Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Norwegian Ministry of Foreign Affairs

Reporting Period	01 December 2024 - 30 June 2026
Donor	Government of Norway
Country	Occupied Palestinian territory.
Project Title	Emergency Debris Management in the Gaza Strip
(Quantum Project ID and Description)	Award No.: 1373328 Project No.:1003536
Implementing Partner(s)	United Nations Development Programme/ Programme of Assistance to the Palestinian People (UNDP/PAPP)
Project Start Date	01 December 2024
Project End Date	30 June 2026
Annual Work Plan Budget Year 2025	3746462
Total Resources Required	50,000,000 NOK
Revenue Received	30,000,000 NOK **equivalent to US$** 2691548.4
UNDP Contact Person	Jaco Cillier Special Representative of the Administrator Email: Jaco.cillier@undp.org Tel: 02-6268200

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Table of Content

I. EXECUTIVE SUMMARY .....
II. BACKGROUND.....
III. ACHIEVEMENTS REVIEW .....
IV. PROGRESS TOWARDS PROJECT OUTPUTS .....
V. PROJECT RISKS AND ISSUES.....
A. UPDATED PROJECT RISKS AND ACTIONS .....
VI. PROJECT CROSS-CUTTING ISSUES: .....
VII. LESSONS LEARNED .....
VIII. CONCLUSIONS AND WAY FORWARD .....
IX. FINANCIAL STATUS .....
X. ANNEXES .....

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

I. Executive Summary

The Emergency Debris Management in the Gaza Strip project aims to address and mitigate the severe impacts of the debris crisis in the Gaza Strip as part of an integrated humanitarian response. By implementing a risk-managed approach to debris removal and recycling, the project will help prevent further catastrophic public health and environmental consequences. These efforts are expected to directly benefit over 750,000 individuals, including Internally Displaced Persons (IDPs) and host communities, across the targeted areas, which collectively have a population of approximately 1.5 million.

In addition to reducing immediate health and safety risks posed by debris, the project will enhance living conditions by restoring access to essential services and infrastructure. Recycled materials from the debris will contribute to reconstruction efforts, reducing dependency on imported materials and alleviating pressure on scarce local resources. This approach not only supports the ongoing recovery process but also promotes sustainability and resilience in affected communities.
Through these interventions, the project will serve as a critical component of the broader strategy to rebuild Gaza, improve public health, and support the long-term recovery and well-being of its residents.

The project will scale up the pilot debris removal and recycling activities following Standard Operating Procedures (SOPs) developed by the Gaza Debris Management Working Group. This ensures a risk-managed approach for removing, sorting, and transporting debris. Recyclable debris will be stored, crushed, and repurposed for applications like road rehabilitation, shoreline protection, and the production of construction materials such as kerbstones and blocks. Non-recyclable debris will be sorted and transported to authorized disposal sites. Recycled materials will undergo laboratory testing to meet Palestinian Authority technical standards for construction applications, including infrastructure repairs, block paving, and landfill cover material. The project will document the use of these recycled materials in applications, with findings disseminated to inform future debris management programs.

So Far, UNDP has signed a MOU with the Ministry of Public Works and Housing (MoPWH); and agreement with UNMAS to carry the risk assessment of the different sites where debris will be removed as well as the collection and crushing site. The preparation works for the crusher site in Khan Younis was completed and the collection was initiated where 26,613 tons were collected. The activities were delayed due to the failure of the cease fire and the delay in obtaining daily coordination for risk managed movement of contractor's and UNDP staff in addition to shortage in fuel quantities assigned to operate relevant activities.

II. Background

UNDP/PAPP places debris removal under the Gaza Early Recovery, Reconstruction, and Resilience Programme as a critical first step, to facilitate outreach of the humanitarian aid as well as early recovery initiatives – including restoration of critical services. This proposal prioritizes the clearance of damaged structures and debris from streets, connecting roads, pathways and surrounding damaged built environment in addition to clearance of premises of critical services

The objective of the UNDP/PAPP proposed debris management works are to:

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

- Carry out risk-managed demolition of damaged buildings and remove debris in a timely manner enabling safe access for returning property owners as well as facilitating the delivery of humanitarian aid as well as the pending rehabilitation and reconstruction works.
- To create livelihoods and job opportunities within the debris removal and recycling operations, whilst producing a quality recycled reconstruction material to save costs on disposal and quarrying of raw materials.

The UNDP/PAPP plan for debris management incorporates the following where the term 'debris management' encompasses all activities from demolition of war-damaged buildings with debris removal and subsequent storage, reuse, recycling and disposal of the debris:

