



PROJECT DOCUMENT

Lebanon

Project Title: Support to Tensions Reduction in Lebanon through improved Environmental Support and Solar Energy

Output Number: 00133417 (for Activity1); **Output number:** 00118152 – A7 (for Activity2)

Implementing Partner: UNDP (DIM)

Start Date: 01 October 2022

End Date: 30 September 2024


PAC Meeting date: N/A

Brief Description
<p>Lebanon is one of the world's 20 most densely populated countries and hosts the world's largest refugee population compared to the country's own inhabitants. In addition, Lebanon has further faced an unprecedented and multifaceted economic, financial, social and health crisis since 2019. As a consequence, vulnerable populations have been deeply affected by a sharp increase in socio-economic needs, gaps in critical supply chains and limitations on access to food, healthcare, education, employment and other basic services. Lebanon's multiple crises have only compounded the pre-existing environmental and service delivery challenges that existed in Lebanon for decades now. Worsening environmental pollutions and access to services, coupled with lack of job opportunities and increasing poverty, are contributing to increased tensions at the local level amongst the various communities. To address these challenges, this project aims at integrating the tension reduction with environmentally friendly approaches to mitigate the negative impacts of the crisis. This will ultimately improve the physical living conditions of the most vulnerable people while reducing the tension and showcase such integrated interventions that can be replicated by other stakeholders engaged in the LCRP. The interventions will include using solar energy solutions and various nature-based solutions at facility/community-level (such as in hospitals, dispensaries, schools or other such institutions that provide public services). At the same time, the project will also strengthen the capacities of local actors and the technical teams at the Ministry of Environment to improve environmental compliance procedures, which will facilitate further the replication of LCRP activities that are integrated with environmental practices.</p>

<p>Contributing Outcome (UNSDCF, CPD, RPD): UNSDCF: Planet Outcome 1. Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks</p> <p>CPD: Output Indicator 4.1.1. Amount of energy saved from the implemented of decentralized and/or small-scale mitigation projects (baseline 0.1 MW, target 5.67 MW) Output Indicator 4.2.2. No. of solid waste, water and wastewater management initiatives implemented (baseline 2, target 10)</p> <p>Indicative Output(s) with gender marker: GEN1</p>
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Total resources required:	NOK 22,000,000 (USD 2,156,862.40)	
Total resources allocated:	UNDP TRAC:	
	Donor:	NOK 22,000,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)

UNDP
 Melanie Hauenstein, UNDP Resident Representative
Date: 29/09/2022

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I. DEVELOPMENT CHALLENGE

Impacts of Syrian Crisis on Lebanon's Social Stability and Environment

Lebanon is one of the world's 20 most densely populated countries and hosts the world's largest refugee population compared to the country's own inhabitants. It is estimated that up to 1.5 million Syrians are displaced into Lebanon in addition to 180,000 Palestine refugees in Lebanon and 29,000 Palestinian refugees from Syria. These populations live across all governorates in Lebanon. Nearly all municipalities are hosting communities as refugees are living in 97 percent of municipalities. The majority of displaced Syrians live in Zahle, Baalbek, Baabda and Akkar, with most Palestinian refugees living in Saida, South and Akkar. Urban areas accommodate almost 90 percent of the refugee population in Lebanon, including the vast majority of displaced Syrians. There is currently a total of 6076 informal settlements (all sites including small ones); or 3,109 informal settlements (with more than 4 structures) with an estimated 22% of the population living in informal settlements. As such, the vast majority of refugees reside in collective shelters and in residential areas.

In addition to Syrian Crisis, Lebanon has further faced an unprecedented and multifaceted economic, financial, social and health crisis since 2019. As a consequence, vulnerable populations have been deeply affected by a sharp increase in socio-economic needs, gaps in critical supply chains and limitations on access to food, healthcare, education, employment and other basic services. In 2021, almost nine in ten displaced Syrian households were living in extreme poverty and 87% of PRS and 73% of PRL. But also, perceptions of aid bias have been increasing since 2019, with 88 percent of the population believing that vulnerable Lebanese have been neglected in international aid/assistance programmes – compared to 75.3 per cent in June 2019. The living conditions of vulnerable Lebanese and others is declining across the country, in both rural and urban settings with poverty levels also rising dramatically among Lebanese. More than half of the Lebanese population are estimated as living below the poverty line.

