



Representative Office of Norway  
to the Palestinian Authority



*Empowered lives.  
Resilient nations.*

# PROJECT DOCUMENT

## Access Coordination and Monitoring Support Project Gaza Strip

June 2019



**United Nations Development Programme**  
**Country: Palestinian Territories (West Bank and Gaza Strip)**  
**Project Document**

**Project Title:** Access Coordination and Monitoring Support Project – Gaza Strip

**Expected CP Outcome(s):** Gaza recovery and reconstruction are supported by key rehabilitation and reconstruction initiatives

**Expected Output(s):** Access of materials in Gaza is facilitated and UNDP is fully accountable for the use of imported materials

**Executing Entity:** UNDP

**Implementing Agencies:** UNDP Access Coordination and Monitoring Team

**Brief Description**

The continuity of devastating situation in the Gaza strip since 2007 after years of blockade and other movement restrictions on people and materials still put access coordination of goods and construction materials into the Gaza strip as priority, and UNDP has been accountable the success of coordinating Access of materials and monitoring its intended use for the last decade. The complex control and coordination requirements that has been and will remain imposed by the Israeli authorities, in addition to the heavy monitoring and tracking system that UNDP has put in place to demonstrate that the imported materials were adequately used for projects they were intended to, require that UNDP strengthens its access and monitoring capacity. The present project proposal details the type of support required in order for UNDP to be able to implement this access coordination and monitoring system. By the end of the project, it is expected that UNDP will have been able to facilitate and account for the entry of materials into Gaza for its projects, and that key rehabilitation activities will be underway, supporting Gaza's recovery and reconstruction process.

Programme Period:	<b>16 months</b>
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	<b>00060907</b>
Start date:	<b>Sep. 2019</b>
End Date	<b>Dec. 2020</b>
PAC Meeting Date	<b>20 Sep. 2019</b>
Management Arrangements Implementing Modality	<b>Direct</b>

2019/2020 AWP budget:	<b>USD 1,317,367</b>
Total resources required	<b>USD 1,317,367</b>
• Regular	_____
• Other:	
○ Donor	<b>Norway Government</b>
○ Donor	_____
○ Donor	_____
○ Government	_____


  
*Geoff Prewitt*
  
 28-JUL-2020

Agreed by (Executing Entity/UNDP): \_\_\_\_\_

## I. SITUATION ANALYSIS

Years of blockade and other movement restrictions on people and materials, including medical resources, the deepening intra-Palestinian political divide, and a chronic energy crisis, have led to a serious deterioration in the availability and quality of health services in the Gaza Strip.

For 12 years, Israel has imposed an unforgiving siege on the Gaza Strip. With severely restricted access in and out of the enclave — via land, air and, notoriously, sea — Gaza has effectively been sealed off from the world. The Strip is only 360 square kilometres in size, about the same as Las Vegas in the US or one-quarter the size of London. It is now home to almost two million Palestinians, making it one of the most densely populated areas in the world and leading some to dub Gaza “the world’s largest open-air prison.”

It is this life that has driven tens of thousands to protest along the Israeli frontier each Friday for almost a year, throwing rocks and bottles of burning petrol in vain at Israeli soldiers on the other side. The protests have called for an easing of the blockade and also the right of return for Palestinians to ancestral homes in Israel. The Israeli army has responded by shooting more than 6,000 people and killing at least 180.

### **BORDER AND COMMERCIAL CROSSINGS STATUS IN THE GAZA STRIP**

Israel has closed almost all of the Gaza Strip’s entry and exit points. There were formerly six crossings in and out of Gaza: Erez/Beit Hanoun, Nahal Oz, Karni, Sufa, Kerem Shalom/Karm Abu Salem and Rafah.

Until recently, only one commercial route into and out of Gaza remained: Kerem Shalom. However, in July, Israel also closed this crossing, citing incendiary kites and balloons flown into Israel from inside Gaza as part of the Great March of Return protests. Whereas previously 300-400 trucks would pass through the crossing every day, only 150 trucks of essential medical and humanitarian supplies were being allowed to pass. Only a week later, cooking gas distribution companies in the besieged Strip announced that they had “run out of backup”.

### **A STRANGLING ECONOMY MEANS HIGH UNEMPLOYMENT**

A recent report by the World Bank revealed a drop in Gaza’s growth, from eight per cent in 2016 to 0.5 per cent in 2017. Much of this has been caused by Israel’s prohibition on goods and raw materials being allowed into Gaza, which has prevented the reconstruction necessary after three major Israeli military offensives waged on the enclave over the past decade. The World Bank also noted that the cuts to UNRWA funding announced early in 2018 have further hampered the chances for economic recovery.

Unemployment in the Gaza Strip is therefore one of the highest in the world; Israeli human rights organisation B’Tselem notes that the unemployment rate in Gaza reached 46.6 per cent in the third quarter of 2017. Among those aged 20 to 24, unemployment reached 67.8 per cent, and among women the rate was 71 per cent. Overcrowding and a predominantly young population have contributed further to this problem.

## **BACKGROUND ON THE ACCESS COORDINATION AND MONITORING SUPPORT PROJECT (ACMSP)**

The Access Coordination and Monitoring Project (ACMP) was established in December 2010 to facilitate and account for the entry of materials used for UNDP projects in Gaza, in support of the recovery, rehabilitation, construction and reconstruction process. Since the imposition of the blockade on Gaza in 2006, the projects of the UNDP's Programme of Assistance to the Palestinian People (PAPP) infrastructure unit, the UN agencies and partners were dormant or suspended due to access restrictions by the Israeli authorities. Therefore, only limited construction activities were possible. The need for infrastructure projects increased considerably further after escalation of conflict during the three Israeli Military Operations in Dec. 2008, Jan. 2009 and Jul. 2014, which caused large-scale destruction of socio-economic, public and private infrastructure.

