TRAC: |
| | Donor: US\$7,168,459 |
| | Government: |
| | In-Kind: |

¹ creating job opportunities and resilient communities: ensuring a sustainable environment and adapting to climate change and preserving our national identity and cultural heritage

² improving the waste collection system; improve the management of leachate from landfill sites; reduce, re-use and recycle

³ solar photovoltaic; use of waste for electricity generation; reduction of methane from landfill

I. DEVELOPMENT CHALLENGE

The situation in the Gaza Strip is facing alarming environmental, social, institutional, and financial challenges that have led to serious constraints in solid waste management services provision. Combined with a lack of sanitary disposal sites, this has led to the further deterioration of the environment, including contamination of precious groundwater resources, and is affecting the health and wellbeing of the residents in the Gaza Strip.

Based on population projections made by the Palestinian Central Bureau of Statistics (PCBS), it is expected that the population will grow from the current 2.07 million (2020) to 4.03 million by the year 2040. An assessment of the per capita waste generation shows that total amounts of household waste generated increased from 1,506 ton / day in 2011 to 1,726 ton / day in 2018 and will likely rise to 3,383 ton / day in 2040. Additionally, 147 ton / day of commercial waste, 157 ton / day of market waste and 1200 ton / day of agricultural waste will be generated in 2040.

This poses a huge challenge to the waste sector in the Gaza Strip, not only taking into account the limited financial resources and underdeveloped levels of waste management services, but also the limited land availability. The primary waste collection **is largely the responsibility of the 25 municipalities in the Gaza Strip, and practices vary from area to area.** Since the blockade was imposed on the Gaza Strip, the services provided by the municipalities have deteriorated rapidly.

In many densely built-up residential areas, the collection is performed daily from house to house. In some busy commercial areas, the collection is performed more than twice a day from large containers. In less densely built-up areas, waste is collected from street containers within 100 meters from dwellings two or three times per week.

There are three legally designated landfill sites in the Gaza Strip:

- Johr Al Deek in the Gaza city: operated by the Gaza and North Gaza Joint Services Council.
- Deir El-Balah in the middle area, operated by the South Joint Services Council, and will be closed in 2021.
- Al-Fukhari (Sofa) in the south, operated by the South Joint Services Council.

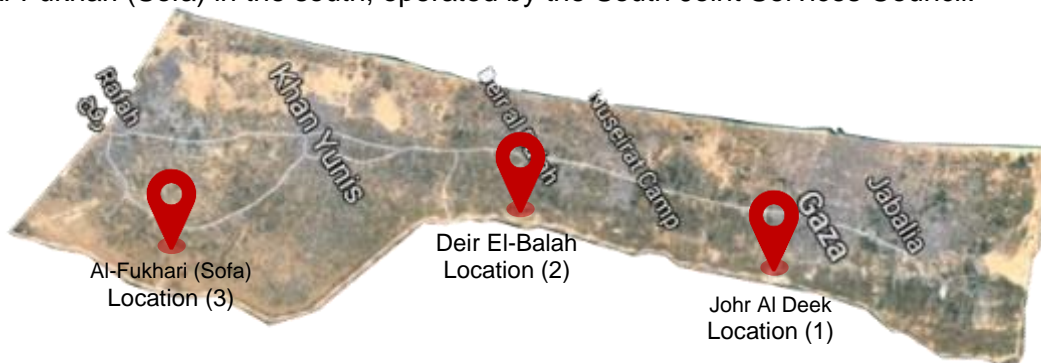


Figure 1: Gaza legal solid waste landfills distribution



Figure 2: Gaza legal solid waste landfills

In addition to the above, there are four poorly maintained random dumpsites across the Gaza Strip. The volume of waste at these dumpsites has been estimated at 0.6 million tons. Furthermore, two are close to the current Israeli border line, and thus under constant operational restrictions by the Israeli military.



Figure 3: Gaza random solid waste dumpsites distribution

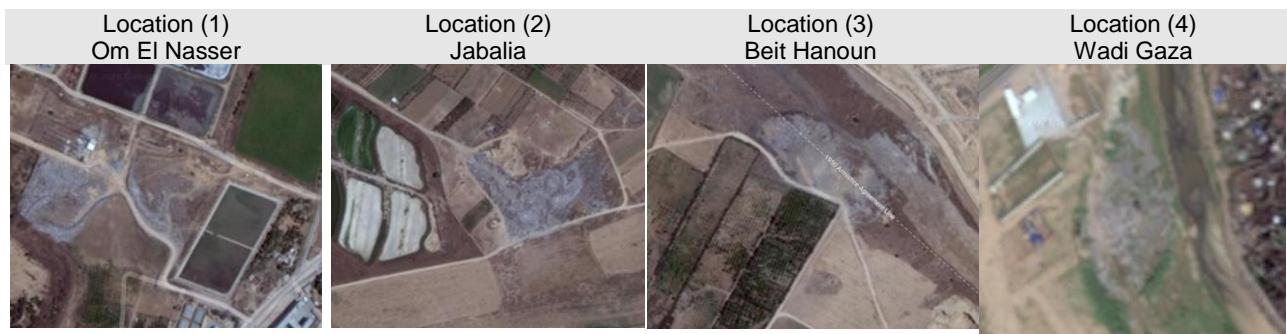


Figure 4: Gaza random solid waste dumpsites

Recognizing the importance of solid waste management in the Gaza Strip, UNDP/PAPP conducted, in cooperation with the World Bank, AFD, EU, IsDB, and Japan, a comprehensive [feasibility study](#) to better understanding solid waste management in the Gaza Strip with projections to 2040.

The study identified the following critical challenges:

- Overloaded landfills;
- Improper, inactive collection system due to outdated equipment and irregular maintenance due to lack of funds;

- Improper treatment of hazardous waste especially health care hazardous waste;
- Improper tariff structure which does not cover operational costs;
- Absence of regulations and enforcement making fee collection difficult (currently being collected through the water bill);
- Lack of separation, sorting and recycling; and
- Low levels of awareness and discipline among the population when it comes to storage and disposal of waste.
- High unemployment rates among youth and women.