These increasing poverty levels, coupled with lack of job opportunities and gaps in access to services, are resulting in increased tensions at the local level amongst the various communities. Indeed, as of April 2022, inter-communal relations are at an all-time low, with 34 percent of Lebanese and Syrian respondents reporting perceiving negative relations between the communities; an increase from 24 percent since January 2021. Those are higher in the Bekaa (80.5%) and the South (74.9%), followed by Akkar (50.8%). At the national level, intra-communal relations have also been deteriorating, with 42.4 percent of Lebanese respondents citing negative relations in April 2022, compared to 21 percent in January 2021. Worryingly, during 2021 and 2022, these tensions have resulted in increased violence and incidents. Indeed, in April 2022, 45 per cent of surveyed participants indicated agreeing with the statement 'Violence is sometimes necessary when your interests are being threatened'.

As of April 2022, 25 per cent of the population agrees that competition over services and utilities is a source of tension. The number is the highest in Baalbek El Hermel whereby 61.4 percent of the population agreed with the statement. Also, as the pressure over resources is rising, an increasing number of the Lebanese population (now more than , 60 percent believe that the presence of s Syrian refugees is placing too much strain on Lebanon's resources, like water and electricity.'

Lebanon's multiple crises have only compounded the pre-existing environmental and service delivery challenges that existed in Lebanon for decades now. Pollution loads are high where major water bodies are contaminated from industrial and municipal waste, solid waste management in the country is weak and the country suffers from poor electricity infrastructure and weak energy management systems that leads to long hours of electricity blackouts across the country. Heavily polluting community-based diesel generators are being used instead to bridge the gap in electricity

supply to the extent possible, however not on a 24-hour basis and of course the most vulnerable and poorest segments of the population cannot afford subscribing to these services.

Worsening environmental pollutions and access to services, coupled with lack of job opportunities and increasing poverty, are contributing to increased tensions at the local level amongst the various communities. Worryingly, during 2021 and 2022, these tensions have resulted in increased violence and incidents. During the height of the fuel and electricity crisis (June-August 2021), incidents related to tensions over fuel (petrol and diesel) were at an all-time high, occurring at gas stations between customers over queue-cutting or between customers and fuel station employees over the quantity of fuel allowed per vehicle. Such incidents were recorded in every governorate. In fact, electricity was identified as the number one priority in terms of access to services at 38.8%, with 11.4% linking it as a tension driver¹.

Solid waste in one of the key environment issues right now as many municipalities are now unable or hampered to deliver basic services. Poor solid waste management leads to hygiene and sanitation concerns for the population, and can affect displaced Syrians such as through eviction threats and actual evictions. Solid waste management has been a key driver of tensions between and amongst communities for the past years. This is particularly relevant in areas which host a large number of displaced Syrians such as in Central Bekaa where municipalities such as Bar Elias, Qab Elias, and Marj are facing multiple challenges with solid waste and wastewater

Furthermore, solid waste disposal in surface water and on riverbeds remains a serious environmental concern, not to mention the health hazards resulting from it.

Accusations and legal disputes between the Litani River Authority and municipalities have been reported since 2019, as well as some organisations operating in ITSs in those municipalities. More recently, municipalities have raised the alarm to the international community about their inability to maintain the functioning of landfills. That was the case of Bar Elias who could not afford paying the contractor of the landfill in the area, thus leading to inter and intra-communal tensions in the area and neighbouring villages over the disposal, burning, and accumulation of waste.