With the Israeli Cabinet decision in June 2010 to relax certain aspects of the closure policy on Gaza, this resulted in the likely opening of access of goods and materials through international organizations. UNDP, in response to this, created an access coordination and monitoring support project to facilitate the coordination and entry of materials and goods for UNDP infrastructure projects. The project is fully responsible for the coordination, monitoring and control of the movement, storage, handling and verification of the end-use of materials.

Within its current capacity, the access project is ready and fully equipped to boost humanitarian and development projects for other organizations and agencies beside the UNDP construction projects, which will eventually improve the social and economic conditions of the people living in the Gaza Strip. The project has warehousing facilities at Gaza Industrial Estate, where the imported materials may be safely stored before being released to projects sites for implementation, and is entirely responsible for the coordination, monitoring and control of materials-movement and storage of all imported materials and for verification and reporting about the end use.

There are instances that the national staff have security and safety concerns about their meetings with the Coordination Liaison and Administration (CLA) because the local authority in Gaza is very sensitive about contacts between Palestinian nationals and the CLA and this risk is becoming more frequent, when tensions get heightened very much like this period. Particularly, staff from Gaza have continuously expressed safety concerns related to their work with the project, particularly when should be doing monitoring work and GPS tracking videos and also meeting with CLA in military barracks across the fence is all the more risk for the national staff. At this stage, one international manager is adequate in playing the role but in case of expansion of project activities and working

environment get more tense, the project would definitely need more international staff, particularly an additional P3 level position with civil and military background.

## **PROJECT GOAL**

The goal of the project is that Gaza recovery and reconstruction is supported by key rehabilitation and reconstruction initiatives.

## **PROJECT OBJECTIVES**

- Establish of access facilitation and monitoring systems to secure approval from Israel on the import of dual- use construction materials into Gaza for UNDP projects.
- Facilitate and account for the access of goods and construction materials into the Gaza Strip for UNDP projects.
- Demonstrate that imported materials are adequately used for the projects they were intended for.
- Enhance working relationships with associated parties and stakeholders.

Support the key rehabilitation activities which are underway, thus assisting the recovery and reconstruction process of Gaza.

## **II. STRATEGY**

Since materials entry to Gaza allowed after the Israeli Cabinet decision to ease restrictions is concerned only with two types of goods and equipment:

- 1- The first type is goods and materials than can be imported without restriction by the private sector as they are not considered as posing a potential security threat to Israel. The second category is composed of items categorized as "liable to be used for Hamas military purposes", such as cement, aggregate, steel and piping.
- 2- This second category requires approval from Israel and their import can only be performed by International agencies under specific conditions, including PA approval and monitoring of end-use. The present project is designed only to facilitate access and ensure the monitoring of end use of the materials under the second category. First category items will be imported separately and/or purchased on the local market by contractors. Facilitation of access and monitoring of destination for these items will not be performed by UNDP.

Access facilitation and monitoring of destination for the imported materials under the second category will require the following:

- i) Extensive coordination with all partners involved, including a) the Israeli authorities at various levels (Ministry of Defense, Ministry of Interior, COGAT and Coordination Liaison and Administration; CLA), b) the Palestinian authority (Prime Minister's Office, Ministry of Planning), c) Gaza local authorities, d) UN and other international partners (UNSCO, UNRWA, OQR, donors)



- ii) Close monitoring of entry, checking, transportation, storage and handling of materials, from their arrival at border crossings to their final usage.
- iii) Reporting on usage of materials and progress of work

In these three functions, UNDP's full accountability has to be ensured.