One of the key questions in this feasibility study was **where and how to treat the large quantities of waste while taking advantage of the reuse and recycling potential in the Gaza Strip and creating an environmentally safe and healthy condition throughout the waste management cycle against acceptable costs.**

While many countries have opted for more advanced technologies to treat waste such as digestion or incineration, according to the study, the economic circumstances in Gaza do not allow for these technologies due to the large investment needed as well as the lack of waste quantities to operate such technologies that could be implemented on a regional level, and the lack of capacity within the private sector and the JSCs. This makes sanitary landfilling the preferred treatment method. Therefore, the study analysed five alternative locations in the Gaza Strip for building long-term sanitary landfills and concluded that Johr Al Deek, near Gaza City, and Al Fukhari, near the city of Rafah, are the most appropriate locations for establishing long-term sanitary landfills.

Notwithstanding the extensive need for sanitary landfilling in Gaza, the study recommended a parallel composting strategy, which will allow for up to 18% of the municipal solid waste to be composted and utilized by the agricultural sector in Gaza. Currently, less than 1% of the waste is composted. Implementing this strategy requires efforts in different domains, including the need to collect separated organic waste fractions at the source so that the produced compost will meet the quality standards required for agricultural applications. Additionally, it will be required to develop an integrated agricultural waste management system within Gaza.

During the past decade, several investments have taken place by different partners and donors with short-term and long-term objectives in support of the sector. For the Gaza and North Gaza Governorates, UNDP has supported short-term needs that include the following:

- Rehabilitation of solid waste landfill in Gaza;
- Support solid waste primary collection;
- Supply of solid waste tools and equipment;
- Establishment of sorting and composting plant in Rafah;
- Establishment of the composting site in Beit Lahia;
- Provision of fuel for solid waste fleets;
- Clearance of solid waste random sites in Gaza and North governorates; and
- Job creation programmes to support the waste sector.

Primary recycling and composting initiatives/piloting did not show meaningful results and impact until now, due to some local practices and because of the lack of involvement and engagement of the private sector at the early stages of engagement.

For the South Governorates, a comprehensive intervention started in 2014 with US\$ 31.15 million provided by the World Bank, the French Development Agency (AFD), and the European Union (EU). In the case of the Northern Gaza Strip (area north of Wadi Gaza that includes the Governorates of Gaza and North Gaza), the situation temporarily improved as a result of the short-term support from UNDP following the 2012 feasibility study. However, with no comprehensive intervention, there is a clear difference in service capacity between Northern and Southern Gaza. This is evident by the sharp increase of random dumping in Northern Gaza and the disruption of service due to the weak and depreciated fleet of equipment in terms of number and operational readiness. The additional challenge is the management of the only and saturated landfill in the east of Gaza (Johr Al Deek).

The urgency and criticality of proper solid waste management has been heightened by the fire that has been raging at the Johr Al Deek landfill since 15 December 2020, producing potentially toxic gas and black carbon, which are small black particles in the atmosphere resulting from incomplete combustion of biomass. Toxic gases and black carbon have been recognized as important short-lived climate pollutants. Black carbon is not yet included in the whole emission quantification as there is yet no good or agreed metric to compare black carbon with other greenhouse gases. As mentioned, black carbon is a typical result of burning waste. This whole issue of black carbon is clearly a topic of growing interest, which in future will need much more attention and research. Thus, in response to the climate change challenge, it has been estimated that around 10% to 20% of global greenhouse gas emissions could be reduced by the waste management sector.

Solid waste management has also been highlighted by the Israeli authorities as a critical need. Moreover, discussions with the Ministry of Health, EQA, municipalities, Joint Service Councils (JSCs) and numerous studies and reports have highlighted serious challenges with health care waste management – exacerbated by the COVID-19 pandemic. Improper treatment and dumping of hazardous waste will lead to the further deterioration of the environment and higher risk of contamination of precious groundwater resources.

Poor waste management is also degrading the rich natural resources in the Gaza Strip. Wadi Gaza, once the largest Palestinian coastal wetland and one of the most important in the Eastern Mediterranean Basin, is a vibrant and diverse biological environment. The wadi serves as a stop for many migratory birds and has the potential for being a recreational area attracting people from different regions. The area is home to 158 terrestrial vertebrate fauna species (17 mammals, 120 birds, 18 reptiles and 3 amphibians) as well as 120 birds belonging to 12 orders, 40 families and 84 genera as well as 250 species of vascular plants.

Decades of reduced freshwater inflows to the wadi, creeping urban development, untreated sewage disposal as well as illegal dumping of solid waste, intensive use of herbicides and pesticides and human disturbance have crippled and profoundly altered this fragile environment.

Wadi Gaza is on the Tentative List to become a UNESCO World Heritage site. As a designated site, the project will contribute and ensure the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage found at the site.

Moreover, recent discussions have focused on waste management approaches and systems; however, there has been limited attention to exploring new and innovative solutions for waste reduction. A comprehensive solution for the Gaza Strip would need to combine both waste reduction and management solutions.

II. STRATEGY

Project Theory of Change

| | |
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| <p>If innovative approaches suitable for the context in Gaza are identified to improve the management of natural resources and solid waste; And if the local municipalities have the capacities, resources and knowledge to effectively manage solid waste; And if the local communities have the awareness to properly engage in managing solid waste; And if the private sector is provided with proper incentives in managing solid waste and recycling systems;</p> | <p>Then the overall understanding of and engagement in managing solid waste will increase at multiple layers of society; And increase the investment in management of solid waste; Which will then replace the current ineffective approaches to managing solid waste with innovative, suitable and efficient solutions; And this will reduce the amount of solid waste in Gaza And protect the environment, natural resources, including soil, aquifer and natural reserves; And create green job opportunities which can</p> |
|--|---|

| | |
|--|---|
| <p>And if the JSC-GNG is capacitated with the knowledge, resources and institutional as well as operational arrangements to manage solid waste;</p> | <p>then accelerate transition towards a green economy.</p> |
|--|---|

In line with its Transformative Resilience approach, UNDP’s projects link immediate interventions (including crisis response) to longer-term results (focusing on development and sustainability). With the Palestinian Government facing severe financial constraints and human capacity gaps to deliver essential services, and ever-increasing community needs – particularly with the COVID-19 crisis and the May 2021 hostilities on the Gaza Strip, UNDP focuses not only on supporting the provision of quality services but also on operational sustainability, by strengthening local institutions (e.g. Joint Services Council for Solid Waste, Joint Services Council for Wadi Gaza and municipalities) and reducing operational costs and improving efficiency.