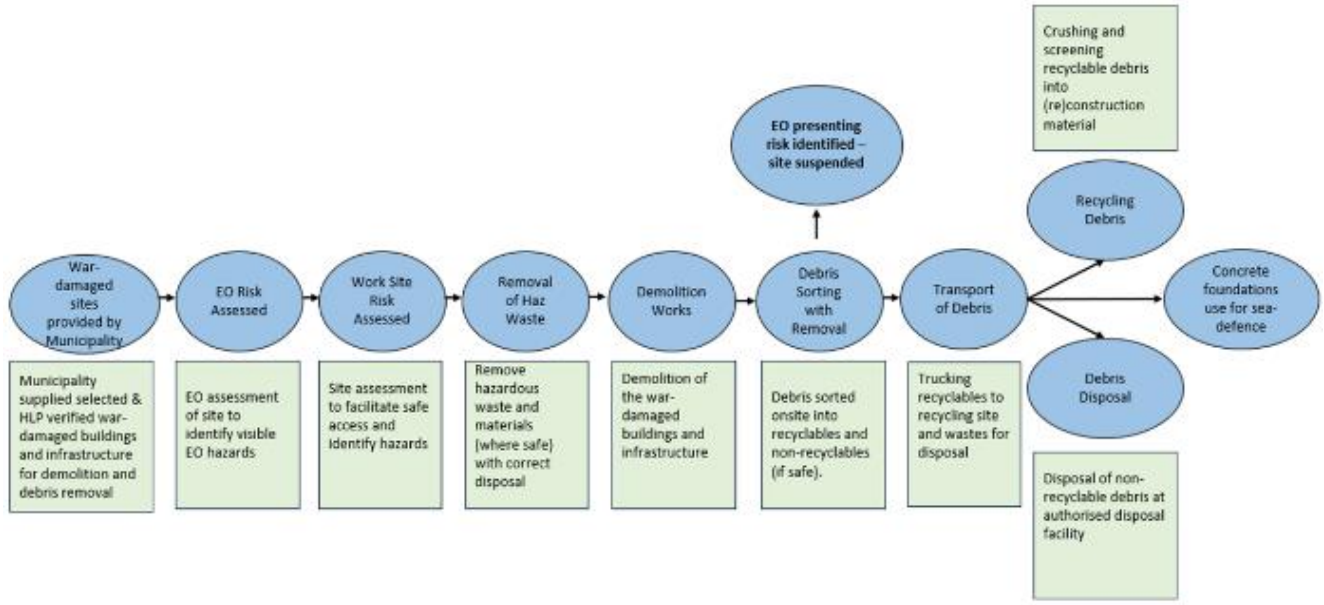
- ✓ An integrated, phased and area-based approach to debris removal and later reuse and recycling in the Gaza Strip, giving priority to all activities that ensure a rapid return of Gazans to safe and dignified living conditions and support an expedited, area-based recovery and reconstruction process. UNDP/PAPP proposes to prioritize removal of debris from all those areas that will meet the **humanitarian needs** on the ground:

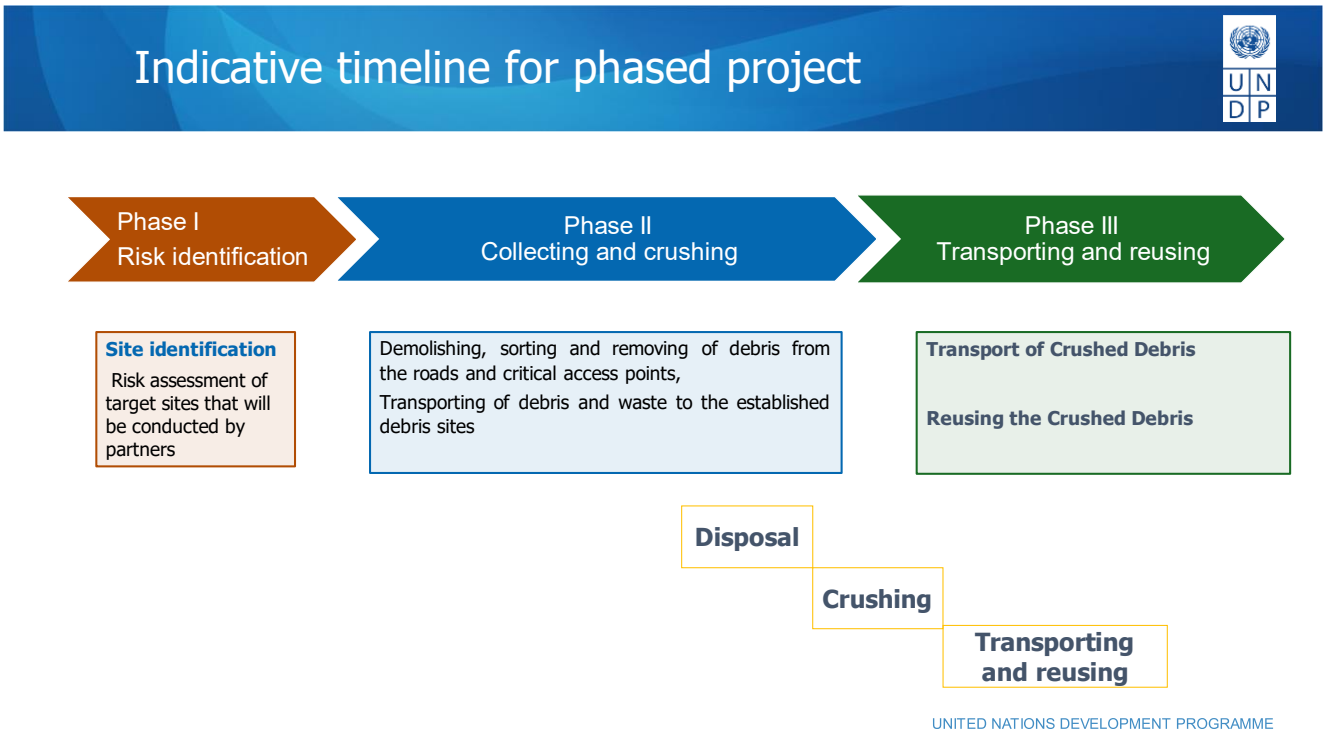
  - **Critical infrastructure for basic services** is/was located (e.g. health, education, water, sanitation), so as to facilitate resumption of service provision as soon as possible.
  - **Connectivity and logistical needs of humanitarian**, early recovery, and reconstruction operations, especially roads and any other transportation infrastructure in addition to aligning with the needs of organizations like WFP and WHO for aid distribution.
  - Sites to be cleared for purpose of establishing **temporary shelters** for internally displaced persons.
- ✓ Strong coordination with the relevant Palestinian Authorities mandated to plan and manage the "Gaza Relief and Early Recovery Plan – Emergency Response Program (Month 0- 6)" of May 2024, through a robust working relationship with the Ministry of Public Works and Housing (MoPWH) who are nominated as the lead governmental counterpart for debris management (noting that UNDP has several decades' experience of working with the MoPWH on debris management). Further coordination will be sought with the respective Contractor Unions with whom UNDP has long term positive working relationships to bring valuable private sector experience and capacity to the debris management work.
- ✓ Facilitation of economic development and growth by working closely with the private sector within the Gaza construction industry by utilizing and resourcing the skills, capabilities, and capacities of the Gaza private sector contractors.
- ✓ A focus on recycling and reusing the debris into a new (re)construction material for road and infrastructure repair as well as applications such as sea defence, engineering fill and block paving. This both reduces costs for import of construction materials, alleviates the burden on scarce natural resources as well as reduces the burden on disposal facilities which are overstretched given the huge quantities of municipal solid waste requiring disposal. This approach also promotes resource efficiency and sustainability,

Debris Management Phases

The debris management works carried out by UNDP comprises numerous phases of work as presented in the below diagram for the purpose of this proposal document.