Response to Environmental Impacts of the Syrian Crisis

Given the aggravating environmental impacts of the Syrian crisis, the Ministry of Environment requested the LCRP activities to take into account the environmental consideration. In response to this, an Environment Task Force (ETF) was established under the LCRP's inter-sector Working Group mainstream environmental considerations into the LCRP and partners' activities to ensure their compliance with Lebanese laws and regulations and reduce environmental risk arising from humanitarian actions across the board. Over the course of previous years of ETF's work, it has become clear that LCRP's partners need technical support to mainstream environmental practices into their respective humanitarian responses. Due to the multiple crises in Lebanon, the capacity of the key governmental function has significantly decreased. This is especially true for environmental sector given the magnitudes and urgency of other priorities. Thus, the demand for ETF's support for both LCRP partners and government has increased after its inception.

Before the onset of Syria Crise, the energy sector in Lebanon has been a significant burden on the national economy and people and the MoEW developed the the Policy Paper for the Electricity Sector (2010), which has been updated in 2019, to reform the sector. An inability of the national utility, EDL, to provide reliable power leads to daily outage as well as penetration of costly, polluting and unregulated private diesel generators. The situation has been exacerbated by the ongoing Syrian

¹ ARK-UNDP Perception Survey, July 2020

refugee crisis, increasing demand by 447 MW². With regard to energy-related activities on LCRP, it has been under funded compared to other sectors. While the necessary reform of the power sector is yet to be implemented, the demand for decentralized renewable energy solutions has recently increased to maintain the vital services such as health, education and water given the dim prospect of national sector reform and increasing financial stresses of service providers.

² MoEW & UNDP (2017). [The Impact of the Syrian Crisis on the Lebanese Power Sector and Priority Recommendations](#).

II. STRATEGY

The objective of this project is to integrate the tension reduction with environmentally friendly approaches to mitigate the negative impacts of the crisis. This will ultimately improve the physical living conditions of the most vulnerable people while reducing the tensions, and showcase such integrated interventions that can be replicated by other stakeholders engaged in the LCRP. The interventions will include using solar energy solutions and various nature-based solutions at facility/community-level (such as in hospitals, dispensaries, schools or other such institutions that provide public services). At the same time, the project will also strengthen the capacities of local actors and the technical teams at the Ministry of Environment to improve environmental compliance procedures, which will facilitate further the replication of LCRP activities that are integrated with environmental practices. All activities and approaches will be gender-sensitive and data collected will include gender markers to the extent possible and available.

UNDP has a well-established tension monitoring programme titled Tension Monitoring System (TMS) that was established in 2017 to better inform partners and decision-makers within the Lebanon Crisis Response Plan (LCRP) with data and analysis on the state of tensions. The TMS serves to develop better understanding of the nature, geographic variation, and trajectory of tensions using innovative methods, and provides recommendations and enhance engagement with partners to ensure a response that works to mitigate tensions and prevent violent conflict in a conflict-sensitive manner.

The collected data from the validates the information from the ground through the various coordinators working from regional offices. At the same time, UNDP works closely with the Ministries of Environment and the Ministry of Energy and Water as well as other key national institutions on environmental, water and energy related issues to support in improving service delivery, ensuring cleaner and more sustainable sources of energy and water as well as promoting environmental protection and the reduction of pollution loads.

UNDP will use already well-established mechanisms through its existing projects to implement the activities within this project in an integrated manner. Although support in terms of personnel and experts will be upscaled to ensure the smooth implementation of this project, the activities will build on previous experience, lessons learnt and data/guidelines that were developed earlier. It will integrate between the development and environment strategies and those of the response to the Syria Crisis and UNDP's Support to Host-Communities with the ultimate aim being to reduce environmental and social tensions and improve living conditions.

Theory of Change

Based on the development challenges and the project objective, the theory of change (ToC) for this project is proposed as follows:

IF:

- Environmental considerations and practices are integrated with the Syrian Crisis Responses for tension reduction (Activity 1).
- Renewable energy solutions are implemented to maintain vital services (Activity 2).

THEN:

- Reduced tensions through environmental support.