UNDP’s approach has been to implement interventions that are complementary to address multiple issues. For example, embedding solar energy systems and energy efficiency measures into different projects, including water and sanitation treatment plants. Moreover, UNDP has taken a holistic approach of combining policy level interventions (including regulatory frameworks) with concrete activities that directly benefit communities on the ground. Working with key partners such as JSC, Palestinian Energy and Natural Resources Authority (PENRA) or Palestinian Water Authority (PWA), and Coastal Municipalities Water Utility (CMWU), as well as Environmental Quality Authority (EQA), UNDP has been promoting coherence across stakeholders at different levels.

In order to address the natural resources and solid waste management challenges mentioned above, it is critical to strengthen the capacities of the municipalities (LGUs) and joint services councils in the Gaza Strip in efficient, environmentally and socially sound waste management and waste reduction, including operations (collection, transportation, and disposal). Interventions could explore opportunities to **increase green jobs** and improve livelihoods while enhancing living conditions as well as the health of the residents in the target areas.

With a view to implement the recommendations from the 2012 feasibility study, long-term investments (to 2040) for Gaza and North Gaza Governorates including the following interventions, needed to be implemented in phases. **The planned project will therefore be considered as the first phase.**

1. Enhancing the institutional and operational capacity of JSC-G/NG;
2. Safe closure of random dumpsites;
3. Construction and operation of solid waste transfer stations;
4. Provision of collection trucks and solid waste management equipment; and
5. Promotion of solid waste recycling and reuse.

III. RESULTS AND PARTNERSHIPS

Expected Results

- The first phase of the project aims to improve the livelihood conditions of the population in the Gaza and North Gaza governorates and support achieving sustainable use of natural resources and renewable energy.

This could be met through the provision of efficient, environmentally, and socially sound waste management systems, and the introduction of new techniques that will reduce waste production.

The project contributes to the United Nations Sustainable Development Goals (SDGs) related to ensuring conservation of environment, poverty reduction, health protection, economic growth, innovation, sustainable cities and communities and climate action (SDG 1,3,8,9,11, and 13).

| Level | Expected Results |
|------------------|---|
| Impact | The resilience of marginalized Palestinian communities is enhanced. |
| Outcome 1 | Palestinian infrastructure, and natural and cultural resources are more sustainably used and managed |
| Output 1 | Innovative and appropriate approaches identified to improve natural resource management, reduce solid waste and create green jobs in the Gaza Strip |
| Output 2 | Institutional knowledge and capacity in solid waste management and green jobs creation strengthened in Gaza |
| Output 3 | Environmentally sound structural and operational solutions for solid waste reduction are in place |
| Output 4 | Measures to restore natural reserves in Gaza initiated |
| Output 5 | Engagement of local communities and private sector in reducing waste in Gaza increased |

The proposed project outputs address the priorities for the next five years and can be further scaled up with additional resources. Below is a brief description about each output and its related activities.

Output 1: Innovative and appropriate approaches identified to improve natural resource management, reduce solid waste and create green jobs in the Gaza Strip

This output will focus on securing an evidence-based approach within the project. Hence, the knowledge gained through research and studies will guide and influence the approaches and methodologies used in the implementation of the remaining outputs. The output will be realized through the activities presented below. During implementation, UNDP will engage with national and international consulting firms, companies and experts in addition to universities. UNDP will further link all these different actors with local research centres located within the local universities. The aim of this participatory approach is to build the local capacities in research activities within the theme of solid waste reduction and management:

- **Develop a solid waste management study** which identifies and recommends best-fitted waste reduction approach(es) applicable and feasible in the Gaza context and able to contribute to other sectors such as green employment. This study will guide the project's overall strategy.
- **Conduct environmental and social impact studies** which include plans and recyclable materials marketing studies. Topics include the future of solid waste, as well as waste reduction and recycling of waste.
- **Draft and present relevant policy papers** which will include the facilitation of roundtable discussions as well as policy discussions and further research.

Output 2: Institutional knowledge and capacity in solid waste management and green jobs creation strengthened in Gaza

This output will focus on enhancing the knowledge and capacities of the municipalities, JSC and the private sector in the management of solid waste through different approaches. The output will further identify proper linkages between solid waste management and green job creation. The output is intended to be achieved through the following activities:

- **Conduct an assessment of the institutional capacities of the JSC-GNG**, which will include the identification of the JSC-GNG's strengths and weaknesses in the areas of; effective management and operation, communication and partnerships as well as waste reduction approaches, safety measures, hazardous waste treatment, fleet management and digitalization. The assessment will additionally map potential partners from the private sector, which should be involved to ensure proper capacity building of JSC-GNG. The aim of this assessment is to guide the design of a solid waste management training programme.

- **Design and conduct a Solid Waste Management Training Programme**, with the overall objective of enhancing the capacities of municipalities, JSC staff and actors from the private sector identified as potential partners for solid waste management in the assessment. The training will therefore focus on improving the quality of the participating actors' skills, knowledge and attitudes. The applied approach should empower them to carry out their responsibilities and enhance the effectiveness and efficiency of the services they provide within the area of solid waste management.
- **Financial support to JSC**, which consists of financial support to JSC to cover part of their operational cost for one year. This is as crucial as technical support as JSC is a newly established institution, which therefore still needs to be appropriately institutionalized.

Output 3: Environmentally sound structural and operational solutions for solid waste reduction are in place

This output focuses on the identification and implementation of new and innovative solutions for waste reduction. The solutions will address both the operational level (e.g. waste reduction systems), as well as the policy level (e.g. regulations, incentives). The output will include a participatory approach, where UNDP will engage partners such as the relevant Ministries, JSC, Local Government Units (LGUs) and private sector.

- **Operate pilot waste reduction plants** with the aim of JSC to gain practical knowledge and know-how. This will include the management of sorting machines and recycling plants as well as marketing approaches in addition to the reuse of plants and systems. UNDP will partner JSC up with relevant actors in order to ensure efficient management of the pilot and an increase in the JSC's know-how. These include relevant private sector actors, youth start-ups, communities and research centres within local universities. The pilot activity should further enable the identification of green job opportunities in line with the developed strategy. The experience gained through the pilot initiatives is intended to be scaled up with further fine-tuning as per the lessons learned.
- **Implementation of innovative solutions** that include both machines and approaches for solid waste management. This may include the design and construction of a new type of transfer station including mechanical/ semi-mechanical waste sorting plants and recycling machines aligned with the waste reduction strategies (Reduction, Recycle and Reuse). The type of machines will be identified at a later stage depending on the studies and research recommendations developed under output 1. In addition, this activity should enable the JSC to implement appropriate integrated waste management systems comprised of efficient waste reduction through reuse and recycling. The remaining waste should further through this approach be placed in sanitary landfills, which could be rehabilitated and enlarged through other parallel interventions.
- **Reduce operational cost of waste treatment facilities** by reducing the electricity cost. This will be done through the identification of opportunities for applying solar energy systems to waste treatment facilities and/or sorting and recycling plants. This will further improve the environmental and operational sustainability of the new solid waste management systems.