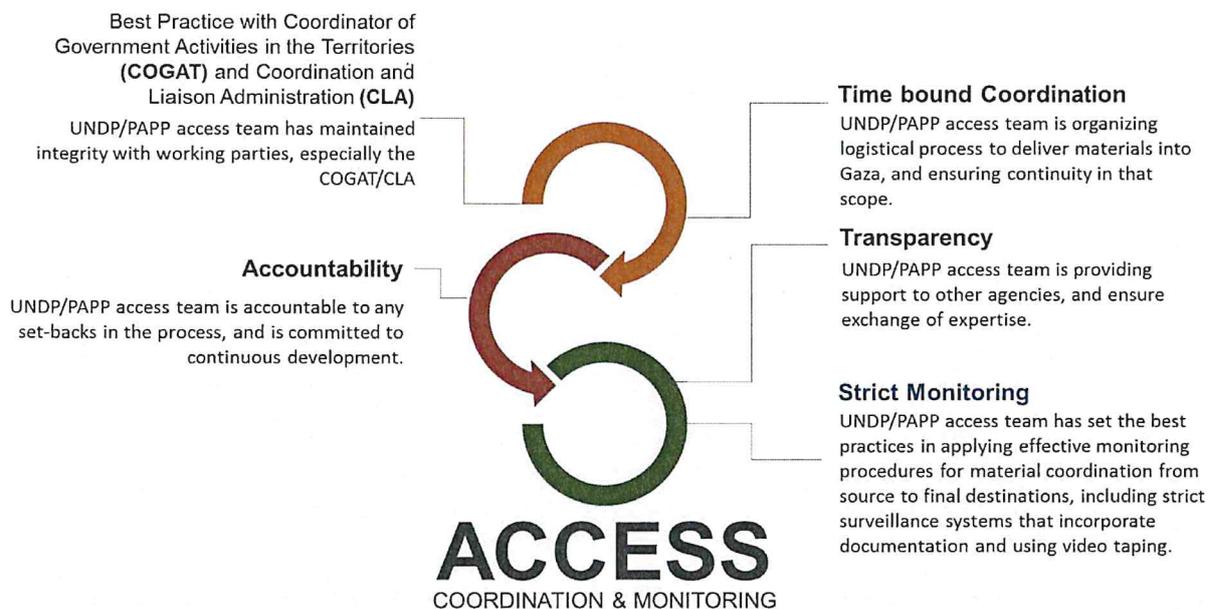


Figure 1: UNDP framework for strict monitoring and accountability through ACMSP

### III. CAPACITY DEVELOPMENT OF LOCAL EXPERTISE

The access project accumulated specialized effective management in the flow of goods between the point of origin and the point of consumption in order to meet the planned objectives, for example, of organizations or individual contractors. The project team effectively managed the physical logistics of all items, such as construction materials, food, commodities, equipment, and liquids, as well as the related logistic abstracts of items, such as time, information, particles, energy and documents. It proved to be able to combine the integration of information flow, material handling, production, inventory, transportation, warehousing, and often security. UNDP/PAPP through access project provided a role module in logistics and supply chain management theory, outlining the complexity of logistics through analyzation, visualization and optimization. ed by dedicated simulation software. The project module provides a foundational component in a portfolio of supply chain management theories.

There is a consensus that such experience needs to be transformed to national authorities and partners, including contractors and suppliers. As logistics and supply chain management is a vital for proper handling of materials flow between counties, the access project sets out to propose a review of related partners from the perspective of national operations plans and arrange capacity buildings of technical expertise, in addition, to generating insights and future development directions in this field.

The access project has already provided capacity development of local expertise at different levels and in multiple directions as summarized below:

**Direct support / Service Delivery by** supporting all infrastructure planned projects which represents essential ratio of the yearly delivery of UNDP/PAPP Gaza office, by enabling the coordination of needed construction materials for these projects.

**Materials Observation at local market level:** Late 2017, the project team has also started to conduct market survey to explore the availability and prices of “dual-use” materials at Gaza Strip’s Local Market. It has been noticed that, the materials availability and non-availability is intermittent with unpredictable prices, as it is highly dependent on the political circumstances on the ground; and the opening of Egyptian border has a direct influence on the availability of these materials. Moreover, there has been no materials that meet the quality standards in the bill of quantities of the projects, which always entails significant quality risk.

#### **Capacity Building of contractors:**

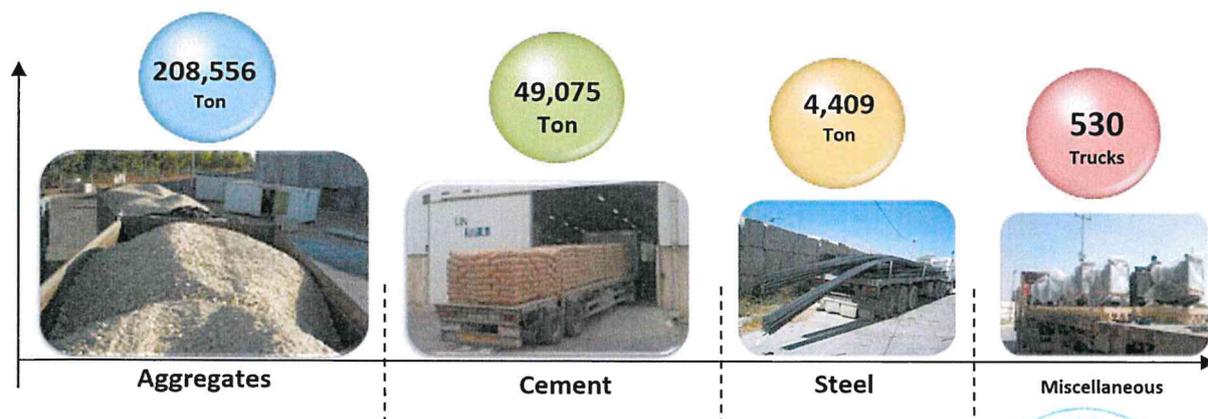
As part of the capacity building for Palestinian contractors, the access project has supported the Palestinian Contractors Union (PCU) to establish a comprehensive database management system, allowing them to have all data about contractors harmonious and professionally distributed. The objective of this database is to facilitate the availability of essential information and profile regarding contractors and manages the information efficiently, which will help serve the smoothening of approval process for UNDP and other organizations projects.

#### **Capacity Building of National authorities in supply chain and material circulation at borders:**

The access project supported the Palestinian custom management by creating enabling working environment at Kerem Shalom (Palestinian Side). The access team has installed weigh station at the border, provided logistics equipment and tools, including installing a security and communication systems and hardware and software of operational custom system.

## **IV. RESULTS AND RESOURCES FRAMEWORK**

Since the establishment of Access Coordination and Monitoring Support Project (ACMSP) up to end of May 2019, the Access Team managed to coordinate and receive a total of 265,171.21 Tons (7,126 Trucks) of construction materials in addition to the loads of 530 trucks of different miscellaneous items, as summarised in the below chart:



**Figure 2:** Received Materials per type since 2010 (Tons) up until May, 2019  
Access Coordination & Monitoring Support Project



The coordinated materials injected life into 187 different projects, with a value over USD 290 million that were implemented. While another 37 projects with value over USD 124 million are in the pipeline and the coordination for the needed materials for these projects, will start once the projects are tendered and awarded.

Description	Number of Projects	Value of Projects US\$	Coordination Status
<b>Completed Projects</b>	181	\$225,269,912	Coordination Completed 100%
<b>On-going Projects</b>	5	\$64,880,000	Coordination is under Process
<b>Project under Tendering Stage</b>	1	\$300,000	Coordination shall start Once the project is awarded
<b>Projects under the Pipeline for 2020-2021</b>	37	\$124,450,000	Coordination shall start Once the project is awarded
<b>Total</b>		<b>\$414,899,912</b>	

UNDP/PAPP through the access project has contributed to the improvement of livelihood of people in Gaza and is expecting to expand in terms of its ongoing and upcoming projects and commitments. The project has been an essential driver to coordination of material entry into Gaza, the model provided has proven effectiveness, and will continue to promote the livelihood of Palestinians.



