Integrated Cities and Urban Development – ICUD Project
Terms of Reference
Strategic Environmental and Social Assessment (SESA)
Nablus Urban Area, Ramallah Al Bireh Urban Area, Bethlehem Urban Area, Hebron Urban Area, and Gaza

I. Introduction

1. The Project. The Palestine Liberation Organization, for the benefit of the Palestinian National Authority (PNA) has sought grant financing from the World Bank for the Integrated Cities and Urban Development Project (ICUD), which aims to assist participating urban areas to enhance their capacity to plan for sustainable urban growth. The project supports the urban planning of five leading Palestinian urban areas including Ramallah-Al-Bireh, Bethlehem, Hebron, Nablus, and Gaza City urban areas through their intra-urban area coordination mechanisms. The project intends to respond to the needs of a growing population and the private sector for more sustainably and efficiently planned urban spaces and infrastructure. The ICUD is jointly implemented by the Ministry of Local Government (MoLG), which is responsible for technical oversight of the project, and the Municipal Development and Lending Fund (MDLF), which manages the fiduciary, safeguards, and reporting aspects of the project. The MDLF and MoLG intend to hire a consulting firm to prepare a Strategic Environmental and Social Assessments (SESA) for the project to be used as a guide and tool for the identification and mitigation of potential environmental, social impacts of future investments and to inform future decision-making.

2. Palestinian Context: Current urban planning in Palestine lacks elements of forward-thinking. Local Government Units (LGUs) are overwhelmed by existing demands for services and lack basic data, instruments and processes to utilize available spatial resources, forecast future estimates and manage overall urban growth. Urban plans often consist only of land use plans and in more advanced areas some additional sectoral plans. However, the administrative borders of the master plans frequently do not cover the full spatial extent of the LGU’s areas of governance or service delivery. Additionally, regional planning in Palestine has been weak to nonexistent and so the urban plans do not fit into a greater regional framework and rarely consider neighboring authorities. They are prepared by private sector engineering offices or consulting firms, do not align well with the areas they are created for, and/or do not fully consider the needs and priorities of the LGU. Consequently, a number of weaknesses in intra-urban area coordination and strategic growth planning for urban areas, combined with insufficient public resources, pose real constraints to Palestine’s social, spatial, and economic development. Particularly, there is a lack of sufficiently serviced land and sites for growth and private investment, and inefficient and unreliable public infrastructure to facilitate development activities. Additionally, while the public sector acknowledges the need to attract private investment, the weak understanding of the local economics and labor markets reduces the effectiveness of existing local economic development (LED).
3. The project’s participating urban areas consist of four urban agglomerations in the West Bank, and the urban area of Gaza City. The population estimate for these urban areas as they currently stand is 1,447,187 representing 30 percent of the total population of Palestine and includes 16 municipalities, 14 village councils and 6 refugee camps. These five densely populated urban areas are major drivers of Palestine’s national economy, as they collectively represent over a third of the national population and continues to grow. While Palestinian LGUs traditionally follow mono-centric growth patterns, rapid growth has created unplanned metropolitan-like areas emerging with either polycentric patterns or extreme cases of monocentric growth. However, their agglomerate nature also offers key opportunities for shared visions among LGUs to create holistic strategies, plans, and projects for their greater urban areas.

4. **Project Background:** ICUD, in line with the PA’s vision, aims to support the Palestinian local government sector in an advanced and territorially integrated way that addresses the diverse needs of key local authorities. ICUD aims to strengthen the capacity of the targeted urban areas to plan for sustainable urban growth, hence enabling them to create regional socio-spatial economic growth frameworks under which metropolitan level investments can be substantiated and funded. ICUD also aims to strengthen the institutional and technical capacity of the participating urban areas to plan for sustainable urban growth through, inter alia, the provision of Technical Assistance (TA), and training. The project is supporting the LGUs of the participating urban areas to establish and maintain active LGU coordination mechanisms, where they do not already exist, to collectively deliver results.

5. The significance of the SESA is to identify the social and environmental impacts of future development and evaluating them and thus putting forward suitable and feasible measures intended to avoid and manage the impacts. This facilitates the integration of these measurements into coherent policy and to ensure its application whilst building capacity in the government. The result being a series of opportunities and constraints to planning that will inform future development.

**SESA Principles:** The SESA is a tool that seeks to integrate social and environmental considerations into policy-making processes, leading to sustainable development. The principles that support the implementation of the SESA are:

5.1 **Integrated:** A good SESA addresses the interrelationships of biophysical, social, and economic aspects and is tiered to policies, programs, and plans in both the environmental field and other relevant sectors and regions.

