

Ref: UNDP/PAL 10/ 77024

05 September 2018

**Subject: Hebron Courthouse Project 2017 Annual Report
Annual Progress Report**

Dear Dr Rajab,

Reference is made to the contribution agreement between Global Affairs Canada and UNDP's Programme of Assistance to the Palestinian People for the Hebron Courthouse Construction Project (GAC Reference Project no. P-000469 (ex Z-020917) Arrangement # 500 7056285).

I am pleased to submit herewith the Narrative and Financial 2017 Annual Report for the Hebron Courthouse Construction Project.

The report summarizes the progress of the project as of 31 December 2017 and provides an overview of the achievements, challenges, lessons learned, financial status and way forward.

I thank the Government of Canada for its contributions to UNDP and look forward to strengthening our partnership in support of the Palestinian People.

Sincerely yours,

Roberto Valent
Special Representative of the
Administrator
UNDP/PAPP

Dr. Khaled Rajab
Senior Project Officer
Ramallah

Attached: 2017 Annual Report – Hebron Courthouse Project



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HEBRON COURTHOUSE CONSTRUCTION PROJECT

ANNUAL REPORT

01 JANUARY – 31 DECEMBER 2017



Submitted on 31 January 2018



Progress Information Construction of Hebron Courthouse

Reporting Period: 01 January 2017 – 31 December 2017

Partners: Donor: Global Affairs Canada (GAC)

Implementing Partner(s): High Judicial Council (HJC)

Project Title: Construction of Hebron Courthouse

Project Numbers: UNDP Reference: PAL 10 – 00077024
Donor Reference:
Courthouse Construction Project– P-000469 (ex Z-020917)
Arrangement # 500 7056285

Total Project Budget: CAD \$ 32,793,367

Financial Status as of 31 December 2017		
TOTAL CONTRIBUTION: CAD 32,793,367		
Canadian Department of Foreign Affairs, Trade and Development (DFATD) – now Global Affairs Canada	Deposits	USD Equivalent
	USD 10,358,400.66	\$10,358,400.66
	CAD 10,000,000.00	\$8,019,246.19
Total funds received:		\$18,377,646.85
TOTAL EXPENDITURES:		
Expenditures from 01 January 2011 to 31 December 2011		\$26,405.91
Expenditures from 01 January 2012 to 31 December 2012		\$253,876.73
Expenditures from 01 January 2013 to 31 December 2013		\$220,776.06
Expenditures from 01 January 2014 to 31 December 2014		\$246,159.98
Expenditures from 01 January 2015 to 31 December 2015		\$553,832.25
Expenditures from 01 January 2016 to 31 December 2016		\$676,637.25
Expenditures from 01 January 2017 to 31 December 2017		\$5,646,477.93
Total expenditures (USD):		\$7,624,166.11
Closing or Provisional Balance (USD):		\$10,753,480.74



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Acronyms

AA.....	Administrative Arrangement
AAU.....	AAU Anastas Office
CAP.....	UNDP Contract, Asset and Procurement Committee
CIDA.....	Canadian International Development Agency
DFATD.....	Canadian Department of Foreign Affairs, Trade and Development
EMP	Environmental Management Plan
EQA	Environmental Quality Authority (State of Palestine)
FF&E.....	Furniture, Fixtures and Equipment
GAC	Global Affairs Canada
HJC.....	High Judicial Council
HQ.....	UNDP's Headquarters in New York
JDC.....	Jerusalem Design Centre
JV.....	Joint Venture
MoPWH	Ministry of Public Works and Housing
NSF.....	Palestinian National Security Forces
RFP.....	Request for Proposals
TC.....	Project Technical Committee
TOR.....	Terms of Reference
UNDP/PAPP.....	United Nations Development Programme/ Programme of Assistance to the Palestinian People
UNOPS.....	United Nations Office for Project Services



Executive Summary

This report provides the donor and other stakeholders with the necessary information of the progress of the Hebron Courthouse Project from January to December 2017.

The Project Steering Committee Co-Chaired by the Government of Canada and the High Judicial Council have met twice in 2017, on 14 June 2017 and 18 December 2017, to approve the 100% Design Completion and to launch the Invitation to Bid, and for the latter, to approve the construction timeline and the re-composition of the Construction Technical Committee.

On 08 September 2017, the Amendment No. 2 of the Administrative Arrangement between UNDP and the Government of Canada was signed to extend the project timeline from 31 December 2018 to now end on 31 July 2022. The construction budget was reduced from USD 16,250,000 to USD 16,137,645.33, and the FF&E Budget was also reduced from USD 2,887,500 to read USD 1,750,000. The Management and Quality Assurance budget lines were increased to accommodate the time extension.