## V. RESULTS AND RESOURCES FRAMEWORK

<p><b>Project Outcome:</b> Gaza recovery and reconstruction are supported by key rehabilitation and reconstruction initiatives</p>
<ul style="list-style-type: none"> <li>1- Gaza reconstruction is supported through vital projects implementation;</li> <li>2- Vital sectors are supported such as education, health and energy.</li> </ul>
<p><b>Project Output:</b> Access of materials in Gaza is facilitated and UNDP is fully accountable for the use of imported materials</p>
<ul style="list-style-type: none"> <li>1- Number of projects that has their materials coordinated increased</li> <li>2- Monitoring is strictly achieved through Israeli and oPT for projects coordinated.</li> </ul>
<p><b>Partnership Strategy: Project fully implemented by UNDP</b></p>

**Project title and ID (ATLAS Award ID):** PAL 10-00096819 **Award No.** 00060907

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2019-2020)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p><b>Output 1:</b> Extensive coordination with all partners involved, including a) the Israeli Authorities, b) the PA, c) Gaza Local Authorities, d) UN and other international partners (UNSCO, UNRWA, OQR, donors)</p> <p>Baseline: No. of Projects approved in 2019</p> <p>Indicators: No of approved coordination in 2020</p>	<ul style="list-style-type: none"> <li>Targets (2019) 6 projects to complete in 2019</li> <li>Targets (2020) 3 projects to complete in 2020</li> </ul>	<ul style="list-style-type: none"> <li>Daily communication with CLA by telephone</li> <li>Set-up monthly meeting for follow up</li> <li>Approval of project (General approval, ABC approval, dual-use miscellaneous approval)</li> </ul>	<p>Access coordination and monitoring team (AMCT)</p>
<p><b>Output 2:</b> Close monitoring of entry, checking of transportation, storage and handling of materials from arrival to final use</p> <p>Baseline: 95% of monitoring following assigned standards</p> <p>Indicators: number of field visits for each project;</p>	<ul style="list-style-type: none"> <li>Targets (2019): 95% of monitoring following assigned standards</li> <li>Targets (2020): 95% of monitoring following assigned standards</li> </ul>	<ul style="list-style-type: none"> <li>Receive Request for Coordination from infrastructure unit</li> <li>Review the requested items against the approved LoM</li> <li>RFC is cleared and approved by Infrastructure Unit, Access Team double-check and verify compared with LoM</li> <li>Coordination documents - uploading RFC at CLA platform</li> <li>Receive CLA approval confirmation with request number</li> </ul>	<p>Access coordination and monitoring team (AMCT)</p>
<p><b>Output 3:</b> Reporting on usage of materials and progress of work</p>	<ul style="list-style-type: none"> <li>Targets (2019): Annual report 2019</li> <li>Targets (2020): Annual report 2020</li> </ul>	<ul style="list-style-type: none"> <li>Video-filming all materials movement from/to UNDP Warehouse until the end-use of materials.</li> <li>Review all video-clips to ensure that it includes all related information. i.e. GPS Track, related documents, etc.</li> <li>Archive all the related documents/video-clips in safe place.</li> <li>Keep safe copies of the video-filming online and other copies</li> </ul>	<p>Access coordination and monitoring team (AMCT)</p>

## VI. PROJECTS IMPLEMENTATION 2019-2020 NDP ONGOING PROJECTS SPANNING TO 2020 HAVE THE MAJOR FOCUS, IN ADDITION TO

#	CLA Ref. No.	Project Name	Donor	Contractor	Status	Project Value (USD)	Progress	Completion Date	
1	GP-10074	C.5.1 Construction of Khan Younis Waste Water Treatment Plant and Buildings	Government of Japan; Kuwait Fund for Arab Economic Development through Islamic Development Bank; UNDP	METITO (overseas) Saqqa & Khoudary Company	On-going	58,004,549	90%	Dec 2020	
2	GP-10079	C.5.2 Construction of Main Pressure Lines to the Sea and to the Infiltration Basins for KY WWTP Lot #2 Ductile Iron Pipe	Government of Japan; Kuwait Fund for Arab Economic Development through Islamic Development Bank; UNDP	Handala Company	On-going	2,600,000	70%	Dec 2018	
3	GP-100123	C.5.4 Construction of the Electrical Power Supply to the WWTP – Package four of Khan Younis Waste Water Treatment Plant (Construction of the Electrical Power Supply to the WWTP)	Government of Japan; Kuwait Fund for Arab Economic Development through Islamic Development Bank; UNDP	Under Awarding	Under Tendering	1,000,000	0%	Dec 2019	
4	GP-100119	N.14.8 Construction/Rehabilitation, and Furniture for Five Playgrounds and Cultural Center - Package Eight Rehabilitation and furnishing the Arab Orthodox Cultural Centre	Kingdom of Saudi Arabia through Saudi Fund for Development	Under Design	Under Tendering	2,710,000	0%	Dec 2019	
5	GP-100122	N.16 Construction of visually impaired service building in Al Zahra	The OPEC Fund for International Development (OFID)	Under Awarding	Under Tendering	260,000	0%	April 2019	
6	GP-100117	N.14.7 Installation of Stadium lighting for 3 playgrounds in Gaza Strip (Beit Hanoun, Al Durra and Khan Younis Playgrounds)	Kingdom of Saudi Arabia through Saudi Fund for Development	Under Awarding	Under Tendering	570,000	0%	Dec 2019	
7	GP-100125	N.14.11 Rehabilitation and Furnishing of Five Playgrounds and Cultural Center – Package 11: Covering the Spectators for Five Playgrounds in Gaza Strip	Kingdom of Saudi Arabia through Saudi Fund for Development	Under Awarding	Under Tendering	300,000	0%	Dec 2019	
8		Construction of new small scale desalination units for educational facilities in the Gaza strip	The OPEC Fund for International Development (OFID)	N/A	Under Tendering	400,000	0%	Mar 2020	
9		Renewable Energy for All: Photo Voltaic Cells for Gaza hospitals.	JSF/ Japan	N/A	Under Tendering	500,000	0%	Mar 2020	
10		Construct Rafah Post Treatment Wastewater Plant and Expand Reuse for Irrigation	JSF/ Japan	N/A	Under Tendering	500,000	0%	Mar 2019	
11		Employment Generation Programme EGP-XI	Federal republic of Germany through its Development Bank KfW	N/A	Final review	4,000,000	0%	Dec 2020	
<b>Total</b>							<b>70,844,549</b>		