5.2 **Sustainability-led:** The SESA identifies the available sustainable development options and proposals.

5.3 **Focused:** The SESA concentrates on key issues and provides reliable, useful information for planning and decision-making.

5.4 **Accountable:** The leading agencies take responsibility for the SESA and make sure the process is professional and fair and is subject to independent checks and verification. How decisions are made is clearly documented.

5.5 **Participative:** Throughout the process, public and government stakeholder are involved and informed, and their concerns are documented and factored into decision-making. The goal is to provide a forum for discussion and, if possible, to ultimately build consensus among stakeholders.
5.6 **Iterative:** The assessment information is available early enough to influence decision making and guide future choices.

5.7 **Influential:** SESA improves the strategic decision and its implementation and influences future policies by raising awareness and changing attitudes toward sustainable development.

II. **Objectives of the Study**

6. The objective of this study is to prepare a Strategic Environmental and Social Assessment (SESA) for the five urban areas of ICUD Project; Nablus, Ramallah Al Bireh, Bethlehem, Hebron, and Gaza.

III. **Scope of Work**

7. The scope of work (SOW) will include the following:
   - 7.1 Baseline study.
   - 7.2 Assessment of policy, legal and institutional framework and the capacity to manage these issues.
   - 7.3 Identification of environmental and social constraints and opportunities, considering alternatives, analyzing the potential impacts associated with the alternatives and identifies measures to mitigate them.
   - 7.4 Management Plan.

8. All activities of the SESA will be done for all urban areas taking into account that each urban area has specific information. For example, Nablus and Bethlehem are suffering from the environmental degradation because of the uncontrolled industrial activities inside the city of Nablus and scattered industrial workshops between the residential area in Bethlehem. In addition, transportation and traffic congestion results in air pollution in Ramallah-Al Bireh and Bethlehem urban areas. Moreover, Hebron has the concern of air pollution from the factories in the adjacent areas on the border. Finally, Gaza suffers from high population density and limited renewable natural resources, which has led to deterioration in agriculture and water sectors.

IV. **Methodology**

9. The consultant is expected to conduct a kick off meeting with the ICUD team and the technical committee at each urban area to introduce the team, understand the project background and what needs to be done and how to work together effectively and prepare a detailed methodology and work plan reflecting how to proceed in the assignment and present it to ICUD team, MDLF, World Bank and the Palestinian Environmental Quality Authority (EQA) for their feedback and modify accordingly.

  **Legal & Institutional Framework**

10. The consultant will assess the current legal and institutional framework including identification of institutional and legislative gaps. The framework should be compatible with the SESA priorities and constraints affecting environmental and social management in the five urban areas. The SESA should be compliant with the World Bank’s environmental and social
safeguard policies, ICUD’s Environmental and Social Management Framework (ESMF), the Palestine Environmental Law (PEL) and related regulations\(^1\), and the Palestinian Environmental Assessment Policy (PEAP)\(^2\).

Baseline Assessment

11. The consultant will provide a baseline assessment that will give an overview of the current environmental, biological and socio-economic situation. The analysis will be undertaken through a comprehensive literature review, interviews and expert judgment. The analysis will draw on lessons from all other related reports. The level of detail of baseline data will be limited to the best available information and at the level of urban area. Additional data needed should be collected through field surveys. Annex 2 shows essential baseline data which will provide the consultant a starting point for discussions on multiple impacts and related priorities that should be adapted based on knowledge of the area.

11.1 Key data sources: The consultant will undertake a comprehensive environmental, geophysical, biological and socioeconomic data gathering exercise using existing sources, previous studies and review this data to establish a baseline as well as address these gaps/weaknesses through field visits and interviews and meetings with stakeholders. The consultant will identify the possible data collection methods for any additional data. The consultant will be responsible for collecting the data needed from field, laboratory tests, etc.

11.2 Stakeholder analysis: The consultant will identify the potential stakeholders and analyze their interests, and motivation in addition to municipalities, village councils, the Palestinian Environmental Quality Authority (EQA), Palestinian Water Authority (PWA) MoLG, MDLF, local agencies and civil society organizations, NGOs, private sector, also the consultant will assess who benefits from or groups affected by both the current situation and the potential development projects.

Public Participation:

12. The SESA should be undertaken in a participatory manner involving all key stakeholders. The consultant will prepare a stakeholder engagement plan for different public participation activities in order to engage all key stakeholders’ in the identification and selection of SESA’s priorities, including but not limited to surveys, interviews, focus groups, workshops, etc.