Output 4: Measures to restore natural reserves in Gaza initiated

This output focuses on the initiation of the restoration of the Wadi Gaza natural reserve. Despite its severely deteriorated state, Wadi Gaza is still alive and could regain its essential role in the ecosystem of the region. However, for the Wadi to start restoring itself naturally, solid waste needs to be removed from its banks and route. UNDP will apply a participatory approach under this output by supporting the JSC in its coordination with different relevant stakeholders in the cleaning process. Moreover, UNDP will ensure that JSC engages local communities and university students in the activities. The output will therefore include the following activities to achieve its objective:

- **Clean Wadi Gaza**, which comprises of cleaning dumpsites in and around the Wadi for waste and debris. Physical temporary barriers will further be constructed so that the local community does not dispose of waste.
- **Greening Wadi Gaza** where UNDP will support the partial implementation of soil reclamation for certain locations within Wadi Gaza especially those near residential areas and locations saturated with wastewater and contaminated with sludge. The work to naturalise and green the Wadi bed and route would commence subsequently.
- **Develop a plan for effectively managing waste at Wadi Gaza** which consists of supporting the local municipalities/ government and the proposed JSC for Wadi Gaza in the development of a plan for effectively managing waste. This includes the establishment of awareness raising campaigns, advocacy as well as approaches to monitor and safeguard the cleanliness of the Wadi.

Output 5: Engagement of local communities and private sector in reducing waste in Gaza increased

The output focuses on addressing one of the critical issues in improving solid waste management, which is reducing waste. This issue needs behavioural change at the individual, household and community levels as well as within the private sector and governmental bodies.

- **Awareness raising among communities on waste reduction** which includes individuals, households and communities as well as the private sector and governmental bodies. As for the household and community level, the awareness raising, and behavioural change strategies and plans will be greatly influenced by studies on gender differences related to waste management. This includes roles and responsibilities within the household as well as workloads. These may include awareness raising campaigns in schools, and engaging beneficiaries from other projects.
- **Advocate waste reduction among private and public sector actors** which includes advocacy and awareness campaigns. These campaigns will target the private sector, local municipalities, different JSCs and other national counterparts. The aim is to influence decision-makers and gain their attention, support and engagement in the reduction of waste in Gaza. The project will facilitate linkages between JSCs to transfer the know-how across the Gaza Strip, as well as with other JSCs in the West Bank. This will promote exchanges at the national level within the State of Palestine. Moreover, linkages will be created between local companies and other regional specialized businesses which can influence the understanding of and behaviour towards waste reduction. It is very important to engage the private sector and have them on board because they have better access to technical expertise and better investment opportunities. They know the materials needed and are able to promote the purchase and marketing of recycled materials. The private sector can also advise on the skills and materials needed for their production. In addition, the private sector is more efficient because it is able to be more flexible in deploying its labour and can motivate staff by incentive payments. The administration of the private sector is often more effective, and their engagement will provide justification for the introduction of a waste management fee covering the newly provided private sector services.
- **Pilot green job creation** which includes developing a strategy for green job creation within solid waste management systems based on the relevant research conducted under output 1. Some of the green job creation initiatives will hereafter be piloted, which includes efforts to involve youth and start-ups as well as entrepreneurs. As for the entrepreneurs, linkages with projects already under implementation by Enabel and under the future country programme will be encouraged and facilitated.

Resources Required to Achieve the Expected Results

- To attain the desired results, UNDP will manage the project and directly implement and supervise the activities in close coordination with different partners and stakeholders. UNDP will assign a part-time Programme Portfolio Manager for oversight and a full-time Project Manager to monitor and follow up on all managerial issues, including the administrative and financial aspects related to the project, and ensure the quality of the project throughout the implementation process. UNDP will also assign two environment engineers who will be responsible for day-to-day supervision and monitoring of the technical aspects of the project during the field implementation phase.

In order to comprehensively improve solid waste management in Gaza and North Gaza Governorates, around US\$ 42 million is needed to establish an efficient, environmentally and socially sound waste disposal system, including enhancing the institutional and operational capacity of JSC, constructing sanitary cells and transfer stations, closing unsafe dumping sites, and promoting solid waste recycling and reuse while generating green jobs. The expected contribution from the Consulate General of Belgium in Jerusalem equals US\$7,168,459 and will be used for the implementation of the first phase of the full programme. This phase will focus on identifying the best-fit alternative that responds to waste reduction and determine the future of solid waste after 2040, then support the implementation of environmentally sound structural and operational solutions for solid waste reduction and strengthen the institutional capacity of the JSC-G/NG. It will additionally include the cleaning and greening the Wadi Gaza wetland and enhancing community and private sector engagement in protecting and managing natural resources.

A total investment of US\$ 7,168,459 is required to fully implement the proposed outputs and activities of the programme's first phase. UNDP will utilize its technical expertise and resources for the optimal implementation of the project. A summary breakdown is given in the below table:

| No. | Proposed Outputs | Cost Estimate US\$ |
|-----|---|-----------------------|
| 1 | Innovative and appropriate approaches identified to improve natural resource management, reduce solid waste and create green jobs in the Gaza Strip | 201,085 |
| 2 | Institutional knowledge and capacity in solid waste management and green jobs creation strengthened in Gaza | 290,000 |
| 3 | Environmentally sound structural and operational solutions for solid waste reduction are in place | 3,450,000 |
| 4 | Measures to restore natural reserves in Gaza are initiated | 1,300,000 |
| 5 | Engagement of local communities and private sector in reducing waste in Gaza are increased | 360,000 |
| 6 | Total (US\$) | 5,601,085 |
| 7 | PIU and Direct Management Cost (US\$) | 970,659 |
| 8 | Programmable Amount (US\$) | 6,571,744 |
| 9 | GMS (8%) | 525,740 |
| 10 | Total (US\$) | 7,097,484 |
| 11 | Levy (1%) | 70,975 |
| 12 | Grand Total | 7,168,459 |

Partnerships

- Partnership and coordination with JSC-G/NG, EQA, MoLG, Municipalities, **EcoPeace Middle East**, Enabel in Gaza and the private sector will be maintained throughout the project. A summary brief and the respective roles are outlined below.