## Projects under Pipe-Line during years 2019-2021:

Projects	Number of Projects	Expected Values US\$
KFW EGP-XI	25	\$4,000,000
Energy, education and health	1	\$2,000,000
Right to Education:	1	\$3,600,000
Renewable Energy for All:	1	\$3,000,000
Quality Health Care for All:	1	\$6,250,000
Reconstruction damaged houses	1	\$9,500,000
Technical and Vocational Education (TVET)	1	\$2,000,000
Inclusive Social Infrastructure for (PWDs)	1	\$2,100,000
Construction of new small-scale desalination units	1	\$2,000,000
Construction of Khan Younis Waste Water Treatment Plant, Phase II	1	\$17,000,000
Construction of Waste Water Collection Systems in the Eastern Villages of Khan Younis Governorate/Gaza Strip	1	\$25,000,000
Construction of First Stage of Recovery and Reuse Scheme for Treated Effluent of Khan Younis Waste Water Treatment Plant	1	\$18,000,000
Internal Medicine & Health facilities	1	\$30,000,000
<b>Grand Total</b>		<b>\$124,450,000</b>

## VII. FINANCIAL MANAGEMENT

Activity	Level / Type	Unit Price USD	Sept-Dec 2019 4 Months		Jan-Dec 2020 12 Months		Proposed Budget (in USD)
			QTY	Proposed Budget (in USD)	QTY	Proposed Budget (in USD)	Total (in USD)
<b>Activity 1: Access Coordination and Monitoring</b>							
20% of Head of Gaza Office Salary (International staff) The head of Gaza Office will supervise and oversee the access project	P5	\$8,000	4	\$32,000	12	\$96,000	\$128,000
National Coordination Officer (Gaza)	SB4/3	\$5,509	4	\$22,036	12	\$66,108	\$88,144
Assistant Access Coordination (Israeli side)	SB3/2	\$3,800	4	\$15,200	12	\$45,600	\$60,800
Assistant Access Coordination (Gaza)	SB3/1	\$3,415	4	\$13,660	12	\$40,980	\$54,640
Engineering Focal Point (Gaza)	SB4/1	\$4,555	4	\$18,220	12	\$54,660	\$72,880
Monitoring Engineer (Gaza)	SB3/3	\$4,200	4	\$16,800	12	\$50,400	\$67,200
Logistics Assistant (Gaza)	SB2/2	\$2,800	4	\$11,200	12	\$33,600	\$44,800
Geographic Information System (GIS) engineer (Gaza)	IC	\$2,800	4	\$11,200	12	\$33,600	\$44,800
Coordination Consultant - (Israeli Side)	Month	\$5,500	4	\$22,000	12	\$66,000	\$88,000
UNDSS Security Services and Equipment	Staff member	\$2,220	0.00	\$0	7	\$15,540	\$15,540
Vehicles Operating Expenses	Month	\$2,500	4	\$10,000	12	\$30,000	\$40,000
Equipment (Replacement of damaged or disposed IT equipment and/or office Furniture)	Lumpsum	\$2,000	0	\$0	1	\$2,000	\$2,000
Travel	Lumpsum	\$5,000	0.00	\$0	1	\$5,000	\$5,000
Miscellaneous and recurring operational costs (Communication, Stationery, Printing, Workshops, Project Visits...etc.)	Month	\$2,000	4	\$8,000	12	\$24,000	\$32,000
Office Rent and Related General Expenses	Month	\$7,450	4	\$29,800	12	\$89,400	\$119,200
Communication and Visibility	Lump sum	\$5,000	0	\$0	1	\$5,000	\$5,000
Auditing and Evaluation	Lump sum	\$15,000	0	\$0	1	\$15,000	\$15,000
Direct management support	Month	\$800	4	\$3,200	12	\$9,600	\$12,800
Staff Development and Training Programme (Provisional)	Lump sum	\$10,000	0	\$0	1	\$10,000	\$10,000
General Management Services (GMS) 8%	8% of total Activity	8%	8%	\$17,065	8%	\$55,399	\$72,464
<b>Sub-total Activity 1</b>				<b>\$230,381</b>		<b>\$747,887</b>	<b>\$978,268</b>
<b>Activity 2: Warehousing Management</b>							
Storage Manager	SB4/1	\$4,555	4	\$18,220	12	\$54,660	\$72,880
Assistant Storage Manager	SB3/1	\$3,415	0	\$0	0	\$0	\$0
Logistics Worker/Cleaner (three of them)	SB1/3	\$7,500	4	\$30,000	12	\$90,000	\$120,000
UNDSS Security Services and Equipment	Staff member	\$2,220	0.00	\$0	4	\$8,880	\$8,880
Warehouse Rental cost (per m2)	Month	\$2,500	4	\$10,000	12	\$30,000	\$40,000
Renting of Additional Warehouse	Month	\$2,500	0	\$0	0	\$0	\$0
Equipment (Replace any unforeseen damage in the warehouse equipment and warehouse security system)	Lump Sum	\$1,000	1	\$1,000	1	\$1,000	\$2,000
Handling equipment & Logistics contract	Month	\$350	4	\$1,400	12	\$4,200	\$5,600
Miscellaneous and recurring operational costs (Communication, Stationery, cleaning materials, maintenance of security cameras and warehouse tools...etc.)	Month	\$500	4	\$2,000	12	\$6,000	\$8,000
General Management Services (GMS) 8%	8% of total Activity	8%	8%	\$5,010	8%	\$15,579	\$20,589
<b>Sub-total Activity 2</b>				<b>\$67,630</b>		<b>\$210,319</b>	<b>\$277,949</b>
<b>Activity 3: Security Support</b>							
Security Guard	SB1/4	\$3,200	4	\$12,800	12	\$38,400	\$51,200
UNDSS Security Services and Equipment	Staff member	\$2,220	0.00	\$0	1	\$2,220	\$2,220
Miscellaneous and recurring operational costs (Communication, maintenance of vehicles cameras, GPS trackers that used in video filming of materials movements...etc.)	Month	\$200	4	\$800	12	\$2,400	\$3,200
General Management Services (GMS) 8%	8% of total Activity	8%	8%	\$1,088	8%	\$3,442	\$4,530
<b>Sub-total Activity 3</b>				<b>\$14,688</b>		<b>\$46,462</b>	<b>\$61,150</b>
<b>Total Per Year</b>				<b>\$312,699</b>		<b>\$1,004,668</b>	<b>\$1,317,367</b>