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E





A key task within the debris management process is to sort the debris at the site. At this point non-recyclables (such as general and hazardous waste) will be removed prior to the recyclable debris being sent for recycling at the debris recycling site(s). This reduces loading and transport costs since the alternative would be to do the sorting at the debris recycling site(s) and subsequently send the non-recyclables for disposal incurring additional materials loading and transport costs. If EO is discovered during on-site sorting, the area will be marked and cordoned off. If available technical EOD assistance may be sought. If EO that presents risk is confirmed the site will be suspended. Presently it is not

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

possible to conduct live Explosive Ordnance Disposal activities in Gaza due to the security situation. Sites assessed as high risk will not be processed until the security situation allows EOD to be conducted.

Moreover, during this debris sorting phase at the site of the damaged buildings enables UNDP to work with the building owner (if present) to identify construction materials of potential reuse and recycle value that can be left at the site for future use by the owner in their building repair works.

Two areas were identified for storing and recycling concrete debris one in Deir Al Balah and one in Khan Younis. Khan Younis site preparation works was covered under the agreement with NOR. The recycled concrete debris will be tested and planned for reuse in roads that will be prioritized by the MoLG. The importance of recycling and reuse is due to the following:

- ✓ It reduces the need for large areas of land for storage that is a challenge in Gaza.
- ✓ It reduces the cost of reconstruction as it will become a resource for road construction, manufacturing blocks and interlock tiles and other activities.
- ✓ It will revive industries dealing with construction and bringing in new opportunities; and
- ✓ It will generate jobs for youth and instil innovation in reuse and recycling.

The project has scaled up the pilot debris removal and recycling activities following Standard Operating Procedures (SOPs) developed by the Gaza Debris Management Working Group. This ensures a risk-managed approach for removing, sorting, and transporting debris. Recyclable debris will be stored, crushed, and repurposed for applications like road rehabilitation, shoreline protection, and the production of construction materials such as kerbstones and blocks. Non-recyclable debris will be sorted and transported to authorized disposal sites. Recycled materials will undergo laboratory testing to meet Palestinian Authority technical standards for construction applications, including infrastructure repairs, block paving, and landfill cover material. The project will document the use of these recycled materials in applications, with findings disseminated to inform future debris management programs.

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

UNSDCF Outcome 1: Palestinians have greater access to economic opportunities that are inclusive, resilient, and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.

UNSDCF Outcome 4: Palestinians have better access to and management of natural and cultural resources, higher resilience, and adaptation to climate change and more sustainable food systems

Outcome: Crisis affected communities in the Gaza Strip have restored access to basic services and livelihoods, with safe mobility in roads and facilities.

Output 1: *Concrete rubble and non-concrete debris safely removed and transferred to landfills or crushing sites*

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Activity 1.1: Risk reduction training for UNDP and contractors' teams, including engineers and workers, regarding debris removal safety measures. All personnel will be aware of the planned procedures to be followed according to the identified level of risk.

Activity 1.2: Risk assessment of target sites that will be conducted by partners such as mine action INGOs or UNMAS to provide an initial indication of the potential risk on site.

Activity 1.3: EOD technicians will be on call through partners such as mine action INGOs or UNMAS when processing sites to advise should suspected items be found.

Activity 1.4: Supply of fuel for operating the site equipment and trucks for transportation with close monitoring scheme to assure the fuel Is being used only for Implementing project activities.

Activity 1.5: Demolishing, sorting and removing of debris from the roads, pathways and critical access points, including deconstruction of building components where these hinder access to the work sites.

Activity 1.6: Transporting of debris and waste to the established debris sites for stockpiling of recyclable debris and disposal of non-recyclable wastes into the dumping sites assigned by the Joint service councils.

Activity 1.7: Establishing and maintaining a GIS dashboard for tracking and reporting the progress of the debris management works including site locations. The Debris Dashboard will be fed data from daily site reports submitted by the UNDP Site Supervisors via Kobo (a system already used by UNDP/PAPP in Gaza).

Activity 1.8: Carrying out community engagement and awareness meetings focusing on protection from EO and safety measures.

Output 2: *Concrete debris crushed and reused for early recovery activities*

Activity 2.1: Handing the identified site for debris storing and crushing to the contractor.

Activity 2.2: Preparation of the storage and crushing site to safely receive and store the crushed rubble and installation of the crusher including the following:

- Underlying with polyethylene sheet in order not to contaminate the below strata, and with subsequent gravel layer to provide a hard-standing layer for operations.
- Fencing the sites and installing gates for controlling the traffic in and out.
- Installing weighbridge for weighing the concrete debris in and out of the sites.
- Supplying water to the site by connection to the existing network or borehole for site water for dust suppression purposes.
- Making internal roads for coordinating the traffic flow and movement within the site.
- Furnished prefabs for hosting the site staff well equipped with necessary WASH facilities and first aid facilities.

Activity 2.3: Installation of weigh bridges that will be purchased and installed for weighing the concrete debris.

Activity 2.4: Crushing and sorting the crushed concrete debris and testing to decide on the area for reuse.