- Solid Waste JSC-G/NG:

The Palestinian National Strategy of Solid Waste Management 2010-2014 reflects the foundation of the JSC's work. JSC is a key partner of the project and will be part of the project technical steering committee.

The North JSC was established in 2017 with the support of UNDP with eight member municipalities located in the Gaza and North Governorates, under the name of "Joint Service Council for Solid Waste Management in the Governorates Gaza and North". Council services comprise approximately 36% of the total geographical area inhabited by 54% of the total population of the Gaza Strip. JSC's role is to

- Coordinate and follow up with the Ministry of Local Governorate, Land Authority, the eight municipalities (LGUs) and all concerned authorities regarding any related issues.
 - Assist in data collection and facilitate any access to information needed for any consultancy assignment and designs related works.
 - Play a key role with UNDP in responding to the residents' needs and concerns.
 - Support in presenting the project objectives to the residents of Gaza and North Gaza Governorates.
 - Support the project in receiving, dealing, and landfilling all solid wastes collected from Wadi Gaza.
 - Be the owner of any facility and or plant.
 - Fully responsible for the project management, operation and maintenance after construction and commissioning since they are the service provider and final operator of solid waste management.
- Environment Quality Authority (EQA)
EQA is the national body responsible for safeguarding the environment and protecting the natural resources in the State of Palestine. EQA will
 - Be responsible for formulating the national policies and strategies for all environmental issues and implementing the international environmental agreement with regards to biodiversity and protection of natural resources.
 - Be part of the technical steering committee and the project board.
 - Review and approve any environmental and social studies.
 - Support the Wadi Gaza JSC in any decision-making processes and oversee the operation of the JSC from an environmental perspective.
 - Coordinate with the Wadi Gaza five municipalities on the solid waste challenges in the Wadi and maintain the Wadi cleaned after removing solid waste.

- Ministry of Local Government (MoLG)

The MoLG is responsible for the local authorities in the State of Palestine. It is in charge of developing their capacities and improving their resources to better provide for the wellbeing of citizens within the framework of good governance. MoLG will

- Be part of the project board.
- Support at the policy change level.
- Support the JSC.
- Approve any future plans.

- EcoPeace Middle East

EcoPeace Middle East is a unique organization that brings Jordanian, Palestinian, and Israeli environmentalists together. Their primary objective is the promotion of cooperative efforts to protect their shared environmental heritage. In so doing, they seek to advance both sustainable regional development and the creation of necessary conditions for lasting peace in the region. Collaboration and coordination with EcoPeace Middle East will take place throughout the project, and they will;

- Support knowledge transfer.
- Facilitate networking efforts and field exchange visits to governmental and private sector representatives in the region.
- Support the implementation of awareness and advocacy activities.
- Explore new approaches in dealing with the sorted materials, such as exporting those that do not have a market in the Gaza Strip.

- Enabel

Enabel is the Belgian Development Agency that executes the Belgian government cooperation.

- UNDP will collaborate with Enabel to seek the integration of the start-ups in green economy.
- Promote the purchase and marketing of recycled materials based on the skills and material needed by the start-ups for their production and operation.
- Coordination regarding the foreseen studies and engagement with universities

Risks and Assumptions

UNDP has been working in the occupied Palestinian territory for decades and is partnering with communities, CBOs, NGOs, international organisations, Palestinian institutions and UN sister agencies, all over the West Bank and the Gaza Strip. As part of the structure of UNDP, it has a security team whose role is to foresee, assess and warn any possible security risks. The Programme Portfolio Manager will be responsible for monitoring, assessing and analysing the different risks continuously, as elaborated in the risk matrix, with the project team.

- External and internal risks have been identified in carrying out the activities of this project. These are registered in the Project Risk Log in Annex 1.
- The strong commitment of relevant authorities is critical in this politically volatile context. The importance and priority for this natural resources and solid waste management project has been confirmed by MoLG, EQA and JSC.
- COVID-19 pandemic requires regularly monitoring emerging risks to ensure that UNDP can continue to deliver results, prevent unintended harm as a result of implementing the activities, and adapt quickly in a rapidly changing context. UNDP has social and environmental standards (SES) which are included in the Quality Assurance framework for all UNDP projects. UNDP will carry out assessments and social and environmental screening procedures (SESP) at the earliest stage of the project preparation when sufficient information is available for that purpose.
- The entry of materials is usually from the Israeli crossing only and needs access coordination through the established UNDP mechanism.
- Waste reduction approaches need a large investment; however, UNDP will continue the resource mobilization efforts along the implementation of the project and will make sure to apply the proper systems.
- For stakeholders, they may recognize and highlight the urgency of working on designing and constructing a new sanitary cell in the landfill, closing the random dumping sites, and providing the JSC with the needed equipment and vehicles. This will be well treated and

addressed through the first phase of conducting the needed studies and research that will support the participatory decision-making process.

Stakeholder Engagement

- One of UNDP's approaches is to strengthen social networks, community ties, and build social awareness to increase communities' access to safe environmentally friendly essential services, with the objective of increasing the community's sense of ownership for public projects. Technical steering committee meetings will be hosted by UNDP to encourage engagement with the project activities and obtain the support needed to resolve any raised issues. The stakeholders' technical inputs will be an added value for the project as sector regulators and will ensure the sustainability and successful performance of the intervention.

Knowledge

- UNDP will work in close coordination with the national partners to promote the project's components and its impact on the targeted population, and the Gaza Strip at large.
- Throughout the project, UNDP will ensure wide outreach on the project's key components and the actual results/ impact achieved via extensive use of social and traditional media including publishing success stories, factsheets, press releases, photographs, videos, etc..
- Through this project, UNDP will have an opportunity to promote youth and women's economic empowerment through creating green jobs and encouraging / engaging the household – family members in waste sorting.