III. RESULTS AND PARTNERSHIPS

Expected Results

Based on the Theory of Change, the project consists of two main activities as follows to reduce tensions through environmental support:

- Activity 1: Promoting environmental approaches to reduce tensions
- Activity 2: Reducing tensions through renewable energy projects

Activity 1: Promoting environmental approaches to reduce tensions

Aims to build the capacities of municipalities and local actors, including international and national partners, on how to improve the integration of environmental considerations into the response to the Syria Crisis as well as to reduce tensions.

Sub-Activity 1.1. Greening of the LCRP Activities

The project will work mainly through the Environmental Task Force (ETF) to the LCRP which consists of a team of experts and support staff managed by UNDP that work closely with the LCRP working groups and the Ministry of Environment (MoE) at the same time. The aim of the ETF is to improve environmental safeguards, monitoring and evaluation, and prevention of and follow-up on complaints in efforts to defuse tensions arising at the local level. The ETF also supports the various sectors and partners in mainstreaming environment in the various activities planned and implementing under the LCRP umbrella to prevent and address environmental challenges.

Within this project, the ETF will continue to support its mandate in greening the LCRP activities. A Capacity Building Plan will be developed based on a hybrid training modality. It will include a Training of Trainers for partner environment focal points who will be rolling out theoretical and practical field trainings in the various regions. The trainings will be tailored to reported environment tensions, including but not limited to solid waste, wastewater, and energy covered by the sectors of social stability, Water, and Energy.

Furthermore, the project will see the development and implementation of an awareness raising campaign targeting both sectors/partners and general public (refugees and host communities) and focalized on best environmental practices and the various addresses environmental impacts. It will also cover reported winterization issues as the need for more sustainable fuel sources for heating in the winter is another aspect that is critical for the well-being of both Lebanese vulnerable population and Syrians. The latter increasingly becoming a source of tension as refugees are cutting tree for wood. Further, diesel for heating is a heavily polluting and expensive source of energy while more environmental solutions such as briquettes are not easily found in the local market but may be imported. The promotion of alternatives will be analysed, developed and disseminated.

Sub-Activity 1.2. Mainstreaming of Circular Economy Principles in Environmental Response

The project will collaborate with the Lebanese Center for Policy Studies (LCPS) on a package of enabling studies and/or assessments off-setting the current weighing economic and financial situation, COVID-19 slowdown, and some of the negative impacts of the increased pressure on natural resources and associated costs. The assessments would explore alternatives and opportunities based on circular economy principles and would allow for evidence-based implementation activities at the local level, to be implemented within activity 1.3 below and by other stakeholders.

The studies may include:

1. The inclusion of circular economy and sustainability principles in Cash-for-Work assistance programmes by identifying and prioritizing circular economy and sustainable use of natural

resources opportunities applicable to the LCRP context, covering both refugees and host communities.

2. The elaboration of a Life Cycle Analysis of various government approved shelter materials, including the necessary awareness and lobbying at GoL level. Based on UNDP's work in the sector, data is suggesting that plastic material, particularly sheeting that is used in informal settlements and collective shelters, is becoming a health hazard from improper handling as well as an increasing source of pollution and subsequent tensions. A Life Cycle Analysis of various government approved shelter materials would provide solutions for shelter in addition to the appropriate guidance on the disposal and management of recommended material, in line with national standards of solid waste management.

Sub-Activity 1.3. Supporting Municipalities in Addressing Environmental Challenges

Building on the tensions monitoring, needs assessments at local level, and also on the outputs of activity 1.2, the project will design and implement "green" projects opportunities with particular focus on those that would generate jobs. These activities will be implemented in close collaboration with the municipalities and will prioritize sectors where both Syrians refugees and host communities can be active in.