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Activity 2.5: Pavement of municipal roads with the mix of crushed concrete debris tested for this purpose.

Activity 2.6: Supply transitional shelter with strong bases made of crushed concrete debris.

Activity 2.7: Design and implement intervention for protection of areas eroded along the Gaza beach utilizing concrete debris.

III. Achievements Review

This report covers the period from **January 2025 to June 2025**:

I. Strategic Elements that have been used for the successful implementation of the Project include:

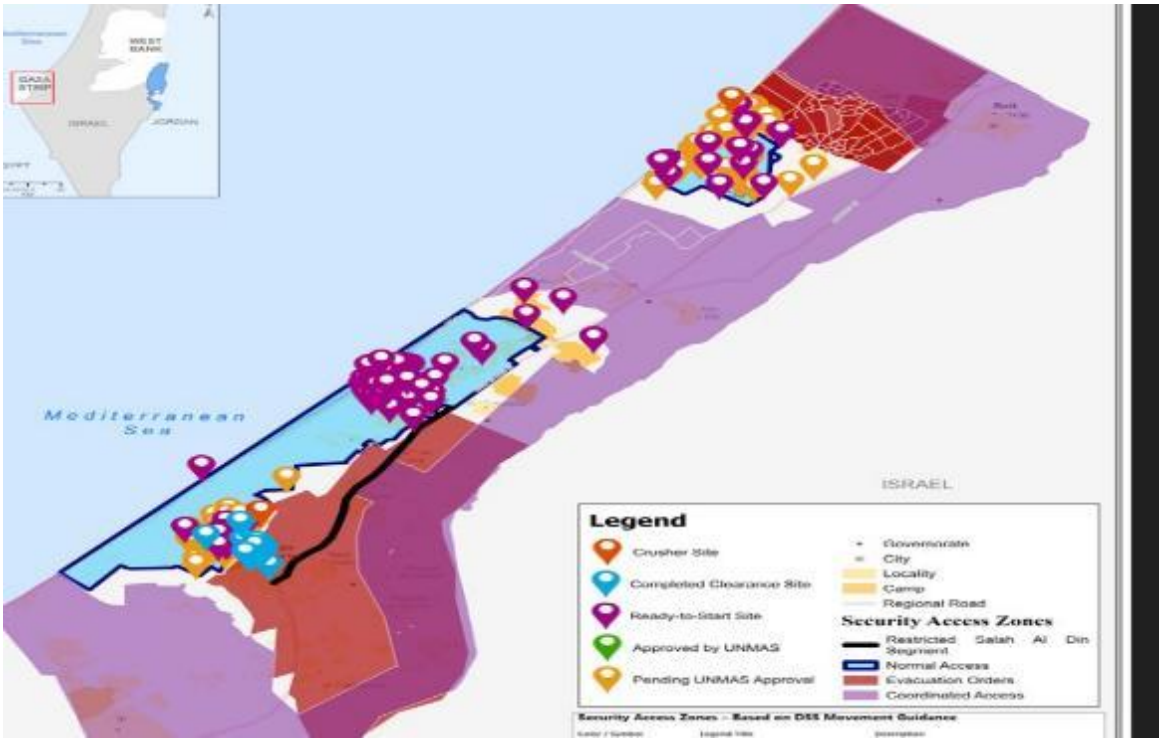
1. Prioritization of Debris Removal:
    - In full coordination with the MoPWH, a list of sites to be cleared was agreed upon with a focus on areas that facilitate restoration of critical infrastructure (e.g., health, education, water, and sanitation) to expedite service restoration.
    - Ensure connectivity and logistical support for humanitarian and recovery operations, particularly for WFP and WHO reported needs.
2. Coordination and Alignment:
    - Collaboration with local authorities, including local actors in the middle area and Khan Younis in order to redirect the traffic movement and coordinate closely with communities for their safety and wellbeing.
    - Engage with Joint Service Councils for Solid Waste Management in key areas (the JSC-KRM) to coordinate for the dumping of solid waste and nonconcrete unrecyclable materials.
    - Consultation with the Environment Quality Authority (EQA) and other stakeholders.
3. Implementation Partnerships:
    - Collaboration with partners such as mine action INGOs and UNMAS to identify risk level for each location and manage risks from explosive ordnance as best as practicable.

II. Two locations were identified and Ministry of local Government MoLG has assigned them officially for the use of UNDP as storage and crushing site. The first plot is located in Khan Younis with an area of 14,500 m2 and the second plot is in Deir Al Balah with an area of 8,000 m2. Preparation works of Khan Younis site is in progress. The preparation works for Khan Younis site was covered under the agreement with NOR.

III. MoPWH has coordinated with the other ministries and nominated the roads and sites to be addressed with debris management activities. Amongst the sites are schools that will be used to support the return of students to education as well as hospitals' sites that need to be cleared from debris.

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

IV. UNDP has also signed agreement with UNMAS to carry out the risk assessment of the various sites identifying the degree of risk whether it is low, medium or high. In the absence of EOD capacities in the Gaza strip, UNDP has disregarded the high-risk sites and went forward with implementation of debris activities in the other two categories. **UNDP has uploaded 386 sites to UNMAS** for Explosive Ordnance (EO) risk assessment. So far, **180 sites** have been visited, with **9 sites** classified as **high risk**, **55** as **medium risk**, **115** as **low risk**. according to Map 1 below. *See Map 1*



Map 1

V. A bespoke debris management dashboard has been developed which captures debris management progress across the various UNDP sites through a set of Kobo forms that can be completed daily at the various debris management sites; encompassing debris removal, debris recycling and debris disposal sites. The below Map 2 represents the data of works achieved under the different funds supporting the debris management.

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E



Map 2

VI. UNDP has coordinated closely with the MoPWH, with which it has a signed Memorandum of Understanding (MoU). As part of this cooperation, UNDP submitted a list of Standard Operating Procedures (SOPs) to the Ministry for rubble removal purposes.

