

United Nations Development Programme

**PROJECT DOCUMENT (Addendum)****Lebanon****Project Title:** Solar for Sustainable Education – Phase 2**Project Number:** 00118152 – A9 (for Activity2)**Implementing Partner:** UNDP (DIM)**Start Date:** 19 February 2024**End Date:** 18 February 2025**PAC Meeting date:** N/A**Brief Description**

Lebanon has been and is still struggling to deliver reliable, affordable, and more sustainable energy services to the Lebanese society and economy. The lack of access to modern and reliable energy services, resulted in a negative impact throughout all sectors in Lebanon. Energy provides services to meet many basic human needs, particularly heat, motive power, and light. Without adequate power, education facilities, amongst others, cannot properly provide any of their services. Most facilities are resorting to running diesel generators at excessive costs to ensure business continuity and this is further constraining their already scarce financial resources. Initiatives that thus assist the education sector in freeing income for backstopping services in a budget-constrained environment, such as the services of energy provision, will provide more resilience in the provision of education.

The objective of solarization of the targeted schools is to assist the Lebanese public education institutions to become more cost-effective, more comfort-related, environmentally responsible, and actively engaged in the transition towards a more sustainable energy future. The intervention will also reduce the cost of electricity paid by the school where savings can be used for other urgent needs in addition to ensuring a secure and sustainable source of electricity given the increasing electricity outage hours and high diesel prices after the subsidy removal. This project will also reduce the amount of fuel imported and burnt hence avoiding greenhouse gas (CO2 equivalent) emissions.

**Contributing Outcome (UNSDCF, CPD):**  
UNSDCF: Planet Outcome 1. Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks

**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)

Indicative Output(s) with gender marker: GEN1

<b>Total resources required:</b>	USD 429,078.66	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	-
	<b>Donor (AECID):</b>	EUR 396,039.60 (excluding 1% levy)
	<b>Government:</b>	-
	<b>In-Kind:</b>	-
<b>Unfunded:</b>	-	

Agreed by (signatures)

UNDP

DocuSigned by:

Mohammed Salih, UNDP Resident Representative, CA7057AEEA5467...



Date: 22-Mar-2024

## I. DEVELOPMENT CHALLENGE

### ***Impacts of the 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 are 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.

**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 lead 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 to subscribe to these services.

**The exacerbated energy sector's situation marked by frequent power outages and dependency on expensive fuel imports, has had direct and indirect impacts on the education sector.** Frequent power cuts not only disrupt regular class schedules but also limit the ability of schools to use digital tools and other modern teaching methods. Increased operational costs due to unreliable grid electricity and fuel price surges put constraints on the school to deliver quality education and invest in other crucial areas for service delivery such as teacher salaries, student resources and infrastructure development.

### ***Response to the Impacts of the Syrian Crisis on the Energy Sector***

Before the onset of Syria crisis, 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 was updated in 2019, to reform the sector. An inability of the national utility, EDL, to provide reliable power leads to daily outages as well as penetration of costly, polluting and unregulated private diesel generators. The situation has been exacerbated by the ongoing Syrian refugee crisis, increasing demand by 447 MW<sup>1</sup>. With regard to energy-related activities on LCRP, it has

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<sup>1</sup> MoEW & UNDP (2017). [The Impact of the Syrian Crisis on the Lebanese Power Sector and Priority Recommendations](#).

been underfunded 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 vital services such as health, education and water given the dim prospect of national sector reform and increasing financial stresses of service providers.

For the education sector, the implementation of energy efficiency and renewable energy measures is a cost-effective way to reduce schools' electricity bills. The Education sector and the Energy sector, under the guidance of MEHE, will implement Renewable Energy projects, mainly the distribution of Solar PV systems and installation of energy-efficient (LED Lighting) projects in public schools. The installation of solar PV in schools can generate monetary savings throughout its lifespan (c.a. 20 years). The financial savings from reducing electricity bills can be re-directed to core education activities such as school enrolment.