These could include infrastructure upgrades, the construction of small-scale facilities, small-scale initiatives in the fields of solid waste management, agriculture and agro-food processing, eco-tourism development, activities related to the protection/preservation/restoration of the environment or preparedness and mitigation of environmental risks. Approaches to conservation such as community-based natural resource management (CBNRM) and nature-based solutions would also be promoted. These activities will have the double objective of reducing tensions arising from the difficult socio-economic conditions from one end, and also provide medium and long-term developmental and environmental benefits for the country. The exact activities will be determined after the completion of Sub-Activity 1.2 and some of the other assessments.

Also, and as part of the capacity building plan that will be developed under Sub-Activity 1.1, the ETF will also train the municipalities that are most in need, i.e., where pollution loads are highest or where municipalities themselves reach out for support, to try to improve service provision in environmentally friendly ways to reduce tensions between communities or groups within local communities and to improve environmental compliance particularly where environmental crimes are being committed by polluters. These trainings could target environmental police as a first responder to complaints, in gaining environmental but also conflict resolution skills.

Activity 2 Reducing tensions through renewable energy projects

This activity aims to identify where tensions and vulnerability related to the electricity and energy sector are among the highest and to mitigate the tensions through renewable energy projects. Interventions will be designed and implemented accordingly by a group of specialised energy engineers that have extensive experience in the sector. The tasks involved include, but are not limited to:

Sub-Activity 2.1: Analysis of the Energy Sector on Tension

The UNDP tensions monitoring team along with ETF will collect and analyse the community-level perception data in relation to tensions, energy needs and vulnerability, in addition to potentially other environmental triggers. The information will then be assessed by the energy engineers to determine the best solutions for the cases in questions and to determine viability of interventions. In addition to tensions and vulnerability, the selection of beneficiaries also takes into consideration the capacity of local facility/community in order to ensure the proper and sustainable operation and maintenance of the installed equipment after the project



Sub-Activity 2.2: Implementation of Sustainable Energy Solutions

Interventions will be determined accordingly and could include the design and installation of solar photovoltaic systems in hospitals, primary health-care centres, markets, schools or universities, or special needs institutions and other types of public service facilities to reduce tensions and ensure critical services continue to operate given the extensive power cuts and the inability of most beneficiaries to pay for the ever-increasing cost of electricity. The project will also explore the installation of solar systems for facilities that are linked to food security such as agriculture centres (Lebanese Agriculture Research Institute's seed bank for example) and agricultural cooperatives.

The detailed specification of sustainable energy solutions for potential sites/beneficiaries identified in the above sub-activity will be designed based on energy audits that will be carried out by UNDP once the project is initiated. The sustainable energy equipment and interventions will then be prioritised based on the results of the audits and those that have low payback periods and are most cost-effective will be implemented in order to mitigate the financial burden and thus tensions of the targeted community immediately after the implementation. Examples of some of the renewable energy and energy efficiency solutions that may be implemented could include solar photovoltaic (solar PV) systems, solar hot water systems, battery-storage systems, and other energy efficient measures. The exact systems/interventions that will be installed will depend on the energy audit undertaken and the overall budget available for this activity.

Resources Required to Achieve the Expected Results

The inputs and budget required to deliver the project's outputs are described in Section VII. The project also needs UNDP Country Office staff time for procurement, contract management, finance, coordination, reporting and general support.

Partnerships

UNDP's tension monitoring programme works closely with partners across the Lebanon Crisis Response Plan (LCRP) to provide LCRP partners with information on tension status and solutions to address it. UNDP has many years of strong partnership with the Ministries of Environment and the Ministry of Energy and Water as well as other key national institutions on environmental, water and energy related issues to support in improving service delivery, ensuring cleaner and more sustainable sources of energy and water as well as promoting environmental protection and the reduction of pollution loads. Building on these partnerships, UNDP is well-positioned to integrate tension reduction with environmental practices and promote such sustainable interventions across the various national stakeholders.

Risks and Assumptions

Key risks that could threaten the achievement of results through the chosen strategy have been identified and rated using UNDP's procedure; the below table summarizes project risks and responses. As per standard UNDP requirements, these risks will be monitored quarterly by UNDP LCRP unit. The LCRP Unit will report on the status of the risks to the UNDP Country Office who will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. 5).