VII. Coordination was carried out with the MoPWH regarding land assignments, as the Ministry liaised with various ministries and entities to allocate buildings and land for project implementation.

VIII. UNDP is also communicating with WFP on clearing roads from the debris to enhance the movement of actors for supporting food distribution to the people in need. WHO also requested UNDP to remove debris from Nasser, Al Shifa and Al Ahli hospitals. All priority needs by the UN agencies were met and the debris was successfully collected and transported to the storage site.

IX. Through competitive procurement process, two contracting firms signed a contract for sorting and collection of debris from the different identified roads. 13,306.41 tons was cleared, consisting of 300.89 tons of non-concrete, 10,282.36 tons of raw concrete and 2,723.16 tons of fine concrete.

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

X. During implementation at least 51 workers, who worked for 1,255 days, were deployed and 8-wheel loaders,10 trucks and 2Jcb were used with a fuel consumption of 23,945 Liters.

XI. All project teams including contracting firms received risk education training by UNMAS. All safety plans are being developed and reviewed before initiating the work activities.

XII. Preparations of advocacy and awareness materials are completed to carry out relevant community engagement activities when the security situation allows. Currently, local authorities are dealing directly with the public to assure risk managed smooth implementation.

XIII. Efforts in debris reuse have resulted in the successful repurposing fine concrete sorted and collected for fixing roads, solid waste dumpsites and access to water tanks – in collaboration with relevant partners (incl. UNICEF, Municipalities).

XIV. Debris Management has successfully carried out according to the envisaged SOPs, procedures and minimum requirements for the following as per Annex 1:

- ✓ Health & Safety in Demolition and Debris Works
- ✓ Strategic Plan for Debris Management
- ✓ SoP on Human Remains
- ✓ Debris Recycling processes and technical specifications
- ✓ Recycled and reused debris materials applications including materials testing procedures
- ✓ Debris Site selection, establishment and operations (for storage, recycling and disposal)
- ✓ Social and Environmental assessment Impact Assessment study

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

IV. PROGRESS TOWARDS PROJECT OUTPUTS

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:
UNSDCF 1.2/SDG 8.5.2 *Unemployment and underutilization rate, by sex, age and persons with disabilities*
SDG 6.2.1.1 *Proportion of population using safely managed sanitation services*

Applicable Output(s) from the UNDP Strategic Plan:
OUTPUT 3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels

EXPECTED RESULTS	INDICATORS	BASELINE 2024	**TARGET**			
		Value	Y1	Y2	FINAL	Data source of verification
OUTCOME: Crisis affected communities in the Gaza Strip have restored access to basic services and livelihoods, with safe mobility in roads and facilities.	*1.1 No. of people benefited* from the removal of debris in the targeted*	0	300,000	500,000	733,000	Official statistics and reports.
	1.2 Number of work days created through debris management activities.	0	6,000	3,000	9,000	Project monitoring reports
Output 1: *Concrete rubble and non-concrete debris safely removed and transferred to landfills or crushing sites*	*2.1 No. of damaged buildings with rubble and debris removed*	0	30 Progress: 7 buildings	20	150	Project monitoring reports
	2.2 Number of the road open after removing the debris	0	70 Progress: 35 roads	30		Project monitoring reports
Output 2: *Resilience fund for wells' sustainable operation established and operationalized*	*3.1 Quantity of debris crushed and reused (measured in ton)*	0	60,000 Progress: 26,612.82 Tons	55,000	115,000	Project monitoring reports
	3.1 No. of roads paved utilizing crushed debris.	0	10 Progress: 0	15	25	Project monitoring reports

Project indicators -result framework

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

VIII. Project Risks and Issues

a. Updated project risks and actions

The risks described in the table below are part of the Project Document. Risks are monitored, reviewed, and updated regularly and will be reflected accordingly in future reporting.

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
1	Deterioration of the security situation/ military escalation may impede implementation of planned project activities.	8. Safety and Security (8.1 Armed Conflict); Operational	Extensive	Moderately Likely	Security and contingency planning for UNDP and partners. Deconfliction of the target sites along with coordination of staff movement. Regular monitoring and sharing of information on security situations. Implementation through local partners. UNDP will ensure full compliance with UN security rules and requirements. Provide security training to UNDP staff and implementing actors. Programme suspension if the situation is critical/combat takes place in area of debris removal/recycling.	Security Officer Head of Operations Head of Programmes

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
2	Risk of injuries and casualties from detonation of explosive ordnance during debris removal.	8.Safety and Security (8.7 Manmade hazard); 3.Operational (3.7 Occupational safety, health and well-being)	Extensive	Moderately Likely	Implementing partners will conduct an Explosive Hazard Assessment for all sites before starting debris removal. UNDP will work in sites that are assessed to be low or medium risk. UNDP in coordination with implementing partners will train all workers and project staff to be aware of explosive hazards. UNDP will establish an evidence-based risk management system in order to better understand the complexion of explosive risk for debris management in Gaza. If the security situation allows EOD support will be requested. Until EOD support is permitted sites where EO is identified will be suspended. Certain risks will remain regardless of mitigation measures put in place.	Head of Operations
3	Restriction on access of UNDP international staff into Gaza may remain in place after the project initiation.	Operational	Intermediate	Moderately likely	UNDP to maintain transparent relations with all relevant authorities in order to reduce likelihood of access restrictions.	Security Officer