The construction contract was awarded to Messrs. Al Mosleh and Atlantic Joint Venture on 04 December 2017 where the construction works are scheduled to be completed by 31 December 2019, with the final handover of the Hebron Courthouse Facility to the High Judicial Council taking place by June 2020.

On 06 December 2017, the project's ground breaking and cornerstone was laid at the project site and immediately afterwards, the project inauguration ceremony was held at the Hebron Governor's Palace.

Project Background

The goal of this project is to enhance the ability of the Palestinian Government to dispense the rule of law in an efficient and effective manner. The previous intervention was aimed to provide improved service delivery to the Palestinian people through the construction of the Ramallah Courthouse Complex (Palace of Justice), which would also symbolize and support Palestinian state building, where the administration of justice would be strengthened and modernized. The planned estimated 17,500 square meter facility was intended to include the Palestinian High Judicial Court, Ramallah Appellate Court, Cessation Court, Court of First Instance, and the Magistrate Court. The project was to encompass three phases: (1) design; (2) construction works; and (3) the purchase of equipment and furniture for the Palace of Justice, as well as, the Hebron and Tulkarem Courthouses.

As reflected in the 15 March 2013 letter from Canada, and amendment signed on 25 June 2014, the project was re-scoped. As a result of the re-scoping, responsibility for the design and construction of the Hebron courthouse was transferred to UNDP/PAPP from the Palestinian Economic Council for Development and Reconstruction (PECDAR), as Canada decided not to proceed with the design and construction of the Ramallah Courts Complex.

The Hebron Courthouse will house the First Instance, Magistrate and Appeal courts, Public Prosecution Service and the Judicial Police Services in a facility with a gross floor area of approximately 15,400 square meters.



In reference to the 15 March 2013 Canada Letter, which followed the meeting between Canada and UNDP/PAPP on 11 March 2013 in Jerusalem, UNDP/PAPP responded on 05 April 2013 with its acceptance of the re-scoping parameters and in anticipation of signing the amended version of the Administrative Arrangement, which was scheduled for June 2013.

An amendment to the original administrative arrangement, originally signed in March 2011, and as per the 15 March 2013 letter, was signed by both parties on 25 June 2014, covering the following elements:

1. UNDP/PAPP is tasked with the design and construction of the Hebron Courthouse.
2. Canada would no longer fund the design and construction of the Ramallah Courthouse Complex.
3. Procurement of the furniture, fixtures and equipment (FF&E) for the Hebron Courthouse facilities.

Component	Budget	Project site
Construction and equipping of the Palestinian Judicial Courthouse Complex in Ramallah	CDN \$27,024,281	Al-Bireh - Ramallah, oPt

Re-Scoped Component	Budget	Project site
Construction of the Hebron Courthouse	CDN \$ 32,793,367	Hebron - oPt

On 08 September 2017, the Amendment No. 2 of the Administrative Arrangement between UNDP/PAPP and the Government of Canada was signed to implement the following modifications:

1. The project end date was extended from 31 December 2018 to 31 July 2022.
2. The budget line for the construction envelope of USD 16,250,000, as approved by the PSC on 02 June 2015, will be reduced to USD 16,137,645.33. The Construction budget line will also cover costs of incurred expenses for the cancelled Ramallah Court Complex, and for the additional Solar PV Systems for the Hebron Courthouse Project.
3. The budget line for the FF&E will be reduced from USD 2,887,500 to USD 1,750,000.
4. The Management and Quality and Assurance Budget lines will be increased due to the time extension.

In line with the signed second amendment of September 2017, UNDP/PAPP proceeded to request the second advance, where the GAC forwarded CAD 10 million, which was received by the UNDP treasury and recorded on 27 October 2017 amounting to USD 8,019,246.19

1. Highlights during the Reporting Period

Licensing / Pre-Construction

- a. On 18 December 2017, UNDP/PAPP held a Pre-Construction meeting with the contractor to discuss contractual, technical issues and documentations needed for submittal prior to implementation.