## **II. STRATEGY**

The objective of this project is to install renewable energy (RE) and energy efficiency (EE) measures and capacity-building training for public schools in Lebanon. This will assist the Lebanese public education institutions to become more cost-effective, more comfort-related, environmentally responsible, and actively engaged in the transition towards a more sustainable energy future.

The intervention will also reduce the cost of electricity that needs to be paid by the schools and the savings can be used for other urgent needs in addition to ensuring a secure source of electricity given the increasing electricity outage hours. Furthermore, this project will also reduce the amount of fuel imported and burnt hence avoiding greenhouse gas (CO<sub>2</sub> equivalent) emissions.

Given the complex landscape of solarizing public schools due to multiple stakeholders and ongoing initiatives, our focus may shift towards Technical and Vocational Education and Training (TVET) schools which are also considered public schools. This decision stems from recent communication with UNICEF, revealing that they are set to cover approximately 272 schools, selected based on prior rehabilitation efforts or ownership by the Government of Lebanon (GoL) with over 200 students.

Furthermore, the World Bank's intention to cover additional schools adds complexity, requiring coordinated efforts to fully understand the extent of their involvement.

In this context, our adaptive approach involves considering the possibility of redirecting our efforts towards TVET schools if could not secure list of public schools with no intervention from other parties although some other parties have also undertaken initiatives in some TVET schools.

Our strategic approach pivots on acquiring a thorough understanding of the ongoing interventions in both public schools and TVET vocational schools, enabling us to make informed decisions. Initially, we will delve into the situation of public schools, assessing factors such as stakeholder involvement, ongoing initiatives, and potential challenges. In the event that challenges arise, or if there is significant intervention from other parties in public schools, we will consider the option of redirecting our efforts towards TVET vocational schools. This adaptive strategy ensures that our decision-making process remains flexible and responsive to the dynamic landscape of educational institutions in Lebanon. While our priority remains public schools, if we opt for TVET schools, their larger size may result in fewer TVET schools being solarized with the same budget (around 4 TVET Schools instead of 6 public schools)

### **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:**

- Energy needs are determined for the targeted public schools (Result 1)
- Energy savings and increased energy supply from renewable energy sources available for multiple schools in different areas in Lebanon (Result 2)
- Youth and students have increased knowledge of and capacity in renewable energy technologies. (Result 3)
- Public awareness of renewable energy increased as well as the visibility of the donor (Result 4)

#### **THEN:**

- The Lebanese public education institutions will become more cost-effective, more comfort-related, and environmentally responsible.

- Saving from the reduced cost of electricity will be used for quality educational service delivery.

### ***Comparative Advantages***

UNDP is the lead agency on policy support, advocacy, and the implementation of sustainable energy projects in Lebanon. UNDP has been working in this sector, together with the Government of Lebanon, since 2004. In addition, UNDP brings the following main comparative advantages:

- Global and regional expertise and experience in promoting sustainable energy strategies and projects
- Proven track record of working with the Ministry of Education and Higher Education (MEHE) and others, local communities, the private sector, and public institutions on the implementation of sustainable energy solutions using various types of technologies
- Extensive experience in integrating sustainable energy solutions into emergency response, recovery, and development agendas in Lebanon and the region
- Application of gender and environment considerations in all project implementation
- Solid experience in implementing infrastructure projects

UNDP has already implemented over \$25 million in funding related to solar energy systems with funding from several donors since 2008, including but not limited to the Spanish Government, European Union, Governments of the Netherlands, Japan, and Germany, and the Global Environment Facility (GEF) to name a few. UNDP's programme on renewable energy and energy efficiency started in 2004 and continues to today. The activities implemented range from creating new value chains in renewable energy and energy efficiency through design, procurement, and implementation of such technologies with private sector suppliers (both local and international) as well as the preparation of technical publications on renewables, the analysis of the local market, policy support, assistance to the Ministry of Energy and Water on the preparation of related technical legislation, communication, and awareness raising and others.