## VIII. MANAGEMENT ARRANGEMENTS AND STAFFING

UNDP will have core managerial staff for strategic programmes implementation who are assigned to follow up strategic issues, as well project staff presented by UNDP programme and engineering teams, in particular, handling tendering and awarding of projects that access coordination will be required for, in addition to bills of quantities, lists of materials to be imported, proposed import schedule. Also site monitoring and reporting, access coordination and monitoring of and reporting on end-use of materials require a dedicated Access Coordination and Monitoring Team, composed of the following:

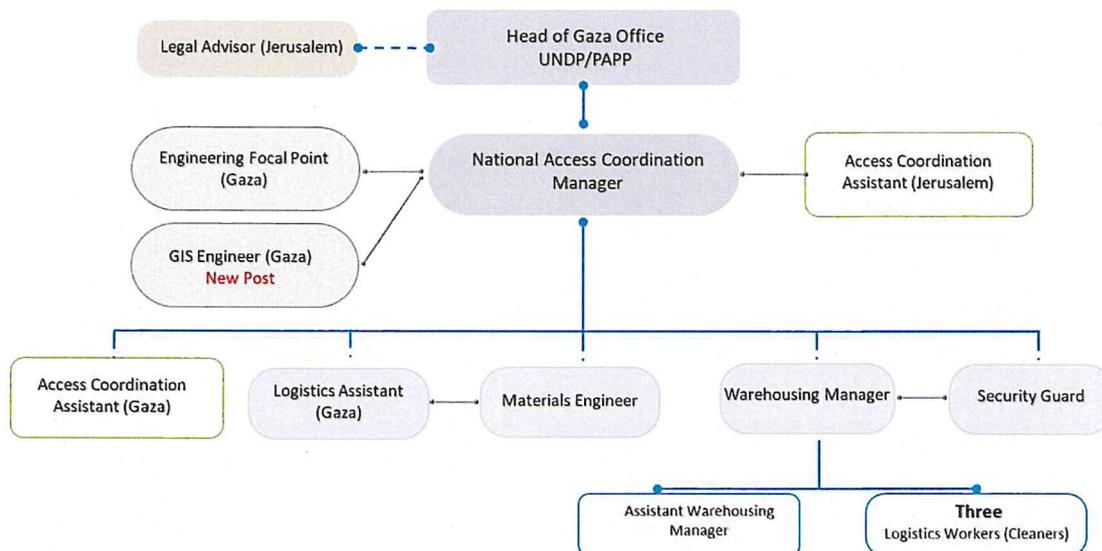


Figure 3: UNDP ACMSM management and technical structure

The project will be implemented in coordination with Israeli and Palestinian (national and local) authorities.

## IX. MONITORING FRAMEWORK AND EVALUATION

Access Coordination and Monitoring Support Project has strengthened its monitoring system and introduced further measures for tracking the movement of ongoing material coordination requests. This is more elaborated through the presented steps below for monitoring in the three main stages of access coordination:

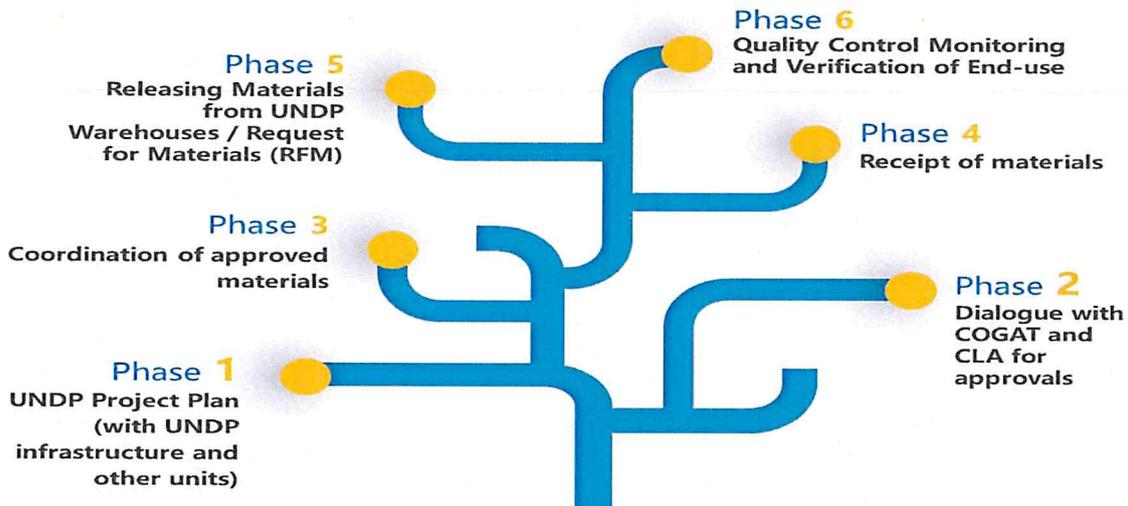


Figure 4: UNDP ACMSP mechanism of handling Access coordination (cont'd)