Sustainability and Scaling Up

- This project builds on the Solid Waste Feasibility Study conducted by UNDP in 2012 and contributes directly to long term recommendations. In addition, the project builds on the short-term interventions that addressed solid waste management and were implemented between 2012 and 2016.
- UNDP will closely work with JSC, EQA and MoLG who will ensure, from their complementarity mandates and professional experience, the realization of the project's outcomes and outputs.
- The sustainability of the project will be strengthened through supporting the institutional capacity of JSC-GNG and providing them with new innovative approaches and tools to deal with solid waste in general. This will allow JSC to move from traditional solid waste management to solid waste reduction, recycle, reuse and recover approaches.
- The project outputs will contribute to changing the community, authorities, and private sector's behaviour, through enhancing the community and private sector engagement.
- The first phase of the project will focus on strategic studies and research that will clearly define the roles and responsibilities of each partner, and will adopt sustainability and scaling up issues as key criteria for choosing the best fit alternative and draw the proper recommendations.
- For scaling up the project, UNDP is vigorously working on identifying more funds and donors to implement the solid waste full programme as well as Wadi Gaza Wetland Development project. One of the most important features of the project is that it is considered as seed funding for two major and important projects.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- **Efficiency:** UNDP's comparative advantage rests on its development approach of empowering the Palestinian people and their institutions to achieve a resilient Palestinian nation, based on national ownership and capacity development towards sustainability. With a long-standing presence in the occupied Palestinian territory, UNDP has acquired a deep understanding of the local context. Being a trusted partner and convener, UNDP enjoys a

close partnership with Palestinian institutions, civil society, communities, academia, private sector, international organizations, the United Nations Country Team (UNCT) and international development partners. Since its establishment in 1978, donor support to UNDP has increased steadily reaching US\$1.7 billion. UNDP has a comparative advantage of being the implementer of the solid waste road map and strategy in 2012, the short-term interventions in solid waste management in the Gaza Strip, and has a deep knowledge and understanding about the project details and different components.

The project will be implemented by UNDP through private companies, consultants and implementing partners. Partnerships are central to the 2030 Agenda for Sustainable Development and essential for delivering on the vision and outcomes in UNDP's Strategic Plan. Resources entrusted to UNDP should be utilized following the highest fiduciary standards. This applies equally to development activities performed directly by UNDP, or activities performed by implementing partners contracted by UNDP.

- **Effectiveness:** UNDP will be able to produce the desired outputs and results in an effective way and through working collaboratively with JSC and different stakeholders to support adopting environmentally sound structural and operational solutions for solid waste reduction in the future.
- The project's cost efficiency and effectiveness will also be enhanced through a variety of approaches, including the following:
 - Following the portfolio management approach, a detailed study will focus on choosing the best alternative of solid waste management to follow in the future, building on the previous lesson learned and regional experience.
 - Throughout the design stages, efforts will be done to specify the most advanced technology with highly efficient costs to ensure effective utilization of the investment cost.

Project Management

- UNDP/PAPP delivers through the Direct Execution (DEX) Modality and will be the entity responsible and accountable for managing and implementing the project, including the monitoring and evaluation of project interventions and achieving project outputs. Throughout the implementation processes, UNDP/PAPP plans to work with local partners and local human and capital resources to achieve the project's goals. The capacity of potential implementing partners will be assessed through standard UNDP procedures. In addition, UNDP/PAPP will utilize its full technical and financial capacities through the process to ensure quality implementation of proposed interventions. The expected project activities will be mainly located in the Gaza Strip. The office of UNDP/ Gaza office will be the main location for the team implementing the project. The project will benefit from the support from core office staff including the communications team, procurement team and innovation and acceleration team.
- Project evaluation and financial auditing will be conducted, in accordance with UNDP policies and procedures, on an annual basis or once during the project lifecycle.

V. RESULTS FRAMEWORK⁴

| Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Outcome 3.3: Palestine's infrastructure, and natural and cultural resources are more sustainably used and managed. | | | | | | | | | | | |
|--|--------------------------------|-------------|----------|------|---|--------|--------|--------|--------|-------|---------------------------------|
| Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Indicator: % of the population having access to a private improved sanitation facility wastes are safely disposed on site or transported and treated off-site. (SDGI 6.2.1) Target =10 percentage points above baseline | | | | | | | | | | | |
| Applicable Output(s) from the UNDP Strategic Plan: 3.3.2 - Installation of solar panels and mainstreaming solar energy 3.3.3 - Conservation /management of natural resources and their ecosystems 4.1.3 - Support and build the capacity of PWA, Ministry of Local Government, and municipalities in wastewater and solid waste management, improve access to wastewater / solid waste services including collection, treatment and reuse/recycling. | | | | | | | | | | | |
| Project title and Atlas Project Number: Towards a Green Gaza: Improving Natural Resources Management, Reducing and Managing Waste, Creating Green Jobs; Award Number: PAL 10-109210 | | | | | | | | | | | |
| EXPECTED OUTPUTS | OUTPUT INDICATORS ⁵ | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | FINAL | |

⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

| | | | | | | | | | | | |
|---|---|------------------------------|---|------|---|-----|-------------|-------------|-------------|-------------|--|
| Output 1 Innovative and appropriate approaches identified to improve natural resource management, reduce solid waste and create green jobs in the Gaza Strip | 1.1 Number of solutions/ approaches for management of solid waste and natural resources identified through research and studies | UNDP, JSC and EQA | 0 | 2021 | 2 | 1 | 0 | 0 | 1 | 3 | Research and strategic studies report and documents |
| Output 2 Institutional knowledge and capacity in solid waste management and green jobs creation strengthened in Gaza | 2.1 Capacity and institutional assessment studies are conducted, and corresponding capacity building plans are developed | UNDP and JSC | 0 | 2021 | 1 | 0 | 0 | 1 | 0 | 2 | Monitoring implementation Progress reporting system |
| | 2.2 Number of capacity and institutional training programmes delivered | UNDP, JSC and municipalities | 0 | 2021 | 0 | 1 | 0 | 0 | 1 | 2 | Monitoring implementation Progress reporting system |
| | 2.3 Percentage of participants stating an increased knowledge of waste management | UNDP and JSC | 0 | 2021 | 0 | 20% | 0 | 0 | 40% | 40% | Surveys through questionnaires, interviews with trainers and trainees |
| | 2.4 Number of months in which the JSC operational costs covered | UNDP and JSC | 0 | 2021 | 0 | 6 | 6 | 0 | 0 | 12 | Monitoring implementation Progress reporting system |
| Output 3 Environmentally sound structural and operational solutions for solid | 3.1 Reduction in solid waste quantities transported to the main landfill | UNDP and JSC | 0 | 2021 | 0 | 0 | 200 ton/day | 400 ton/day | 500 ton/day | 500 ton/day | JSC solid waste generation daily report Progress reporting system |