### ***Strategic Alignment***

This project aligns with the new UNDP Country Programme Document (CPD) for 2023 – 2025, specifically, Priority 3 which aims at “Building on the crisis response, support the country’s longer-term aspirations towards green and inclusive development”. This in turn specifically supports the Sustainable Development Goals 5, 7, 8, 12, 13, 15, and 17. Within this priority, UNDP commits to developing capacity in institutions to implement and oversee support gender-responsive interventions in the sustainable energy value chain, solid waste management, water and wastewater management, and green production models aiming to:

- Reduce environmental degradation and protect natural resources; seek longer-term solutions to reduce pollution and to natural resource efficiency,
- mitigate and adapt to the climate crisis, and
- promote sustainable land management and ecosystem approaches.

On a global level, the project is also aligned with the Lebanese unconditional National Determined Contribution (NDC) under the Paris Agreement to reduce by 20 % the Greenhouse gas emissions (GHG) by 2030, increase renewable energy to reach 18% of the electricity produced by 2030 and a 3 % energy efficiency target by 2030. It also aligns with the national agenda: the Ministry of Energy and Water’s Electricity Policy Paper and Lebanon’s Recovery, Reconstruction and Reform Framework (3RF) on energy which is endorsed by both the Government, the World Bank, the United Nations and the European Union. The 3RF is a people-centred recovery and reconstruction framework to put Lebanon on the path of sustainable development focusing on essential actions, such as addressing the urgent needs of the most vulnerable populations and small businesses affected by the crisis.

### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

Based on the Theory of Change, the project consists of four main activities as follows:

#### ***Activity 9.1. Assess energy needs through conducting ASHRAE Level II energy audits for the targeted public schools.***

Sub-Activity 9.1.1. Conduct Energy Audit:

- Collect data for power equipment and usage in the respective schools to create an energy database.
- Identify the types and the types and expenses associated with energy consumption.
- Establish an energy baseline and compare it with the benchmark.
- Identify utility conservation opportunities for the facility by analyzing various energy efficiency measures alternatives such as improved operational techniques and/or new equipment that could substantially reduce the energy costs.

#### ***Activity 9.2. Full implementation of Renewable Energy (RE) and Energy Efficiency (EE) systems for multiple schools in different areas of Lebanon.***

Sub-Activity 9.2.1. Conduct an internal assessment to determine the energy requirements of the schools.

Sub-Activity 9.2.2. Identify the requirements for solar PV systems, leading to the supply and installation of systems capable of covering critical energy needs in schools.

Sub-Activity 9.2.3. Supply and installation of EE measures (identified in the Energy Audit) to reduce energy consumption, save diesel and reduce CO2 emissions.

#### ***Activity 9.3. Capacity building and vocational training in the RE&EE technologies (focusing on solar PV) for empowering youth to enhance employability opportunities.***

Sub-Activity 9.3.1. Implementation of a capacity-building program to train the youth on RE&EE technologies focusing on solar photovoltaic technology considering gender equality (ensuring women's participation). The program will include theoretical and practical sessions.

#### ***Activity 9.4. Communications Plan for the project for a better outreach***

Sub-Activity 9.4.1. Draft a communications/visibility plan to convey the project's objective, progress, and impact emphasizing achievements for replicability.

Sub-Activity 9.4.2. Dissemination of visibility and communication actions to cater to the levels of the target audience and the intended message throughout the project's implementation, mainly as follows:

- Constructing an on-site panel board for the project on-site
- Produce video of the implementation process/installation
- Create Testimonial video through meeting with teachers and students following implementation,
- Inauguration event with the Embassy and Ministry of Education
- Utilize social media posts for outreach

**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**

Primary stakeholders are primarily the Ministry of Education and Higher Education but also the Ministry of Energy and Water and EDL. These stakeholders will be engaged by the UNDP team to coordinate activities, ensure policy dialogue, and exchange knowledge and information but without any financial payments.