Description	Type	Impact & Probability	Mitigating Measures	Owner
Political instability and security situation in the country can slow down or stop the project activities.	Political	P = 5 I = 4	Close follow up and monitoring of the situation in the country, timely notification of potential threats to the PB, and close coordination with UNDSS especially for fieldwork. In the case of	UNDP

			serious worsening of the situation, activities will be contained to safer areas.	
Social unrest could lead to challenges in accessing sites and completing the works on time	Political	P = 4 I = 3	Coordination with UNDSS to determine best ways to access sites and to continue delivering without taking (or exposing anyone to) unnecessary risks	UNDP
Low engagement and willingness of beneficiaries to manage and maintain the installed equipment.	Operational	P = 3 I = 2	UNDP to engage the beneficiaries and to build capacity to ensure knowledge about operation and maintenance.	UNDP
COVID19 Pandemic incl. risk of delays due to lockdowns and infection risks on site.	Environment	P = 5 I = 2	Ensure the provision of personal protective equipment (PPE) for the workers and other preventive measures at the sites and abiding by national preventive guidelines.	UNDP
Unpredictable exchange rate fluctuations can have an impact on the availability of funds against the original budget	Financial	P = 4 I = 4	Exchange rate fluctuations is closely tracked against cash flow projections, and budgets. Adjustments of activities and timelines will be considered, if needed, to stay within the available resources.	UNDP

Stakeholder Engagement

The key stakeholders that will act as partners have been identified and their roles and contribution to the project are described above. The target groups of the project are displaced Syrians and host communities where tensions are high. The engagement of these target groups is ensured by formulating the project based on the extensive consultation with the municipalities, local communities and concerned ministries/institutions.

Digital Solutions³

- Describe how the project will use digital technologies and solutions to improve the target beneficiaries and partners' experiences and solve the development challenge(s) identified.

Knowledge

The project knowledge will be also shared with other LCRP projects through the regular coordination meetings. There will also be events organised around the inauguration of projects which will specifically target high-level participation and ensure the activities are widely reported by the main media outlets. Finally, the project activities and results will continuously be reported and reflected on the UNDP Lebanon website social media platforms such as Facebook, Twitter etc. This will be the responsibility of communication officers based on the projects and working in coordination with the UNDP Country Office Communications team. At the LCRP level the contribution will be reported and reflected in the relevant sector reporting.

Sustainability and Scaling Up

The project will work closely with the Ministry of Environment in order to ensure the sustainability of the project and scale up the impacts at national level. As mentioned above, the project is designed to ensure the ownership and the sustainability of the infrastructure and equipment after the handover to municipalities. Capacity building on the systems for the municipalities and beneficiaries will be also provided. Furthermore, by promoting the circular economy approaches for LCRP activities, the project will further contribute to improvement of the environmental protection and management at both local and national level through LCRP's partners' activities.



IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project uses a portfolio management approach to improve cost-effectiveness and efficiency through synergies with other interventions through the UNDP ETF, the UNDP LCRP Unit and CEDRO Renewable Energy project team in UNDP. For any balance at the end of the project, the country office will consult with the Embassy of Norway.

Project Management

The Project Team will be responsible for the day-to-day management of the project. The work will be integrated within and managed by the on-going LCRP unit for the environmental component and within the CEDRO project team on the solar energy component. UNDP's Energy and Environment Programme will provide technical support and guidance to the project team on the specific sectoral issues. The implementation of works on the ground will also closely liaise with the on-going work with municipalities, the Ministry of Environment, LCRP partners and other relevant stakeholders.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:

Planet Outcome 1. Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets

CPD Output Indicator 4.1.1. Amount of energy saved from the implemented of decentralized and/or small-scale mitigation projects (baseline 0.1 MW, target 5.67 MW), Output Indicator 4.2.2. No. of solid waste, water and waste water management initiatives implemented (baseline 2, target 10)