- b. On 06 December 2017, the project's ground breaking and cornerstone was laid in the project site and immediately afterwards, the project inauguration ceremony was held at the Hebron Governor's Palace.
- c. The Access and Construction Permit was issued on 28 November 2017.
- d. A letter from the Chief Justice, dated 22 November 2017, was sent addressed to the Ministry of Local Government requesting land allocation, in the vicinity of the Courthouse to accommodate 150 parking spaces. Another HJC letter was sent, dated 23 October 2017, addressed to the Hebron Municipality requesting the Municipality support in issuing the required licenses for the construction of the Hebron Courthouse.
- e. The Palestinian Government's Environmental Quality Authority issued its approval of the Hebron Courthouse Construction Environmental Management Plan and the Construction Emergency Environmental Response Plan (CEMP and CEERP) on 27 November 2017.
- f. The Palestinian Government's Ministry of Interior's General Directorate of Civil Defence, Department of Safety and Prevention issued its No Objection Letter and Approval of the Hebron Courthouse Design on 26 November 2017, where the related Civil Defence Department fees were paid by the HJC on 22 November 2017.
- g. UNDP/PAPP met with the following government institutions on 16 November 2017 to discuss the upcoming start of the construction phase of the Hebron Courthouse:
 - i. **Hebron Municipality Building Officials**
 1. Start of Construction.
 2. Licensing Issues – Building and Access Permits.
 3. Public Parking Space.
 4. Construction Working Hours.
 5. Requirements, as stipulated in the Construction Environmental Management Plan.
 - ii. **Girls School Elementary / High School Principal near the Construction Site**
 1. Start of Construction.
 2. Working Hours.
 3. Dangers during Construction implementation period:
 - a) Moving Trucks
 - b) Tower Cranes and accidents
 - c) Dust
 - d) Noise
 - e) Water Spill
 4. Excavation Activities
 - iii. **Hebron Governorate – Legal Adviser to the Governor**
 1. Start of Construction.
 2. Licensing Issues – Building and Access Permits.
 3. Public Parking Space.
 4. Construction Working Hours.
 5. Requirements as stipulated in the Construction Environmental Management Plan.



iv. **Recommendations / Assurances**

1. The Hebron Municipality and the Hebron Governor's Office assured their full commitment in supporting and facilitating the implementation of the Courthouse.
2. Both local government bodies stand ready to assist and facilitate the stakeholders and showed willingness to intervene in case there may be issues encountered during the implementation stage.
3. The local government bodies did not impose restrictions with regards to the possibility of having two working shifts in case of delays.
4. The local government bodies appreciated UNDP/PAPP's involvement and facilitation of the processes. However, UNDP/PAPP, per its mandate, and as reminded by the local authorities, can do follow-ups and facilitation to issues involving inter-governmental matters upon a clear request from the concerned governmental bodies
5. Issues regarding licensing fees/payments and parking issues will be waived by the Municipal Building Officials so as not to delay the start of the construction; however, these issues need to be resolved between HJC and the concerned governmental entities prior to the issuance of the Hebron Courthouse Operational License.
6. The School Principal requested UNDP/PAPP's contractor support to minimize noise as much as possible and to allow easy and safe access to school children during arrivals and departures during school days.

Construction

- a. The construction site was officially handed over to the contractor on 20 December 2017 followed on the same day, with meetings with the Hebron Municipality/Governorate Officials.
- b. On 18 December 2017, a Project Steering Committee meeting convened to approve the construction timeline and to approve/follow-up the Construction Technical Committee (CTC) Standard Operating Procedures and Members from HJC, AGO and the Judicial Police.
- c. The Site Activities (Site Levelling Works) started on 31 December 2017 as per the Constructors Time Schedule.
- d. The mobilization period was scheduled from 05 – 31 December 2017, immediately after the signing of the contract agreement, and the submission/fulfilment of all required financial and legal documentations, which are part and parcel of the signed Contract Agreement.
- e. Prior to the approval of the UNDP/PAPP Advisory Committee on Procurement (ACP), UNDP/PAPP met with the contractor's site team for technical consultations on 14 November 2017, where some mandatory and quality control requirements were discussed to be included as part of the UNDP/PAPP contractor's contract, related to the discussions between UNDP/PAPP and the GAC.
- f. A Quality Assurance Management Plan was revised as requested and consulted upon with the GAC. The Flow Chart of the Roles and Responsibilities were revised to ensure proper control and efficient flow of documentations and approvals. It also includes additional Individual Technical Expertise to be hired at a later stage, if and when needed (e.g. Security Systems Engineer, Finishing Control Engineer, etc.). A Method Statement of activities will be required, with the following details:
 - i. The job to be undertaken.



- ii. The individual activities required to complete the job.
- iii. The individual trades/disciplines involved in each activity.
- iv. Plant, equipment, tools to be used in each activity.
- v. Test to be performed.
- vi. Material to be used, any substances/chemicals to be used and where and during which activity they will be used (together with a Safety Data Sheet assessment).
- vii. The name(s) of the Supervisor(s) for each activity.
- viii. The name of the person in overall charge of the job.
- ix. A detailed description and methodology of how the work will be done including control measures and procedures to complete each activity and the overall job safely.