**Risks and Assumptions**

Lebanon's political, economic, and security situation remains unstable. This situation may last the entire duration of the project implementation period. Mitigation measures are included for each of the risks mentioned in the table below and will be continuously assessed and updated by UNDP. Any changes or critical risks will also be escalated to the Project Board as needed.

Category	Risk	Likelihood (High/Medium / Low)	Impact (High/Medium/ Low)	Mitigating measures
External environment	Damage to installed equipment and material	Medium	High	Memorandums of understanding will be signed with beneficiaries to ensure the protection, operation and maintenance of the equipment installed.
	Natural disasters and environmental degradation	Low	High	Ensure all outdoor equipment can withstand severe weather conditions expected in Lebanon. Ensure that an environmental statement is undertaken for all projects with significant installations.
Planning, processes and systems	Battery disposal	High	Medium	UNDP will be working on battery disposal through the EU-funded TaDWIR project. Activities will be coordinated with this project.
	Ability to effectively operate and maintain installed systems	High	High	A minimum of two-years performance guarantee for all systems installed will be required. The possibility of including O&M contract will also be assessed and capacity building activities will be ensured.
	Delays in import clearance will cause delays to the project	Medium	Medium	Sufficient time will be given for project implementation to account for expected delays in manufacturing, shipping and clearance of imported system components.
	Delays in manufacturing and shipping of equipment	High	High	Continuous coordination will be conducted with the contractors and suppliers to overcome any possible delays in manufacturing or shipping.

Category	Risk	Likelihood (High/Medium / Low)	Impact (High/Medium/ Low)	Mitigating measures
People and the Organisation	Instability in the security situation in the country	Medium	Medium	Isolated security incidences may occur. Appropriate measures will be taken accordingly. These could include the postponement of some of the works on site, and the coordination with the Internal Security Forces and UN Department of Security as needed.
	Low engagement and willingness of beneficiaries to manage and maintain the installed equipment.	Medium	Low	UNDP to engage the beneficiaries and to build capacity to ensure knowledge about operation and maintenance.

### ***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 extensive consultation with the municipalities, local communities, and concerned ministries/institutions.

### ***Knowledge***

There will 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 and social media platforms such as Facebook, X, LinkedIn, etc. This will be the responsibility of communication officers based on the projects and working in coordination with the UNDP Country Office Communications team. All the knowledge products will be also shared on the UNDP website.

### ***Sustainability and Scaling Up***

The project will work with the Ministry of Education and Higher Education (MEHE) to ensure the sustainability of the project and scale up the impacts at the national level. As mentioned above, the project is designed to ensure the ownership and sustainability of the infrastructure and equipment after the handover to the school/MEHE. Capacity building on the systems for the beneficiary will be also provided.



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**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 CEDRO Renewable Energy project team in UNDP. For any balance at the end of the project, the country office will consult with the AECID.

***Project Management***

The Project Team will be responsible for the day-to-day management of the project. The project will be followed up by the project engineer who will represent the technical focal point and will be responsible for key demonstration activities throughout the cycle of the project (incl. site inspection, follow-up, and supervision of the contractors during the installation of the systems, training follow up, communication actions, etc.). The work will be integrated within and managed by the CEDRO project team. UNDP's GID Programme will provide technical support and guidance to the project team on specific sectoral issues. The implementation of works on the ground will also closely liaise with the on-going work with municipalities, the Ministry of Energy, LCRP partners, and other relevant stakeholders. A follow-up committee will be formed in which the AECID will participate and where progress and important decisions will be discussed.