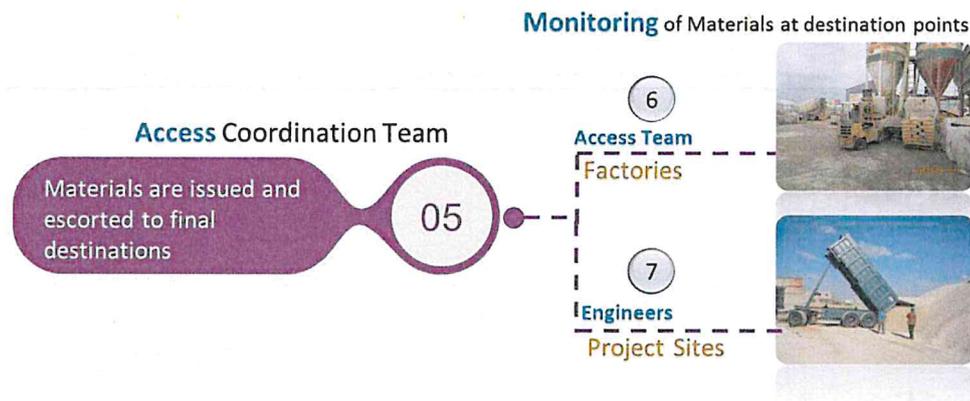
**Stage 1: Material coordination into Gaza:**

This usually entails the coordination of materials from Kerem Shalom border in Rafah, where the Access Coordination and Monitoring Support Team is attending at both sides of the crossing i.e. Israeli and Palestinian sides. A staff member is always following up the materials at the Israeli side to ensure that materials coordinated is in line with agreed and approved lists of material quantities and qualities.



Figure 5: UNDP framework for strict monitoring and accountability through ACMSP





**Figure 6:** UNDP framework for strict monitoring and accountability through ACMSP

### Stage 2 & 3: Escorting Materials to final destinations:

These stages include escorting materials from Kerem Shalom in Rafah to UNDP/PAPP warehouses at Karni Industrial Area – Gaza with applying advanced and strict monitoring techniques, which incorporated recently video filming and GPS based monitoring and tracking of trucks. In this stage, the coordinated materials through Kerem Shalom are usually escorted and tracked using GPS monitoring system to assure arrival and storing of material at destination point of UNDP/PAPP warehouse at Karni.

### Stages 4 & 5: Material Management and Follow-up Monitoring

These stages include the material issuing and delivering from UNDP/PAPP warehouses at Karni to project sites or/and factories, which are usually referred to as final destination points. It is considered critical as it includes many paths to reach the five different main governorates in Gaza from northern to southern areas. In this stage, the video filming and GPS tracking is applied to maintain strict monitoring, including monitoring of project sites and concrete factories.

All materials needed for casting concrete are transferred from the warehouse to factories on the same day of casting. Access Coordination and Monitoring Support Team and/or site engineer attend the mixing at the factory and at the same time controlling the receipt process at the project site. Data calculations for the quantities of cement are prepared before casting and reviewed after the casting for comparable purposes.

## X. PARTNERSHIPS AND POTENTIAL COOPERATION

Partnerships and coordination will also be sought with all partners that are or are planning to be involved in import of materials under the “dual use” items list, including, but not limited to UNRWA and other UN agencies, the European

Commission, USAID, etc. Coordination with all partners will be critical, in particular to avoid competition for entry of materials.

UNDP is in the process of discussing with UNRWA ways to pool resources and maximize synergies between the two organizations. While accountability on import and use of materials must remain within each agency, some functions that relate to manning and handling of materials can be pooled or the capacity of one of the two agencies can be used. This is of particular importance in order to reduce costs and to increase coordination between the two agencies. A Memorandum of Understanding is being prepared between UNDP and UNRWA to this respect.

Within the course of the project, UNDP may be requested to facilitate entry of materials for partners that may not have the capacity or know-how for it. On principle basis, UNDP services will be rendered on a cost-recovery basis. However, based on the prevailing context, and if UNDP structure allows for extra coordination, UNDP may consider to do it on a pro-bono basis.

## **XI. SUSTAINABLE SOLUTIONS AND EXIT STRATEGY**

The need for ACMSP continuation is tangent to two main factors and scenarios, which can be summarized in the following:

### **Scenario 1: Status que maintained**

Despite all potential efforts on the ground to change the status que and improve living conditions in Gaza, one of the most possible scenarios to prevail, and would be best if compared to possible escalations, is to maintain the same procedures of materials entry into Gaza.

In that case the need to maintain ACMSP with introducing more enhancement on the accountability and monitoring system would be viable option to keep ongoing and potential new projects flow into Gaza.

### **Scenario 2: Immediate/long term resolution - Initiating transition process**

There is no doubt that one of the intermediate outcomes of an ultimate goal of lasting peace is lifting the blockade, in that sense a fully independent state would serve the Palestinian live a dignified life with international economic relations and standards governing running of its borders with adjacent countries such as Egypt.

In this case a transitional period is necessary from current status of managing materials entry into Gaza to the status agreed upon through any possible resolution.

This could be a time-bound process, that entails continuity of current procedure till achieving that ultimate goal.

In both cases where a tangible progress is achieved or not, an accountability mechanism should be established and put in place during the transitional period.