Tendering Process

- a. The Construction Contract was signed by Al Mosleh and Atlantic Joint Venture on 04 December 2017.
- b. A Pre-Award Meeting was held on 21 November 2017 to discuss contractual matters, special conditions, etc. prior to the signing of the Construction Contract Agreement with Al Mosleh and JV Atlantic Construction Firms.
- c. The results of the tender evaluation was submitted to ACP (Advisory Committee on Procurement) in New York on 07 November 2017 and approved on 17 November 2017, after satisfying all required clarifications and additional documentations.
- d. Following the pre-bid meeting of 26 July 2017, participating bidders requested an extension of time for submitting their offers to enable them to better analyse their bids and acquire competitive prices from material/equipment suppliers. UNDP Procurement Department endorsed this request and approved the time extension, where the submission of tender documents was extended from 10 August 2017 to 12 September 2017. The submission was further extended from 12 September 2017 to 28 September 2017 upon the request from GAC due to additional requirements that the bidders needed to submit as part of their prequalification tender documents.
- e. A Pre-bid meeting and site visit was conducted on 26 July 2017 attended by the representatives of the five pre-qualified contractors, local government representatives, HJC representatives, GAC representative and the UNDP Technical and Procurement Staff.
- f. The Invitation to bid was sent to the five prequalified Contractors on 17 July 2017.

2. Challenges

Delays during the tendering period were encountered as per the request of the Pre-Qualified Contractors to give them ample time to prepare their Bids, and as requested by the Government of Canada to enhance and modify the required documentation to be submitted by the Pre-Qualified Contractors. Other delays were also experienced during the evaluation process, re-assessing the capacities of participating contractors. Such delays were warranted to ensure best fit for compliance as well as ensuring the systems and documentation were in order and up to the quality standards required.



3. Project Quality Management

The Quality Management Plan was first submitted on 22 May 2017 and revised on 01 December 2017 and continue to get updated, as reviewed and discussed with the Government of Canada.

UNDP strives to improve its Quality Management Plan as part of its everyday management and lessons learnt, to ensure that the highest possible quality standards specified in the living document will be adhered to and implemented in all its projects.

4. Environmental Considerations / Compliance

Environmental aspects were thoroughly studied for the project during the design phase, where the results of the studies addressing each environmental aspect and its compliance, together with the Cost Benefit Analyses (CBA's) and the Life Cycle Cost Analysis (LCCA), resulted on the following being incorporated in the design to be implemented in the Hebron Courthouse Project:

1. Electricity – Solar Photo Voltaic (PV) Systems:

- i. In addition to its economic impact, this investment has a positive impact on the environment and building sustainability, and it is strongly recommended and will be installed as part of the project. An allocation of USD 220,000 was set aside for the Solar PV System.
- ii. As the Technology is evolving, the procurement and installation of the solar PV Systems will be delayed until June 2019 to ensure that the project will benefit from its evolving and improved technology and lower investment cost.

2. Water Harvesting and Storm Water:

- i. One of the sustainable solutions for this issue is rainwater harvesting. In its design, UNDP/PAPP provided a large water tank to be used for collecting roof rainwater after filtering. The average annual rainfall for Hebron is 597 mm. If we consider that rooftop area is around 1200 m² and 80% can be used for rainwater collection, then the total annual harvesting can amount to 572,873.6 litres (**573 m³ – capacity of the cistern**). This is a large amount with a monthly average of 47m³/month, or around 2m³/day. Rainwater harvesting from other surfaces and roads for irrigation of green areas will increase building sustainability and minimize the need for fresh water.
- ii. The construction of the cistern to collect the rain water also reduces the storm water runoff.

3. Domestic Hot Water System:

- i. The LCCA for water heating system shows that using electric heaters are the most economical option. Using solar water heaters with high capital cost is not a good choice except for taking into consideration the environmental element and project sustainability.
- ii. Only selected wash rooms will be provided with hot water facilities due to cost limitations.



4. Waste Water:

- i. As stated in the environmental study, waste water collection and disposal will be coordinated with the Municipality of Hebron Joint Service Council (JSC) to be connected to the future treatment systems/plant scheduled for the year 2017.

5. Solid Waste Management:

- i. The design integrates a location for containers storage, and access for the solid waste vehicle in coordination with the Hebron Municipality Joint Service Council (JSC). Further coordination is required once the courthouse is already fully operational to accommodate the solid waste collection schedules.
- ii. The loading bay was incorporated in the design and in coordination and approvals from the Hebron Joint Service Council – Solid Waste.

6. Reduction of Electricity Consumptions:

- i. The introduction of KNX¹ systems, proper wall and windows/glass insulations and lighting systems will reduce significantly the electric consumption as stipulated in the LCCA/CBA documents.