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
					Alternative ways to ensure remote project management will be put in place under a limited/no footprint.	
4	Project intervention may be perceived to be associated with parties of the conflict, political actors, rights violators	5.Reputational (5.1 Public opinion and media); (5.6 Exposure to entities involved in money laundering and terrorism financing)	Extensive	Moderately Likely	UNDP will conduct an enhanced due diligence in the selection of contractors and partners, conduct screening under the UNDP AML/CFT policy and conduct close monitoring of activities. Corrective measures will be taken in a timely manner and bring issues to the attention of UNDP/PAPP senior management as necessary and in accordance with risk escalation procedures. Ensure regular and clear communication of the programme objectives to all partners. Conduct regular monitoring (including media monitoring) and situation assessments to identify changing perceptions.	Project Manager Head of Operations Head of Programmes Risk Management Unit/focal point Communicatio ns
5	Programme may be unable to mobilize the required resources to complete activities	2.Financial (2.6 Budget availability and cash flow)	Extensive	Moderately Likely	Develop and implement a resource mobilization strategy; Identify priority locations/objectives and	Head of Operations

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
	planned in this document				activities for further scaling up once additional resources are mobilized. Coordinate resource mobilization efforts with the UNDP Regional Bureau and HQs as necessary. Ensure full compliance and transparency with donor agreement and provide assurance through implementation of a robust country specific risk strategy.	Head of Programmes

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
6	Sudden changes of the political or security situation in Gaza may impact the progress of the debris removal in the project sites, increase of operational resources required due to possible additional infrastructure damage, leading to further debris accumulation.	Operational	Intermediate	Moderately likely	Project shall closely monitor the political/security situation in Gaza; Development of a contingency plan with alternate operational areas in close collaboration with the donor/s and other stakeholders. Identify, in collaboration with the respective authorities, alternative access routes/land to transport/remove debris. Force Majeure under general conditions for ongoing contracts would be activated.	Head of Operations Head of Programmes
7	Contractors may request frequent cost/no cost contract extensions because of the operational challenges that may be encountered during the contract	Operational	Intermediate	Moderately likely	A pre-contract negotiation to be conducted with the proposer to confirm recognition of the Gaza operating environment. A fixed price contract as set in the ITB to avoid or minimize any potential claims.	Project Manager

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
	implementation due to security situation or restrictions on fuel/equipment/spare parts/labour or price inflation during contract implementation				Contract management and monitoring measures to be implemented through the implementation and address timely any challenges that may be encountered. Close monitoring of price inflation will be conducted by the project implementation team along with project budget management.	
8	Risk that debris removed from the site may not be used for the intended purposes.	Operational		Moderately Likely	UNDP will monitor the activities of the contractors to ensure the Debris is sorted, removed and transported to debris sites for either disposal or recycling in planned rehabilitation activities managed by UNDP (e.g. roads). The recycling site will be in the custody of UNDP for at least two years and resource mobilisation will be carried out for the reuse of the debris as early as possible	Project Manager
9	Closure of borders may affect availability of required construction materials, machines	Operational	Intermediate	Moderately likely	Early engagement and coordination with the relevant authorities in order to enable access for materials and parts.	Project Manager

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management 8.1 Risk, cross-cutting issues and sustainability						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
	and spare parts for maintenance. Spare parts already scarce.				Stockpiling of key parts in Gaza if possible.	
10	There may be a limited number of local contractors able to perform debris removal and crushing activities that may lead to delay in removal process.	Operational	Intermediate	Moderately likely	Survey being conducted to ascertain what capacity remains in Gaza after the conflict. If necessary, UNDP will support the capacity development to enable further demolition and debris management capacity.	Head of Operations Head of Programmes
11	Shortage of fuel entering Gaza and high price of fuel may increase the price of debris removal.	Operational	Intermediate	Moderately likely	Contingency funding to be incorporated into budgets. Close monitoring of fuel availability/shortage is required.	Project Manager
12	Weather conditions may hinder the implementation during winter months, especially with regard to the use of the residual footings in seashore protections project.	Operational	Minor	Moderately Likely	The project manager conducts contingency planning. Prioritize project operation/activities to be completed before winter and identify the ones that may continue under cold weather conditions.	Project Manager

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

8. Risk Management **8.1 Risk, cross-cutting issues and sustainability**						
Serial	**Risks / Externalities**	**Risk category & Sub-Category**	**Impact**	**Probability**	**Mitigation measures**	**Risk owners**
13	Project interventions may become subject to fraud, corruption or money-laundering	Financial	Intermediate	Moderately Likely	UNDP PAPP has put in place an enhanced due diligence, risk assessment and screening processes and capacities in addition to the corporate tools such as Internal Control Framework, Harmonized Approach to Cash Transfer, AML/CFT, Enterprise Risk Management, Anti-Fraud Policy etc. A dedicated capacity has been established to conduct an enhanced partners' due diligence and screening at the selection stage of contractors and implement oversight of project risk management.	

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

IX. Project Cross-Cutting issues:

UNDP is committed to ensuring gender mainstreaming in all its programmatic interventions, with a view to actively contribute to achieving gender equality – including through supporting women's empowerment. As such, UNDP/PAPP seek to adopt relevant gender mainstreaming strategies within the relatively limited scope of this project, particularly by ensuring the project's implementation approaches are gender sensitive.

UNDP/PAPP took steps to advocate for and prioritize the involvement of proficient female engineers and experts in the field of Debris management. This strategic emphasis seeks to reinforce women's participation and leadership within the transition towards transitional solution and early recovery efforts. Moreover, it seeks to enhance women's access to and involvement in a sector that has traditionally been male dominated.

Environmental sustainability and social impact assessment study has been conducted as a as a comprehensive environmental and social assessment, evaluating the potential impacts of the project across all development stages; pre-operational planning, debris removal and recycling.

Lastly, the forthcoming report will comprehensively address the other cross-cutting concerns, providing detailed insights into these aspects, including the communication and visibility strategy.

X. Challenges and Lessons Learned

1. **Fuel shortages and electricity outages:**

   After the failure of ceasefire on 18 March, fuel entry was halted due to the full closure of the crossings, halting all debris clearance work.

   Nowadays UNDP no longer receives the fuel for free but has to pay for its cost along with the operation cost so that may reduce the estimated quantities of the total debris to be removed.