Applicable Output(s) from the UNDP Strategic Plan: 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains

Project title and Atlas Project Number:

EXPECTED ACTIVITEIS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Activity 1 Supporting municipalities & partners on environmental approaches to reduce tensions	1.1 Number of workshops for LCRP partners on mainstreaming environment into the LCRP activities to reduce tensions	UNDP, MoE, MoSA, LCRP Partners, Municipalities	0	2022	3	3	6	Progress report of contractors and/or consultancy firms.
	1.2 Guideline on mainstreaming of circular economy approaches across the LCRP Response	UNDP, MoE, MoSA, LCRP Partners, Municipalities	0	2022	0	1	1	Final report of contractors and/or consultancy firms.
	1.3 Number of municipalities implementing the environmental approaches	UNDP, MoE, MoSA, LCRP Partners, Municipalities	0	202	0	5	5	Final report of contractors and/or consultancy firms.
	1.3 Number of municipalities trained on national environmental compliance	UNDP, MoE, MoSA, LCRP Partners, Municipalities	0	2022	20	30	50	Progress report of contractors and/or consultancy firms. Field visits
Activity 2 Reducing tensions through renewable energy projects	2.1 Number of sustainable energy solution installed for public service institutions	UNDP, MoE, MoSA, LCRP Partners, Municipalities	0	2022	1	3	4	Progress report of contractors and/or consultancy firms. Field visits

VI. MONITORING AND EVALUATION

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Activity 1: Supporting municipalities & partners on environmental approaches to reduce tensions <i>Gender marker:</i>	1.1 Additional staff capacity of Environmental Task Force (ETF) for this project			UNDP	Norway	Contracts	142,352.94
	1.2 Training of trainers to partners & municipalities on mainstreaming environment into Syria response to reduce tensions			UNDP	Norway	Consulting services (individual experts/local firms)	34,313.73
	1.3 International consultant to design capacity building plan & ToT key partners & municipalities			UNDP	Norway	Consulting services (international firms)	19,607.84
	1.4 Promoting circular economic approaches and/or reduction of plastic use in refugee response (LCPS) - plastics & guidelines on improved environmental approaches			UNDP	Norway	Consulting services (individual experts/local firms)	98,039.22
	1.5 Implementation of environmental approaches with municipalities on ecotourism, terracing, agroplanting, and other relevant topics.			UNDP	Norway	Contract for works	245,098.04
	Sub-Total for Output 1						
Activity 2: Reducing tensions through renewable energy projects	2.1 Energy Engineers			UNDP	Norway	Contracts	176,470.59
	2.2 Energy Audit & system Design			UNDP	Norway	Consulting services (individual experts/local firms)	14,705.88



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
<i>Gender marker:</i>	2.3 Installation of PV systems for hospitals/special needs institutions or others			UNDP	Norway	Contract for works	1,176,470.59
	Sub-Total for Output 2						1,367,647.06
Project Management	Operational Costs (fuel for cars, printing, petty cash)			UNDP	Norway		15,194.12
	Video production for visibility & communication			UNDP	Norway	Contractual service (individual experts)	4,901.96
Direct Project Cost (DPC)							50,166.70
Sub Total							1,977,321.60
General Management Support (8%)	8% of the Sub Total						158,185.73
1% Levy for UN Coordination	1% of the Sub Total plus GMS for Coordination levy to finance the United Nations Resident Coordinator System						21,355.07
TOTAL							42,156,862.40