7. Positive Green Net Policy:

- i. Landscaping as per design concept report (60% and 80%) and design plans
 1. The existing trees (3 olive trees and 1 citrus) will be replanted as per plans.
 2. A net gain policy for vegetation will be implemented by:
 - a) Large sidewalks of the building will have trees.
 - b) The southern triangular part of the land will be planted with trees that needs little irrigation and maintenance.
 - c) The suspended roof at the ground floor will be planted with trees and shrubs.
 - d) The northern boundary with the parking lot will have a row of trees all along.
 - e) The roundabout at the Sally port will be planted with high trees to reach the opening of the ground floor of the court yard.

8. Environmental Quality Authority (EQA – Palestinian State) - EASR and EMP

- i. The EMP was submitted to the EQA for its final approval. The EQA provided minor comments on the final draft. EQA approval was secured on 27 November 2017.

9. Neighbours Complaint procedure

- i. During the meetings with the neighbouring school in November, a complaint procedure was agreed upon in case the project construction activities caused any disturbance/harm to the school activities. The UNDP project team will ensure that any complaint coming from the neighbours will be dealt with immediately on the basis that project activities should not cause any unacceptable disturbance to the local neighbourhood or local environment. It was also agreed that the School Management meet daily with the Construction Company Project Manager for any updates.

¹ KNX, an abbreviation of Konnex, is an open standard (see EN 50090, ISO/IEC 14543) for commercial and domestic building automation. KNX devices can manage lighting, blinds and shutters, HVAC, security systems, energy management, audio video, white goods, displays, remote control, etc. KNX evolved from three earlier standards; the European Home Systems Protocol (EHS), BatiBUS, and the European Installation Bus (EIB or Instabus). It can use twisted pair, powerline, RF, infrared or Ethernet links in a tree, line or star topology. On this network, the devices form distributed applications and tight interaction is possible. This is implemented via interworking models with standardised data point types and objects, modelling logical device channels.



(Please see Annex D for the results of the Green Building and CBA and the Life Cycle Cost Analysis (LCCA)).

Furthermore, the Environmental aspects will be in detail considered during the construction phase through implementing the UNDP Construction Environmental Management Plan which was approved by EQA, as stated above.

5. Health and Safety

The UNDP/ILO Health and Safety Plan forms part of the Tender Documentations and a mandatory requirement to the Contractor to be implemented during the entire construction.

The objective of this Health and Safety is to provide practical guidance on a legal, administrative, technical and educational framework for safety and health in construction with a view to:

- a. Preventing accidents and diseases and harmful effects on the health of workers arising from employment in construction
- b. Ensuring appropriate design and implementation of construction projects
- c. Providing means of analysing from the point of view of safety, health and working conditions, construction processes, activities, technologies and operations, and of taking appropriate measures of planning, control and management.

UNDP will strictly monitor the implementation of the Health and Safety Plan daily during the entire project implementation. This will be done using the UNDP adopted Construction Health and safety Management Plan: "Safety and health in construction: As mentioned in the ILO code of practice", any deviation or non-compliance by the Contractor from the Health and Safety plan will be formally noted by the UNDP site team to the contractor through formal notification - Non-Conformance Report (NCR) will be documented, and, depending on the case at hand, non-compliance may result in stop-order for the works on site, especially in cases where there is an imminent hazard.

6. Cross-cutting Issues

In line with UNDP's corporate policy on gender inclusion, the design of the Hebron courthouse will core elements that will address gender and people with disabilities.

The holding cells, washrooms, as well access to facilitate movement throughout the different courthouses, were catered and designed for males, females, with special considerations provided for persons with disabilities. Male and female juveniles were also provided with holding cells separate from adults.

Gender consideration will also be given priority while recruiting and hiring project personnel, as per the UNDP recruitment rules and regulations.

7. Review of the Project Plan

The following is an overview of the project performance to date against the project plan and the previous stage plan. It looks at the delivery of the required technical products, major milestones and specified tolerances for time, cost, quality and scope of this stage.



#	Technical Products	Product realised	Explanation
1	Accommodation Schedule and Functional Programme	Completed	Approved on 02 December 2014, however, due to the cost reductions, it was revised as per the recommendations of the Technical Committee and approved by the PSC on 02 June 2015. Revisions were approved and signed by the Technical Committee on 12 August 2015.
2	New Concept Design – 20%	Completed	Approved and signed on 12 August 2015.
3	GMT Survey for the previous site	Not Fully Realized	Site survey plans were not completed for the previous site due to neighbours' encroachments on site and due to issues with the land deeds.
4	Hebron Site Survey and Geotechnical Assessment	Completed	The final Geotechnical Report was submitted to GAC for reference.
5	Environmental Assessment and Screening Report (EASR) for the new Courthouse site in Hebron	Completed	30 September 2014
6	Environmental approval for the new site	Completed	Environmental approval for the new site granted by Environmental Quality Authority
7	40% Design Stage	Completed	Approved and signed in February 2016.
8	Cost Benefit Analyses and Life Cycle Cost Analyses of all the major systems	Completed	Submitted on 01 September 2016
9	Upgraded and updated 60% Design Stage	Completed	Approved and signed on 16 November 2016
10	80% Design Stage	Completed	Approved and signed on 20 December 2016
11	100% Design Stage	Completed	The Technical Committee approved and endorsed the 100% design plans on 02 February 2017 and the plans were signed between 28 February 2017 and 05 March 2017 by HJC, AGO, JP.
12	100% Design Plans and BOQs – Review by GAC	Completed	The BOQs were finalized as reviewed by UNDP and GAC on 03 April 2017.