| | | | | | | | | | | | |
|---|--|----------------------------|---|------|---|-----------|-------------------------|-------------------------|-------------------------|-----------------------|---|
| waste reduction are in place | 3.2 Capacity of solar energy system installed at medical waste treatment facilities (in KVA) | UNDP, PENRA, JSC and GEDCO | 0 | 2021 | 0 | 250 KVA | 0 | 0 | 0 | 250KV A | Monitoring of the implementation Progress reporting system |
| Output 4 Measures to restore natural reserves in Gaza initiated | 4.1 Quantities of solid wastes removed from Wadi Gaza and transferred to the landfill | UNDP, EQA and JSC | 0 | 2021 | 0 | 13,000 m3 | 13,000 m3 | 0 | 0 | 26,000 m3 | Monitoring of the implementation Progress reporting system and weighting sheets |
| | 4.2 Total area greened along the Wadi Banks, measured in Km | UNDP and EQA | 0 | 2021 | 0 | 4.5 Km | 4.5 Km | 4.5 Km | 4.5 Km | 18 Km | Land survey Monitoring of the implementation Progress reporting system |
| Output 5 Engagement of local communities and private sector in reducing waste in Gaza increased | 5.1 Percentage of GNG staff stating an increased awareness of best practices to address solid waste reduction issues and natural resource protection, disaggregated by gender and age | UNDP, JSC and EQA | 0 | 2021 | 0 | 10% | 20% | 40% | 80% | 80% | Surveys through questionnaires, interviews with stakeholders and community leaders and workshops (Pre and Post) |
| | 5.2 Number of residents who participate in solid waste reduction awareness campaign in Gaza and North Gaza, segregated by gender and age. | UNDP, JSC and EQA | 0 | 2021 | | | At least 1000 residents | At least 1000 residents | At least 1000 residents | 3000 (1500 W, 1500 M) | Surveys through questionnaires, interviews with stakeholders and community leaders and workshops |
| | 5.3 Number of green jobs created (man-months), disaggregated by gender and age | UNDP, JSC and EQA | 0 | 2021 | 0 | 100 | 100 | 100 | 150 | 450 | Monitoring of the implementation Progress reporting system |

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|---|---|--|---|---------------------|---------------|
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Semi Annually, or in the frequency required for each indicator | Slower than expected progress will be addressed by project management. | | |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Annually | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | | |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. | | |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | | |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | | |
| Project Report | A progress report will be presented to the Project Board and key stakeholders, | Annually, and at the end of the | | | |

| | | | | | |
|---------------------------------------|--|------------------------|--|--|--|
| | consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | project (final report) | | | |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | At least annually | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | | |

Evaluation Plan⁶

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|-------------------------|----------------------------|--------------------------------------|--------------------------|--------------------------------|------------------------------------|-----------------------------------|
| Final Evaluation | | | | December 2026 | JSC, EQA, MoLG, Municipalities | US\$ 16,000 |

⁶ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁷⁸

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|---|------------------------|--------|--------|--------|--------|-------------------|----------------|--------------------|---------|
| | | Y1 | Y2 | Y3 | Y4 | Y5 | | Funding Source | Budget Description | Amount |
| Output 1: Innovative and appropriate approaches identified to improve natural resource management, reduce solid waste and create green jobs in the Gaza Strip | 1.1 Technical Assistance (Research and Studies) | 130,000 | 21,085 | 0 | 0 | 0 | UNDP | Belgium | | 151,085 |
| | 1.2 Contingency (cover unexpected costs and any unpredicted risks) | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | UNDP | Belgium | | 50,000 |
| | Sub-Total for Output 1 | | | | | | | | | 201,085 |
| Output 2: Institutional knowledge and capacity in solid waste management and green jobs creation strengthened in Gaza | 2.1 Assessment of institutional capacities of the JSC and development of capacity building plan | 30,000 | 0 | 0 | 10,000 | 0 | UNDP | Belgium | | 40,000 |
| | 2.2 Capacity building programme | 0 | 75,000 | 0 | 0 | 75,000 | UNDP | Belgium | | 150,000 |
| | 2.3 Support the JSC Operational cost | 0 | 50,000 | 50,000 | 0 | 0 | UNDP | Belgium | | 100,000 |
| | Sub-Total for Output 2 | | | | | | | | | 290,000 |

⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

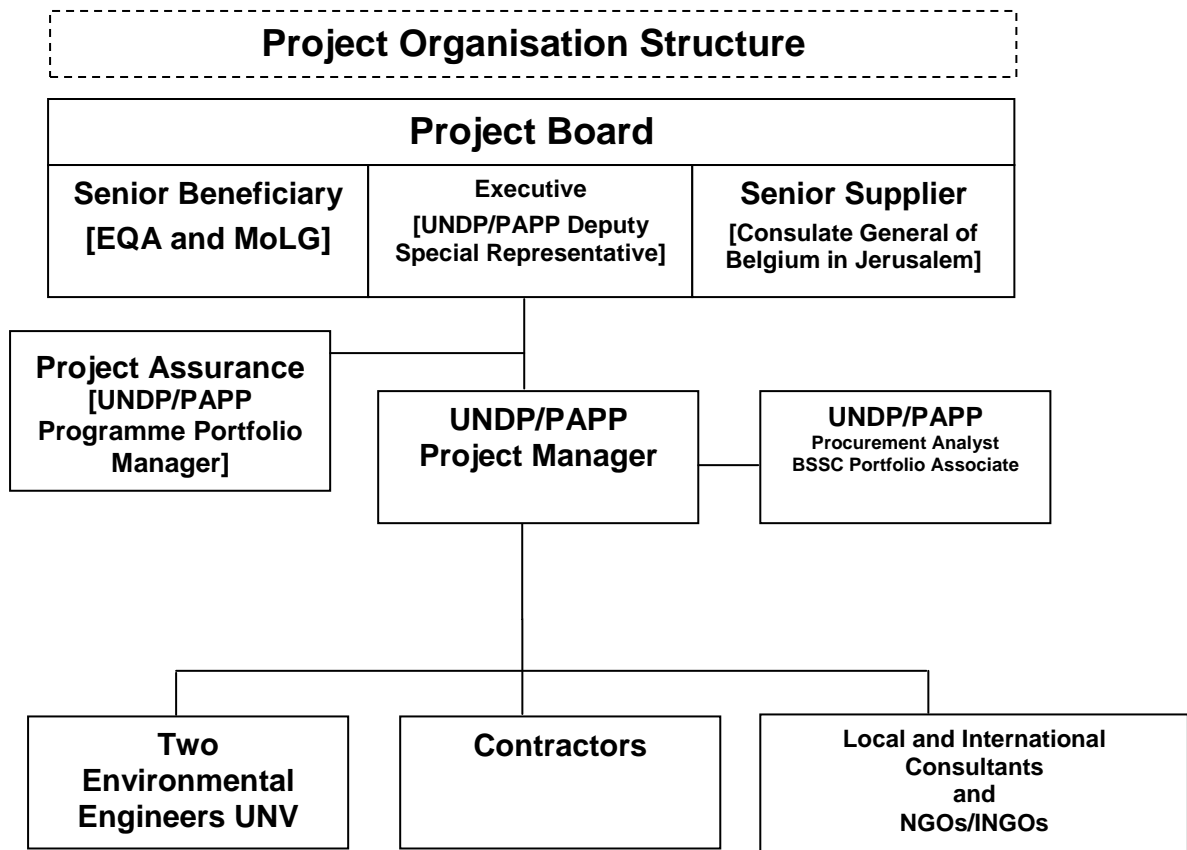
⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

| | | | | | | | | | | |
|--|---|------------|------------|------------|------------|------------|------|---------|--|-----------|
| Output 3: Environmentally sound structural and operational solutions for solid waste reduction are in place | 3.1 Design and implementation of waste reduction system | | | | | | UNDP | Belgium | | |
| | 3.2 Provision of operational equipment for the waste reduction system and plants | 200,000 | 400,000 | 1,375,000 | 1,375,000 | 100,000 | UNDP | Belgium | | 3,450,000 |
| | 3.3 Provide the medical waste treatment facility and sorting and recycling plants with renewable energy | | | | | | UNDP | Belgium | | |
| | Sub-Total for Output 3 | | | | | | | | | 3,450,000 |
| Output 4: Measures to restore natural reserves in Gaza initiated | 4.1 Cleaning and greening Wadi Gaza from Solid Waste | 10,000 | 600,000 | 600,000 | 90,000 | 0 | UNDP | Belgium | | 1,300,000 |
| | Sub-Total for Output 4 | | | | | | | | | |
| Output 5: Engagement of local communities and private sector in reducing waste in Gaza increased | 5.1 Awareness and advocacy campaigns | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | UNDP | Belgium | | 200,000 |
| | 5.1 Green jobs creation programme | 0 | 10,000 | 50,000 | 50,000 | 50,000 | UNDP | Belgium | | 160,000 |
| | Sub-Total for Output 5 | | | | | | | | | 360,000 |
| PIU and Direct Management Cost | | 194,131.80 | 194,131.80 | 194,131.80 | 194,131.80 | 194,131.80 | UNDP | Belgium | | 970,659 |
| General Management Support (8%) | | 49,130.54 | 112,017.34 | 185,530.54 | 141,530.54 | 37,530.54 | UNDP | Belgium | | 525,740 |
| Coordination Levy (1%) | | 6,632.62 | 15,122.34 | 25,046.62 | 19,106.62 | 5,066.62 | UNDP | Belgium | | 70,975 |
| TOTAL | | 669,895 | 1,527,356 | 2,529,709 | 1,929,769 | 511,729 | | | | 7,168,458 |

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

- UNDP/PAPP is the Executing Entity of the entire project. The Executing Entity is the entity responsible and accountable for managing and implementing the project, including the monitoring and evaluation of project interventions and achieving project outputs. UNDP/PAPP will carry out the overall and day-to-day management and decision-making for the project and will ensure that the project produces the specified results to the required standard of quality and within the specified constraints of time and cost. UNDP/PAPP roles include the following:
 - Establish and manage the project, while ensuring UNDP's accountability to achieve project outputs.
 - Directly implement and supervise the project activities in close coordination with partners.
 - Recruit consultancy firms to carry out the needed studies and designs.
 - Follow the global UNDP procurement rules and regulations.
 - Assign a Programme Portfolio Manager and Project Manager to monitor and follow-up on all managerial issues, including administrative and financial aspects related to the project, and ensure the quality of the project throughout the implementation process.
 - Assign a project team of two site environmental engineers who will be responsible for day-to-day supervision and monitoring of the technical aspects of the project.
 - Assign a part time Procurement Analyst and Portfolio Associate and who will support the implementation of the different activities.
 - Prepare the project overall work-plans, ensure proper documentation, and provide regular progress reports. The Project Manager draws up the project plans that describe what the project team will be doing and when they expect to finish.
 - Provide monitoring, quality assurance and quality control of the implemented activities and use of fund in accordance with rules and regulations of UNDP, maintain separate financial records, and submit annual progress and financial reports to the donor.
 - Submit the request for fund disbursement to the donors in line with the progress of the work and disbursements, and assure the funds are utilized as per the Project Document.
 - Provide communication and visibility for the programme.
 - Activate an Issue Log and regularly update it to facilitate tracking and resolution of potential problems or required change.
- The Programme Analyst will take on the role of a Technical Quality Assurance, to manage and assess the overall technical monitoring of the Project. Therefore, the day-to-day Management will be handled by the Project Manager, whereas the UNDP Programme Analyst will be responsible for the overall Project assurance.
- A Project board will be established to follow up the works implemented by UNDP/PAPP. The members of the board will include the Consulate General of Belgium in Jerusalem as the donor, a representative of the EQA and MoLG as the end beneficiary and owner of the project. This board will meet every 3 months or exceptionally upon request by Board members, to review priorities and progress towards expected results.

The roles and responsibilities of the different partners are outlined in section III/ Partnership.



IX. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its 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. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁹ [UNDP funds received pursuant to the Project Document]¹⁰ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;

⁹ To be used where UNDP is the Implementing Partner

¹⁰ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Risk Register.