**V. RESULTS FRAMEWORK**

<b>Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:</b> Planet Outcome 1. Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks								
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets</b> CPD Outcome 3: Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks, including through enhanced competitiveness and business environment of sustainability-oriented MSMEs and high potential green productive sector value chains. CPD output 3.2 (IRRF output 5.2): Transition to renewable energy accelerated capitalizing on technological gains, clean energy innovations and new financing mechanisms to support green recovery. CPD output indicator 3.2.1.: Amount of renewable energy installed annually (output indicator for UNSDCF output 1.2, IRRF 5.2.1. Increase (in megawatt) in installed renewable energy capacity with solar, wind, biomass and other technologies)								
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains								
<b>Project title and Quantum Project Number: Renewable Energy Opportunities; UNDP – LBN – 00118152; Solar for Sustainable Education – Phase 2 (activity/task 9)</b>								
<b>NOTE: current addendum falls under the same output of project ID 000118152: “Renewable Energy Opportunities – UNDP – LBN – 00118152”; the below new indicators will have the code “AECID II xx” to be identified with the current addendum. A new output could not be added since it is a project converted from Atlas.</b>								
EXPECTED SUB-ACTIVITIES (under task 9) related to output 00118152	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
<b>Activity 9.1.</b> Assess energy needs through conducting ASHRAE Level II energy audits for the targeted public schools.	<b>AECID II 1.1</b> Number of public schools where energy audits are conducted	UNDP	0	2024	6	0	6	Progress report of contractors and/or consultancy firms.
<b>Activity 9.2</b> Full implementation of Renewable Energy (RE) and Energy Efficiency (EE) systems for multiple schools in different areas of Lebanon.	<b>AECID II 2.1</b> Number of public schools with RE and EE installed.	UNDP	0	2024	0	6	6	Progress report of contractors and/or consultancy firms.
<b>Activity 9.3</b> Capacity building and vocational training in the RE&EE technologies (focusing on solar PV) for empowering youth to enhance employability opportunities.	<b>AECID II 3.1</b> Number of youth trained in the capacity building and vocational training.	UNDP	0	2024	0	20	20	Progress report of contractors and/or consultancy firms.
<b>Activity 9.4</b> Communications Plan for the project for a better outreach	<b>AECID II 4.1</b> Number of videos documenting the implementation process/installation.	UNDP	0	2024	0	0	2	Progress report of contractors and/or consultancy firms.

**VI. MONITORING AND EVALUATION**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	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.	UNDP	Internal
<b>Monitor and Manage Risk</b>	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.	UNDP	Internal
<b>Learn</b>	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.	UNDP	Internal
<b>Annual Project Quality Assurance</b>	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.	Every two years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	Internal
<b>Review and Make Course Corrections</b>	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.	UNDP	Internal
<b>Project Report</b>	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)	Assessing status of project implementation and flagging any updated risks or potential changes/need for adaptive management to the project scope.	UNDP	Internal
<b>Project Review (Project Board)</b>	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.	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.	UNDP	Internal