1 3	Prequalification (PQ) Processes of Interested Contractors	Completed	<p>From 07 March 2017 to 30 March 2017, there were 12 contractors who have submitted their PQ documents on 30 March 2017. The PQ documents were thoroughly reviewed, and some clarifications and documents were requested from the Contractors until 08 June 2017.</p> <p>The final PQ Evaluation report was submitted and signed on 08 June 2017 upon the receipt of the last requested documents from the contractors.</p>
1 4	Invitation to Bid – Tender Process for the Prequalified Contractors	Completed	<p>After the final PQ evaluation report was signed, the tender documents were prepared, the Invitation to Bid was published to qualified contractors on 17 July 2017 and the submission of Tenders was extended twice from 31 August 2017 to 28 September 2017 to facilitate requests for extension from the Pre-Qualified Contractors and the additional requirements suggested by GAC.</p>
1 5	External Verification of the approved BOQ	Completed	<p>The Approved BOQ was sent for an external price verification party on 20 July 2017 and the results were received on 17 August 2017. The approved BOQ was within 1% less than the external Price Verification Results.</p>
1 6	Approval of the UNDP Procurement Oversight and Procurement Review Committee (CAP and ACP)	Completed	<p>The result of the Tender Evaluation was sent to ACP for review and approval on 7 November 2017 and approved on 17 November 2017 after the submission of additional required documentations and clarifications.</p>
1 7	Pre-Award Meeting – discussions on Contract Issues, Special Conditions, Legal and Financial Obligations, etc.	Completed	<p>UNDP Procurement and Technical Team met with the winning contractor on 21 November 2017 to discuss contractual issues and obligations prior to the Contract Signing.</p>
1 8	Signing of the Construction Contract Agreement and submission of all required documentations, legal and financial obligations as part of the Contract Agreement	Completed	<p>Once all verifications required were submitted, the Contract was signed on 4 December 2017.</p> <p>With a mobilization period from 05 – 31 December 2017.</p>
1 9	Start of the Construction Phase	To be Started	<p>The Site Activities (Site Levelling Works) started on 31 December 2017.</p>
2 0	Construction Completion	TBC	<p>The construction is expected to be completed by 01 January 2020.</p>



			The Procurement of FF&E will start in June 2019 and is planned to be delivered and installed by May 2020.
2 1	Courthouse Handover to HJC	TBC	The handover of the facility is scheduled for June 2020.
2 2	Defects Liability Period (DLP)	TBC	It is expected that DLP will take place between January 2020 to January 2021. UNDP is developing a Handover Protocol to conform with the HJC and GAC requirements, subject for discussions and approval.
2 3	Project Completion	TBC	As per the newly-signed Amendment No. 2 of the Administrative Arrangement, the project completion/closing will be on 31 July 2022.

8. Risks

#	Risk Descriptor (from risk register)	Risk status (H/M/L)	Risk Owner	Explanation including actions (required only for medium and High risks)
1	Currency Exchange Losses	Medium	GAC / UNDP	As suggested by the UNDP Special Representative in March 2015, and during several meetings and in line with the UNDP Policy upon awarding of contracts, that all the construction envelope will be transferred to UNDP account upon the approval of the construction in USD. A currency risk contingency of 10% of the Construction Budget was allocated/reserved to cover any currency fluctuations/losses during the implementation period.
2	Delegated Authority to the Members of the Technical Committee by their Ministries / Institutions	High	HJC and UNDP	As experienced during the Technical Committee meetings, members are not empowered with decision-making authority to make decisions and thus the delays in the approvals and the back and forth discussions. In the implementation phase, it is crucial that the members of the Technical Committee be empowered to make decisions, especially when there is a need to address changes in the design or change orders during the construction.