### **Phases of transition process**

In any effort of lifting the siege currently posed on Gaza, a transition process will be required to ensure smooth hand over of the process of access coordination of material into Gaza, which is one of the pillars of a lasting peace in the area, this will require the accomplishing the following stages:

#### **Assessment of current capacities**

The team in coordination with hosting government, either reconciliation government or de-facto government will assess existing resources and assigned teams to material coordination through Kerem Shalom and accordingly define which gaps exist in terms of number of assigned individuals and expertise needed.

#### **Capacity building of existing resources**

Based on assessment of the above, the team will require defining which capacity building activities are required, potential coaching and on the job training, to ensure measures are well encountered for.

#### **Follow up**

The team follow-up especially with CLA/COGAT will still be required at early stages, intermediate and final stages of the transitional period, to ensure smoothness of the process during the phasing out stage.

#### **Handing over**

With above steps fulfilled in a reasonable time frame, the handing over stage will be the final stage, and accordingly accomplishing the task of smooth transition of the process of access coordination in the Palestinian territories.

#### **Maintaining accountable system in place**

During the transition process, there would be urgently needed to have accountability maintained towards all processes taking place during that, which entail full dedication of the project team as if it is UNDP ACMSP responsibility, because transition process should take place in parallel of regular business of Access coordination.

## XII. ANNEXES

### ANNEX 1: RISK ANALYSIS

Key potential risks are associated with the project. These risks relate essentially to the potential deterioration of the security situation in the Gaza Strip, to variations in the flow of merchandises into the Gaza Strip, and to the misuse of or the tampering with the materials imported by one or several parties. While these risks cannot be all responded to in an exhaustive manner, several measures can be put in place in order to mitigate the impact of these risks, if they materialize.

The main mitigation measures that will be immediately put in place are as follows: i) phasing of the recruitment of personnel in order to ensure that staff deployment coincides with the expected increase in the flow of merchandises into Gaza and that it is adapted to the requirements of the procedures imposed upon UNDP or put in place by UNDP to secure access and ensure adequate monitoring of construction materials in Gaza; and ii) full transparency (within the limits of UNDP's corporate policy) with the various stakeholders, including Israeli and Palestinian (national and local) authorities and continuous flow of information to receive and provide early warning on potential issues and policy changes.

Other possible mitigation measures and options for programme responses to risks are provided in the table below:

Risk	Mitigation measures	Options for programme response
<b>Operational level</b>		
Delay in obtaining approval by COGAT/CLA	Schedules, tracking sheets, follow-up, reminders, and other measure.	<ul style="list-style-type: none"> <li>- Regular follow up with Israeli and PA authorities on changes, updates.</li> <li>- Applying strict monitoring procedures and follow up actions.</li> <li>Continuous learning and feedback into the monitoring procedures applied.</li> </ul>
Restrictions put for fittings, miscellaneous and special materials	Detailed information is usually being sent to CLA, maintaining commitment on the end-use.	
Special equipment coordination	Proper justifications and monitoring mechanisms are submitted to CLA	
Renewal of granted COGAT/CLA approvals	ACMST performs additional tracking mechanism to ensure requests are re-submitted to cope with CLA requirements.	
Dual-use list frequent amendments	Continuous coordination, and proper justification and guarantees are put to assure proper handling of coordinated material	
<b>Security risks</b>		
The security situation of the Gaza Strip deteriorates as a result of resumption of hostilities between Israel and the Gaza Strip, threatening the security of the staff and forcing a discontinuation of imports of materials	<p>All staff recruited under the project trained on and informed of security requirements.</p> <p>All staff recruited provided with security equipment and operating in MOSS compliant premises and vehicles.</p>	<ul style="list-style-type: none"> <li>- Suspension of project activities</li> <li>- Relocation of staff</li> </ul>

Risk	Mitigation measures	Options for programme response
The security situation inside the Gaza Strip deteriorates. Staff security is at increased risk; continuation of operations is possible but under strengthened security procedures.	All staff trained on and informed of security requirements. All staff equipped with security equipment and operating in MOSS compliant premises and vehicles Continuous monitoring of the security situation Regular contacts with local authorities	<ul style="list-style-type: none"> <li>- Strengthening of security measures for UNDP staff and premises (reinforced escorts and guards)</li> <li>- Contractors strengthen their security measures on project sites</li> <li>- Temporary suspension of project activities and relocation of staff</li> </ul>
<b>Programme risks</b>		
Israeli Cabinet decision is revised / not implemented leading to a suspension / absence of flow of materials into Gaza	The recruitment of personnel is phased and adapted to the circumstances	<ul style="list-style-type: none"> <li>- Suspension of project activities</li> </ul>
Israeli procedures are cumbersome and slow down the flow of materials into Gaza / capacities of the crossings are not increased to enable sufficient flow of materials / the number of International agencies increase and the flow of materials imported by each agency reduced	The recruitment of personnel is phased and adapted to the circumstances Coordination measures are in place to ensure visibility in the number of international partners involved and their import plans and schedules	<ul style="list-style-type: none"> <li>- Recruited staff are assigned to other duties</li> <li>- Staff contracts are terminated</li> </ul>
Imported material is tampered with / stolen / misused by the contractor	The projet is designed to mitigate these risks	<ul style="list-style-type: none"> <li>- Immediate notification of the incident to the respective stakeholders</li> <li>- If the contractor is responsible for the tampering / misuse, or if the security procedures put in place by him were faulty, the contractor is not able to take part to future projects</li> </ul>
The quality of the imported material is not in accordance with BoQ and specs; materials entered in the Gaza Strip are not usable	Checking at border crossings also look at quality specifications of the imported materials. Materials that do not respond to set quality requirements are turned down by UNDP	<ul style="list-style-type: none"> <li>- Immediate notification of the incident to the respective stakeholders.</li> <li>- Faulty materials that entered the Gaza Strip are stored at contractor's expense</li> </ul>