Assessment of Environmental and Social Impact

13. The consultant will assess (the environmental and social issues (existing and potential) including (1) direct – indirect (2) the cumulative impacts for both long – short term. The consultant will use the spatial analysis to produce an environmental and social sensitivity GIS based maps for each urban area based on the baseline assessment and information on hand.

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\(^1\) https://www.worldbank.org/en/projects-operations/environmental-and-social-policies,

\(^2\) http://environment.pna.ps/ar/index.php
**Prioritization**

14. Based on the assessment report results and the sensitivity maps and analysis, the consultant will organize and facilitate a public participation process consistent with SESA’s public participation plan to determine the list of priorities for environmental and social management in each urban area. This should include, governmental, non-governmental organizations, academia, associated agencies and representatives of the private sector and civil society should participate in the selection of priorities considering the results of the baseline assessment and stakeholders’ analysis.

**Identification of Options (Opportunities and Constrains)**

15. After a thorough analysis, and after identification of the list of priorities, the consultant’s findings will be discussed and validated together with key stakeholders in order to propose appropriate recommendations to reduce negative environmental effects and utilize opportunities of the environment and socioeconomic conditions for the future development. They will be presented in a workshop in each urban area to be discussed with ICUD team, MDLF, the World Bank and a representative of the key stakeholders and interested groups to identify the alternatives to the proposed policies to mitigate social and environmental impact.

**Management Plan**

16. The consultant is responsible for conducting the management plan which will include: (a) recommend strategies and procedures to adopt preventative realistic management measures and economically effective follow up activities intended to reduce or avoid the identified negative impacts if certain development proposals should be adopted. (b) propose measurable indicators for monitoring as well as the procedures and corresponding methodology of evaluation. (c) The roles, responsible party, timing and monitoring frequency for each measure will need to be provided as part of the management plan.

**V. Field trips**

17. This Assignment will require at least 3 trips to Palestine over a period of 8 months to meet and work with counterparts:

   a. 1st trip (2 weeks long): Kick off meeting with ICUD team, Urban areas technical teams, field visits to the urban areas.

   b. 2nd trip (3 weeks long): Presenting preliminary analysis outcomes of the assessment report to receive feedback from stakeholders & identify options.

   c. 3rd trip (1 week long): Presenting SESA report and communicating the findings to counterparts.

**VI. Deliverables & Reporting**

18. All the deliverables should be provided to the ICUD Technical team both in hardcopy and softcopy (CD) compatible: The soft copies should include full editable/open files for the maps, text, tables, etc. and another one in PDF format. In addition, the consultant has to deliver the raw data. The deliverables will be as follows:
18.1 **Inception report: (2 Copies):** The inception report and stakeholder engagement plan must be submitted within two weeks of signing the contract. The plan should outline the approach to be followed based on scoping and available baseline data.

18.2 **Assessment Report / Interim: (7 copies):** The consultant should submit the assessment report within sixth months. It should present the overall findings from the assessment and analytical work undertaken. The assessment report should be presented to the ICUD technical team, MDLF, the World Bank, and representative of key stakeholders and interested groups discussing the core environmental and social issues identified, incorporating any feedback and recommendations.

18.3 **SESA Report (7 copies):** The consultant should submit one SESA report for the five urban areas. The report should be according to the outline (Annex 1). The SESA report should provide the findings and risks emerged from SESA Process. It should identify the key social and environmental risks emerging from the studies, analysis and consultations. Based on that, the SESA report should describe the policy, regulatory, intuitional and capacity gaps to manage key environmental and social issues and identify alternatives to mitigate negative social and environmental impact in addition to prepare an Environmental and Social Management Framework (ESMF).

18.4 **Final report (2 copies):** This report should summarize the activities of the consultant including, a documentation of all the site visits and meetings conducted at each urban area, outputs produced, assessment undertaken, results achieved, challenges faced, recommendations to improve future similar assignments, etc.

### VII. Team Composition

19. This assignment will be executed for five urban areas with one team leader. Consultant firm is required to provide evidence of experience in the preparation of SESA Report according to the following specializations:

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<th>Position</th>
<th>Experience</th>
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</table>
| 1. Team Leader       | • Higher University degree in Environmental studies.  
• At least 20 years of experience in strategic environmental and social assessments and urban planning, including the assessment of cumulative impacts.  
• Relevant experience in similar international assignments preferably in the Middle East and North Africa (MENA) region.  
• Previous experience as team leader in similar assignments.  
• Knowledge of World Bank’s safeguard policies and strategic decision making is a plus. |
| 2. Environmental Expert | • Higher University Degree in Environmental Policy.  
• 15 years’ experience in environmental/ developmental policy.  
• Qualification in impact, assessment and analysis SESA, EIA or complimentary field.  
• Relevant experience in similar international assignments preferably in the Middle East and North Africa (MENA) region.  
• Knowledge of World Bank’s safeguard policies and strategic decision making is a plus. |
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| 3. | Environmental Specialist | • University Degree in Environmental Sciences.  
• 10 years’ experience in environmental/ developmental policy or related field, Qualification in SESA.  
• Qualification in SESA, EIA or complimentary field.  
• Relevant experience in working with Palestinian context dealing with Local Government Units. |
| 4. | Social Assessment Expert | • Higher University Degree in sociology /Social Sciences.  
• 15 years’ experience Social Sciences/ assessment studies or other related fields.  
• Relevant experience in similar international assignments preferably in the Middle East and North Africa (MENA) region.  
• Knowledge of World Bank’s safeguard policies and strategic decision making. |
| 5. | Social Assessment Specialist | • University Degree in sociology /Social Sciences.  
• 10 years’ experience Social Sciences/ assessment studies or other related fields.  
• Relevant experience in working with Palestinian context dealing with Local Government Units. |
| 6. | Policy Expert | • Higher University Degree in environmental Studies/ developmental policy.  
• 10 years’ experience in environmental/socio economic policy or related field.  
• Experience in facilitation of stakeholder/public participation/ consultation.  
• Demonstrated professional experience in policy review and development.  
• Relevant experience in similar International assignments.  
• Knowledge and understanding of legal and Institutional framework and related issues in developing countries, Palestine or MENA region is a plus. |
| 7. | GIS and Database Expert | • University Degree in GIS/database development  
• 10 years’ experience in GIS, database development and/ or related fields.  
• Knowledge of SESA/ EIA and environmental policy is a plus. |
• 10 years’ experience related fields.  
• Knowledge of SESA/ EIA and environmental policy is a plus. |
VIII. **Time line & Level of efforts**

20. The total estimated duration of the assignment is 8 months from signing contract.

IX. **Payments Schedule:**

21. The payment schedule will be as the following:
   a. **First Payment:** 15% of the contract value upon submission and approval of the “Inception Report” and its acceptance by the Client.
   b. **Second Payment:** 20% of the contract value will be made after the submission of “assessment Report”, and its acceptance by the Client.
   c. **Third Payment:** 35% of the contract value will be made after the submission of “SESA”, and its acceptance by the Client.
   d. **Final Payment:** 30% of the contract value will be made after the submission of the Final report, and submission of all final deliverables with the required specifications and number of copies, and its acceptance by the Client.

X. **Reporting:**

22. The Consultant will report to the ICUD Technical Supervisor Shuruq Jaber and the ICUD Fiduciary and Safeguards Agency, MDLF.
ANNEX1: Report Outline

ICUD SESA

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   2.2. The TOR
   2.3. Limitations
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4. Baseline Assessment
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   4.3 Biological Environment
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5. Assessment of Environment, Social Impacts
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   5.2 Social Impacts
   5.3 Communitive Effects
   5.4 Priority Selection
   5.5 Identification of options (Opportunities and Constrains)
   5.6 Future Development (Linkage to SDF and MPs)

6. Conclusion & Recommendations
ANNEX 2: Baseline Assessment

This baseline gives an overview of the study area and shows the availability of the information in the ICUD Database.

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ANNEX 3: List of Available Studies, Reports and References

Relevant documents can be downloaded from:


2) Environment and Social Impact Assessment ESIA for Gaza Water project:
   https://hubs.worldbank.org/docs/imagebank/pages/docprofile.aspx?sq=%7B%22k%22%3A%22%5B%2C%22%7D%26rf%22%3A%22%5B%2C%22%7D%22%2C%22ph%22%3A%22%5B%22%22%7D%26sb%22%3A%22%5B%2C%22%7D%26Rank%22%3A%22%5B%2C%22%7D%26so%22%3A%22%5B%2C%22%7D%26pr%22%3A%22%5B%2C%22%7D%26ol%22%3A%22%5B%2C%22%7D%26dt%22%3A%22%5B%2C%22%7D%26sf%22%3A%22%5B%2C%22%7D%26All%20Documents%22%7D%26nodeid%3A30851334%26pos

In addition, the following documents are available upon request:

- Study on Construction and Demolition Waste in West Bank, Palestine
- Sewerage Project Nablus-West Renewable Energy and Reuse
- An Environmental Social Impact and Cultural Heritage Assessment is being completed for the Waste Water Treatment Plan in southern Hebron.
- Environmental and Social Management Framework – ICUD Project.
- The Palestinian Environmental Assessment policy.
- Al Minya Solid Waste Management ESIA.
- Hebron Waste Water Treatment Plant ESIA