				<p>If this will not be resolved or given urgent attention, the project implementation will also suffer the same delays as we have experienced during the design phase and may overburden the project with unnecessary financial claims.</p> <p>A Standard Operating Procedure (SOP) for the Construction Technical Committee was finalized and approved by the PSC during the 6th PSC on 14 June 2017 and final version of the SOP submitted by HJC on 18 July 2017.</p>
3	Changes in the UNDP Project Existing Staffing or Loss of project key staff	High	UNDP	<p>Emphasize the importance of project within UNDP and to all stakeholders.</p> <p>Identify alternative resources in case of unexpected absence and if necessary UNDP Core Team should temporarily replace project resource team until the problem is solved.</p>
4	Delayed clearances for VAT and Customs Exemptions from relevant Government Agencies	High	HJC and UNDP	<p>Ensure a close and continuous coordination and follow-up on the process with the designated authorities.</p> <p>Pre-identified sources from local market of equipment standard, specifications and applications.</p>
5	Unplanned work that must be Accommodated or changes in the Design	High	All Stakeholders	<p>Ensure that during the bi-monthly Construction Technical Meeting all issues discussed and acted upon on a timely Manner.</p> <p>Discuss the impact of change on schedules or design and agree if change to specification will proceed. Implement added work if needed upon approval.</p>
6	Scope Creep / Delays	High	UNDP	<p>Work on reducing the impacts, refuse future changes in requirements without proper justifications and approvals, Construction technical Committee approval on any change</p>
7	Military Confrontations	High	All Stakeholders	<p>It may cause damage and destructions to project structures as a direct result of military confrontations/engagement.</p> <p>Accept risk and develop a rehabilitation programme.</p>



8	Political factors\ Conflicts Closures Imposed on Hebron	High	All Stakeholders	If these risks occur, all works may be delayed or result in a complete freezing. Contingency Plans will be in place and a recovery schedule will be developed.
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8. Resources and Financial Status

Table 1: Financial status as of 31 December 2017 – Construction of Hebron Courthouse (UNDP reference PAL10-77024)

Financial Status as of 31 December 2017			
TOTAL CONTRIBUTION:			
	Commitments	Deposits	USD Equivalent
Canadian Department of Foreign Affairs, Trade and Development (DFATD) – now Global Affairs Canada	CAD	USD 10,358,400.66	\$10,358,400.66
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Expenditures from 01 January 2014 to 31 December 2014			\$246,159.98
Expenditures from 01 January 2015 to 31 December 2015			\$553,832.25
Expenditures from 01 January 2016 to 31 December 2016			\$676,637.25
Expenditures from 01 January 2017 to 31 December 2017			\$5,646,477.93
		Total expenditures (USD):	\$7,624,166.11
		Closing or Provisional Balance (USD):	\$10,753,480.74



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Annex A

Project Financial Rundown



Hebron Courthouse Construction - Global Affairs Canada (GAC) Funded

Administrative Arrangement (AA)

signed on 03 March 2011

UNDP Project ID:

PAL10: 00077024

Cumulative:

Reporting Currency

US Dollars

Budget Categories as per the AA	ATL AS Activity	Total Allocation as per Amendment #2	First and Second Tranches	2011 Disbursements	2012 Disbursements	2013 Disbursements	2014 Disbursements	2015 Disbursements	2016 Disbursements	01 January to 31 December 2017 Disbursements	Total Disbursements ending 31 December 2017	2018 Resource Balance as of 01 January 2018
Project Implementation	Activity 1	\$2,044,396.31		\$24,436.42	\$65,434.68	\$77,837.90	\$ -	\$189,462.96	\$234,958.24	\$330,254.46	\$922,404.66	\$1,121,991.65
Quality Assurance Team (Q&A)	1	\$571,629.20		\$ -	\$ -	\$ -	\$85,091.19	\$88,912.27	\$101,808.61	\$133,053.07	\$416,865.14	\$154,764.06
Direct Costs (DC)	6	\$657,000.00		\$629.48	\$79,493.08	\$125,624.89	\$27,245.77	\$98,409.46	\$58,517.72	\$42,391.37	\$432,311.77	\$224,698.23
Equipment (EQ)	4	\$1,750,000.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0.00	\$1,750,000.00
Auditing, Monitoring and Evaluation (AME)	5	\$100,000.00	\$10,358,400.66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0.00	\$100,000.00
Design Works (DW)	8	\$800,000.00		\$ -	\$ -	\$ -	\$95,199.29	\$133,989.27	\$227,687.00	\$49,980.13	\$506,625.69	\$293,174.31
Construction (CON)	3	\$16,162,645.53		\$ -	\$91,863.48	\$2,554.52	\$10,974.54	\$7,062.17	\$7,927.00	\$4,607,803.12	\$4,728,204.83	\$11,434,440.70
Implementation Support	7	\$596,974.52		\$ -	\$67.64	\$314.40	\$1,603.62	\$1,764.25	\$1,433.17	\$113,153.26	\$118,336.34	\$478,638.16



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Gain and Loss. In addition, UNDP doesn't need to correct these charges. They are integral part of project expenses recorded in a different account and associated to original vouchers.