   Mitigation: UNDP prepositioned and stored fuel supplies to resume essential operations once access is restored.

2. **Access constraints: Damaged roads and explosive ordnance (EO) contamination delay removal and transportation activities.**
   Mitigation: Coordination with UNMAS to ensure EO clearance for safe access to work sites.

3. **Security and instability: Persistent insecurity is affecting worker safety and limiting community engagement in debris operations.**
   Mitigation: Close engagement with local municipalities to enhance access and ensure safety and land allocation for operations.

4. **Lack of acknowledgment from CLA (Civil Liaison Authority): UNDP notification requests for field visits often receive no formal acknowledgment, restricting staff and equipment movement.**

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Mitigation: Continuous communication from UNDP with CLA to ensure timely coordination and approval for field access.

XI. Conclusions and Way Forward

UNDP/PAPP will continue supporting debris removal, recycling and disposal, prioritising critical locations and areas in the Gaza Strip, including main roads, pathways, and critical access points around essential services' infrastructure (such as hospitals and WASH facilities) and shelters.

As part of the debris management support, UNDP/PAPP will:

- Ensure a risk-managed approach to sorting, removing and transporting recyclable debris to storage and crushing sites for recycling and reuse in rehabilitation works and transporting non-recyclable materials to disposal sites. This entails conducting a risk assessment and risk reduction training (including on Explosive Ordnance and other debris-related hazards) for UNDP/PAPP's staff and contractors' personnel before the work starts.
- Ensure a phased and area-based approach to debris removal and later reuse and recycling for rehabilitation activities.
- Prioritise critical areas (main streets, connecting roads, access points to critical and life-saving services) to facilitate the population's access to essential services, support recovery interventions that restore critical services, and provide dignified transitional shelter solutions.
- Create livelihood opportunities in the debris management cycle and produce quality recycled reconstruction materials to save disposal costs and quarrying of raw materials.
- Facilitate economic recovery by working closely with the private sector within the Gaza construction industry, utilizing and resourcing skills, capabilities, and capacities of relevant contractors.
- Coordinate and collaborate closely with relevant partners and stakeholders, including through the Gaza Debris Management Working Group. This group, co-led by UNDP/PAPP and UNEP, brings together all relevant stakeholders around a shared and harmonized framework for debris management in the Gaza Strip.

XII. Financial Status

9. Budget and financing plan

The intervention is complementing the ongoing activities under the "Debris management project" as per the following table:

Item	Description	Budget (US$)	Budget (%)
A- Outcome 1:	**Crisis affected communities in the Gaza Strip have restored access to dignified transitional shelter, basic services and livelihoods, with strengthened social cohesion.**	**3,380,920**	**75.10%**

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Output 1:	Concrete rubble and non-concrete debris safely removed and transported to landfills or crushing sites for safe disposal and reuse in rehabilitation activities.	**2,055,320**	**45.65%**
Output 2:	Concrete debris crushed and reused for early recovery activities.	**1,035,600**	**23.00%**
Contingency:		**290,000**	**6.44%**
B: Project Operating Cost		**777,663**	**17.27%**
PIU Staff		**616,181**	**13.69%**
Evaluation/ Audit/ Risk management		**20,000**	**0.44%**
Office Cost and project consumables		**141,482**	**3.14%**
C. Visibility and advocacy activities		**10,000**	**0.22%**
UNDP Facilities and Management Fees (8%)		**333,487**	**7.41%**
Total Budget		**4,502,070**	**100.00%**

Cost breakdown for UNDP direct implementation cost is annexed in the attachment number 2.
Rate of exchange: According to the UN Operational Rates of Exchange on 1 November 2022, USD 1= 11.106 Krone

10. Additional information

10.1 Any additional information of relevance for the application

PART III: ATTACHMENTS

☒ Number _1__ **Results framework (mandatory)**

☒ Number _2__ **Budget (mandatory)**

☒ Number _3__ Implementation/activity plan

☒ Number _4__ Program Development – Components with donor mapping.
☐ Number _5__ Standards Operational Procedures

☐ Number ___ _____

☐ Number ___ _____

Annual Progress Report (01 December 20224- 30 June 2025)			
Detailed Financial Report			
Budget		**NOK 50,000,000**	
Received Amounts	**1st Instalment:**	**NOK 30,000,000**	

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

No.	Project Activities/ Budget Items	Approved Budget US$			
		Sub-activity	**Agreement Budget (activity Cost US$)**	**Activity Total Cost US$**	**Remaining US$**
1	**Output 1: Concrete rubble and non-concrete debris safely removed and transferred, ensuring safe mobility of residents**	Activity 1.1: Risk reduction training for UNDP and contractors' teams	10 000,00	0	10 000,00
		Activity 1.2: Risk assessment of target sites that will be conducted by UNMAS and mine action partners to initially classify the sites into low, medium and high risk categories.	196 180,00	0	196 180,00
		Activity 1.3: EOD technicians from mine action partners and UNMAS provide support if items of EO are found on debris sites, subject to the security situation.	93 820,00	0	93 820,00
		Activity 1.4: Supply of fuel for operating the site equipment and trucks for transportation with close monitoring scheme	411 770,00	0	411 770,00
		Activity 1.5: Sorting and removal of debris from the roads, pathways and critical access points, including deconstruction of building components where these hinder access to the work sites.	807 800,00	110 712,38	697 087,62
		Activity 1.6: Transporting of debris and waste to the established debris sites for stockpiling of recyclable debris and disposal of non-recyclable wastes into the dumping sites assigned by the Joint service councils.	577 000,00	2862,17	574 137,83
		Activity 1.7: Establishing and maintaining a GIS dashboard for tracking and reporting the progress of the debris management works including site locations. The Debris Dashboard will be fed data from daily site reports submitted by the UNDP	10 000,00	0	10 000,00