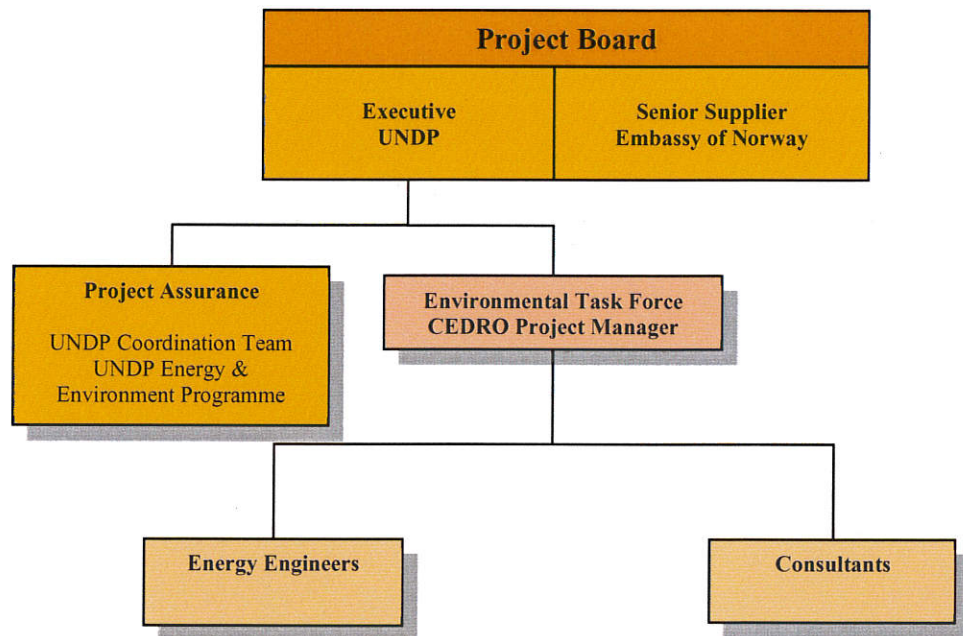
⁴ Based on the [UN Exchange Rate](#) (Sep 15, 2022) : 10.2 NOK/USD

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Executing Modality

The Project will be executed under the UNDP Direct Implementation Modality (DIM), whereby UNDP will act as the executing and implementing agency. The UNDP will monitor the progress towards intended results, and will ensure high-quality managerial, technical and financial implementation of the project, and will be responsible for monitoring and ensuring proper use of administered funds to the assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

A 'Project Board' or 'Project Steering Committee' will be set up and will be responsible for making, by consensus, management decisions for the project when guidance is required by the Project Manager, including a recommendation for UNDP approval of project plans and revisions. The Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Project Board will provide expertise and ensure the various studies carried out and recommendations are in line with national priorities and are well coordinated with other on-going activities within the sector. The Project Board/Steering Committee will consist of the donor, represented by the Embassy of Norway and the UNDP.



UNSP Support Services and General Oversight and Management Services:

The UNDP country office will provide the following support services covered by the Direct Project Costs (DPC), for the activities of the programme/project:

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Payroll management services and Medical Clearance Services for all staff, external access to ATLAS for project managers and other staff

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- iv. Procurement of services and equipment, including disposal
- v. Travel including visa requests, ticketing, and travel arrangements
- vi. Organization of training activities, conferences, and workshops, including fellowships
- vii. Shipment, custom clearance, vehicle registration, and accreditation
- viii. Security management service and Malicious Acts Insurance Policy
- ix. Quality Assurance and Quality Control
- x. Policy advisory support
- xi. Thematic and technical backstopping
- xii. Resource management and reporting

The UNDP will also provide the following corporate management services which include the following:

- i. Corporate executive management and resource mobilisation
- ii. Corporate accounting, financial management, internal audit, legal support and human resources management
- iii. Policy guidance and Bureau/Country Office management

UNDP's corporate management fee (facilities and administration) will be collected at a flat rate of 8%.

Audit

The audit of DIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigations).

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.



X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁵ [UNDP funds received pursuant to the Project Document]⁶ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

⁵ To be used where UNDP is the Implementing Partner

⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
- (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-



- compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

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

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

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

XI. ANNEXES

- 1. Project Quality Assurance: When applicable, the QA of the respective projects will be updated to reflect the current new intervention within the respective thematic areas.**
- 2. Social and Environmental Screening Template**
- 3. Project Board Terms of Reference**