## VII. MULTI-YEAR WORK PLAN

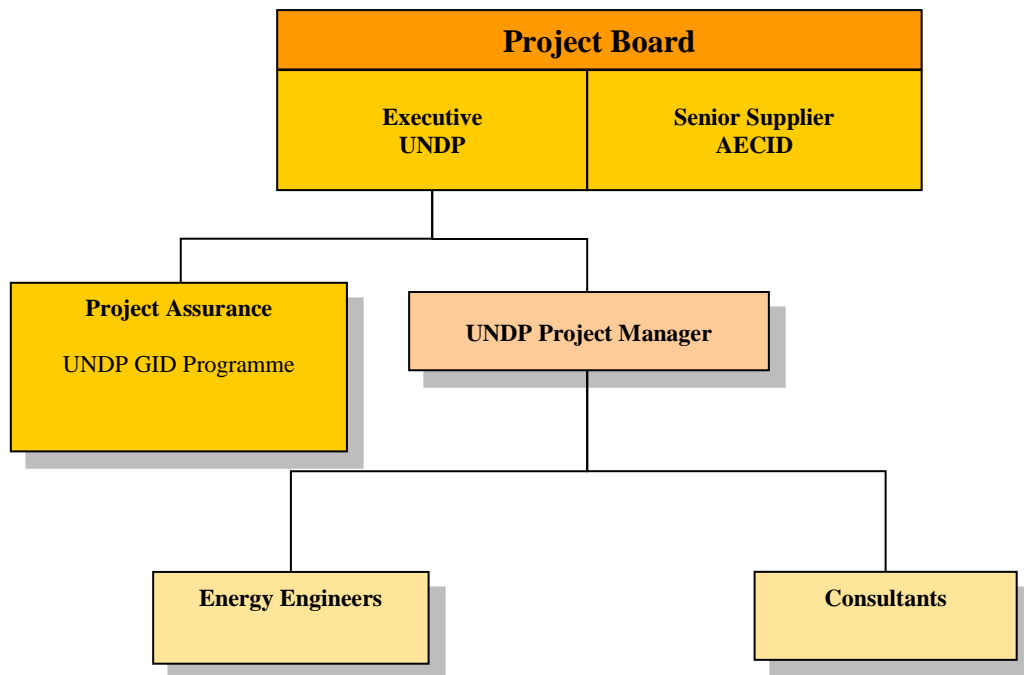
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1 - 2024	Y2 - 2025		Funding Source	Budget Description	Amount	
<p>Output: Renewable Energy Opportunities.</p> <p>UNDP – LBN – 00118152; Solar for Sustainable Education – Phase 2 (activity/task 9)</p> <p>Gender marker: 1</p>	<p><b>Activity/task 9: Solar for Sustainable Education – Phase 2</b></p> <p>Sub-task 9.1. Assess energy needs through conducting ASHRAE Level II energy audits for the targeted public schools.</p> <p>Sub-task 9.2: Full implementation of Renewable Energy (RE) and Energy Efficiency (EE) systems for multiple schools in different areas of Lebanon.</p> <p>Sub-task 9.3: Capacity building and vocational training in the RE&amp;EE technologies (focusing on solar PV) for empowering youth to enhance employability opportunities.</p> <p>Sub-task 9.4: Communications Plan for the project for a better outreach</p>			UNDP	AECID			
		-	7,951.73				64300-Staff Mgmt Costs - IP Staff	7,951.73
		57,000.00	11,583.70				71400-Contractual Services - Individ	68,583.70
		288,952.70	-				72100-Contractual Services-Companies	288,952.70
		7,939.66	2,000.00				72300-Materials & Goods	9,939.66
		-	5,963.79				72400-Communic&Audio Visual Equip	5,963.79
		15,903.47	-				75700-Training, Workshops and Confer	15,903.47
		29,583.67	2,199.95				75100-Facilities & Administration	31,783.61
<b>TOTAL</b>	<b>Total</b>	<b>399,379.50</b>	<b>29,699.17</b>			<b>429,078.66</b>		

## 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 administrated 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.



### UNDP 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, access to Quantum for project managers and other staff

- 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).

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**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 Lebanon and UNDP, signed in 1986. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP 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.

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**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]<sup>2</sup> 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.

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<sup>2</sup> To be used where UNDP 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](http://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.
- k. 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 or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the 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.

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.

- I. 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.
- m. 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.
- n. 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.

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**XI. ANNEXES**

- 1. Project Quality Assurance Report:** the new activities are captured in the implementation QA of ongoing project ID 00118152
- 2. Social and Environmental Screening:** N/A for the addendum
- 3. Risk Analysis:** N/A (risks of project 000118152 include the current addendum activities)
- 4. Capacity Assessment:** Not applicable as all activities are directly implemented by UNDP
- 5. On-Granting Provisions Applicable to the Implementing Partner.** Not Applicable