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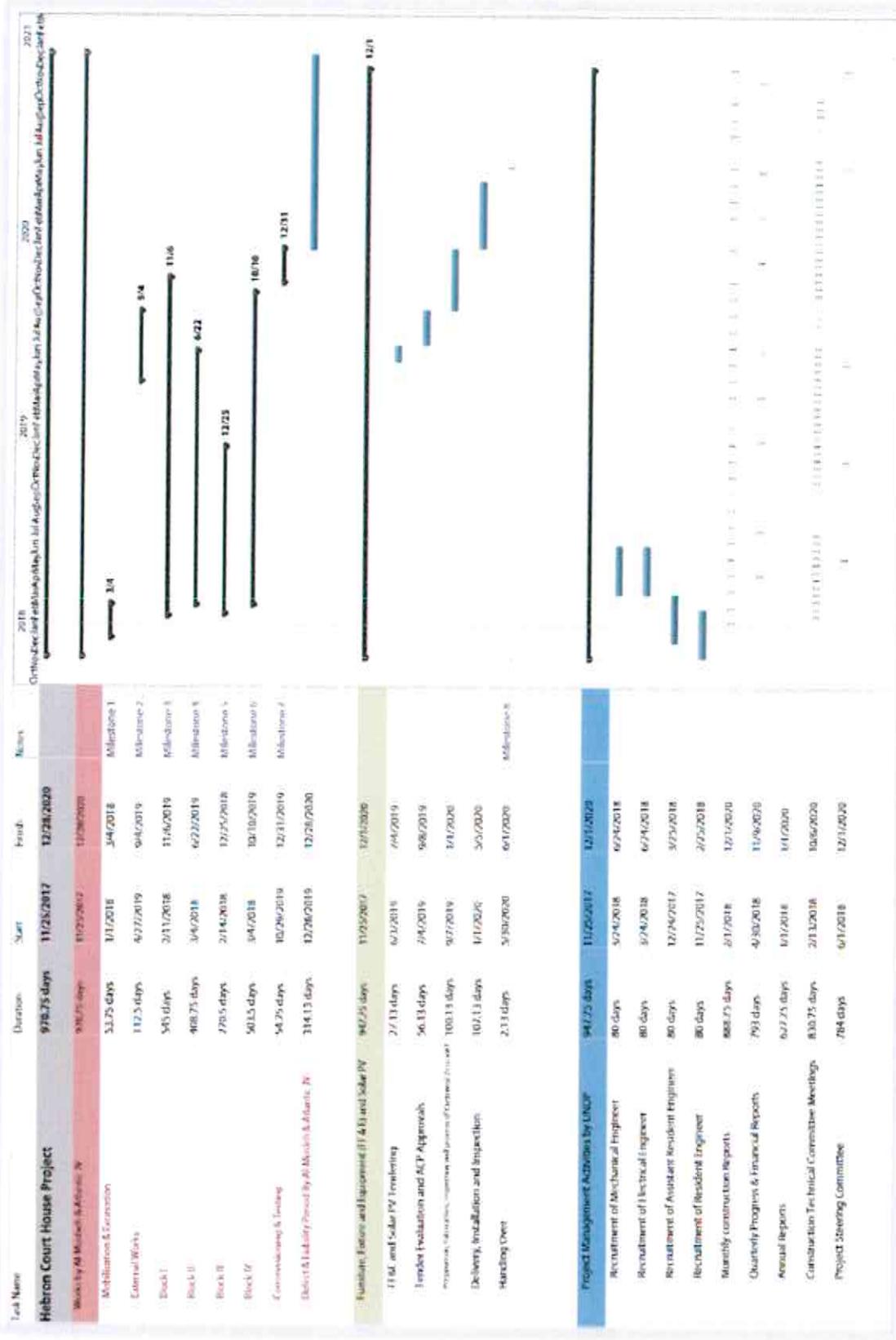
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Annex B:

Detailed Project Schedule





Annex C: Project Photos

Project Photos (1)



Ground Breaking Ceremony – 6 December 2017



Ground Breaking Ceremony – 6 December 2017



Ground Breaking Ceremony – 6 December 2017



Construction Sign Board

Project Photos (2)



Project Site before Site Clearing Works



Pre-Bid meeting – 26 July 2017



Demolition of Existing Structures



Pre-Bid Meeting – 26 July 2017



Project Photos (3)



GAC – UNDP Site Visit on 8 February
2017



Completed Site Fencing Works



GAC – UNDP Site visit on 8 February
2017



Project Site Sign Board