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

		Site Supervisors via Kobo (a system already used by UNDP/PAPP in Gaza).			
		Activity 1.8: Carrying out community engagement and awareness meetings focusing on protection from EO and safety measures.	7 950,00	0	7 950,00
2	**Output 2:Concrete debris crushed and reused for early recovery activities**	Activity 2.1: Handing the identified site for debris storing and crushing to the contractor	0,00	0	0,00
		Activity 2.2: Preparation of the storage and crushing site (8500M2) to safely receive and store the crushed rubble and installation of the crusher	180 000,00	95125.56	84874.44
		Activity 2.3: Installation of weigh bridges that will be purchased and installed for weighing the concrete debris.	130 000,00	0	130 000,00
		Activity 2.4: Crushing and sorting the crushed concrete debris and testing to decide on the area for reuse.	490 450,00	0	490 450,00
		Activity 2.5: Pavement of municipal roads with the mix of crushed concrete debris tested for this purpose.	102 500,00	0	102 500,00
		Activity 2.6: Supply transitional shelter with strong bases made of crushed concrete debris.	102 500,00	0	102 500,00
		Activity 2.7: Design and implement intervention for protection of areas eroded along the Gaza beach utilizing concrete debris	30 150,00	0	30 150,00
3	**Visibility and Advocacy**	**Visibility and Advocacy**	10 000,00	0	10 000,00

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

4	**Contingency**	**Contingency**	230 800,00	46 192,83	184 607,17
5	**Total outputs**	**Total outputs**	3 390 920,00	234867.15	3,156,052.85
4	**Project Implementation Unit (PIU)**	Quality Assurance	40 068,00	0	40 068,00
		Project Manager (NPSA-8) PM	160 684,00	41,695	118,989
		Project Senior Engineer (Civil (NPSA-7)	127 440,00	18 295,40	109 144,60
		GIS Engineer (UNV Expert)	19 267,00	16 358,11	2 908,89
		Field Engineer (UNV)	166 272,00	23 961,75	142 310,25
		Logistic support (UNV)	55 424,00	0	55 424,00
		Business Solutions Service Centre Support	21 506,00	0	21 506,00
		Procurement Support - Procurement Analyst (NPSA-8)	25 520,00	0	25 520,00
		Communications Support	10 000,00	0	10 000,00
		RBM Support	34 644,00	0	34 644,00
		HR Support	10 000,00	0	10 000,00
		Finance Support	10 000,00	0	10 000,00
		Mobiles Communications	2 700,00	0	2 700,00
		Transportation & Fuel	16 000,00	0	16 000,00
		Transportation Rent (Fuel and car maintenance)	43 200,00	0	43 200,00
		Stationary, safety req., PPEs, vests, etc	9 938,00	101.04	9 836.96
		IT equipment	5 000,00	6 287,71	-1 287,71
		Audit, Evaluation, Review & Risk Mgt.	20 000,00	0	20 000,00
Total project operating costs			**777 663,00**	**106099.01**	**671,563.99**
Total Programmable budget			**4 168 583,00**	**340966.16**	**3827616.84**

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

General Management Services Fee GMS (8%)	**333 486.64**	**27277.29**	**30620935**
Grand Total	**4 502 069,64**		

PHOTOS FROM THE FIELD









Fencing Work

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E



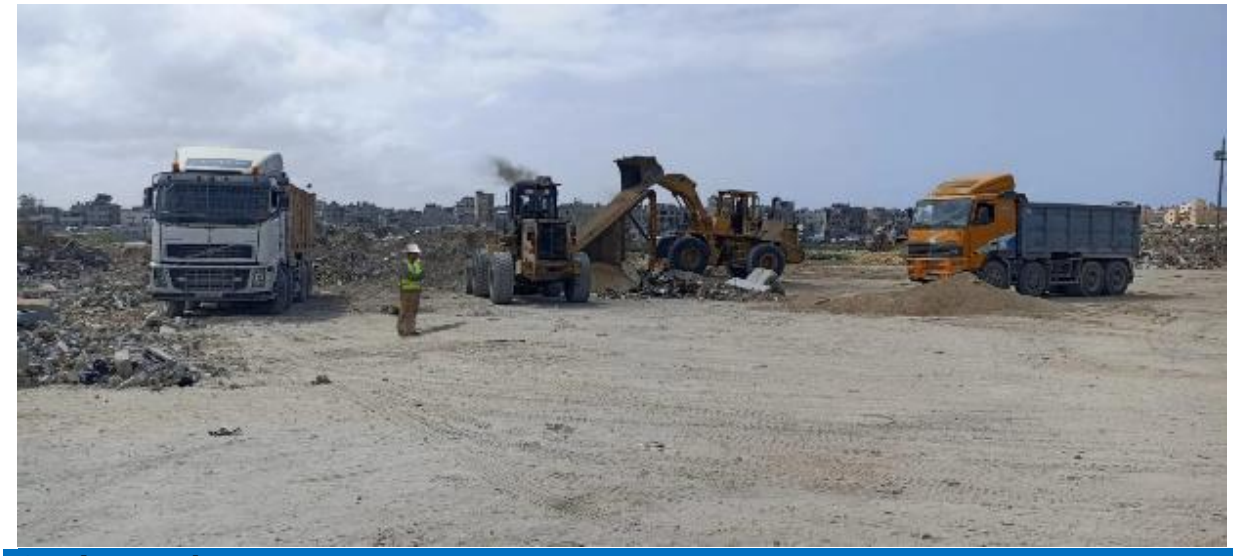


Isolation work



Preparation works

Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E



Sorting work





EO training with UNMAS within the Community Engagement Component





Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E





Storage Works











Docusign Envelope ID: 5503FC52-74EC-49AA-BFE7-E04FC82A041E

Demolishing public buildings

XIII. Annexes

Annex No	Subject
1	Cash flow
2	Financial breakdown