

United Nations Development Programme
Lebanon
Project Document



*Empowered lives.
Resilient nations.*

Project Title: Selected rapid delivery and immediate impact interventions - Access to sustainable energy for lighting and heating for host communities.

UNDAF Outcome (5): By 2014, improved accessibility and management of natural resources and enhanced response to national and global environmental challenges.

UNDP Strategic Plan 2014-2017 Integrated Results and Resources Framework – Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

UNDP Strategic Plan output 1.5.: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy).

Expected CP Outcome(3): Climate change considerations mainstreamed in national priorities

Expected CPAP Output (3.1): National sustainable energy strategy developed and its implementation promoted.

Executing Entity/Implementing Agencies: United Nations Development Programme

Brief Description

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, refugee-driven emergencies. The number of refugees is expected to reach 1.5 million by the end of 2014, an increase equal to 36% of the entire Lebanese pre-crisis population. This sudden and large influx of refugees from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where refugee concentrations have been greatest. In response to the challenges, the UNDP formulated the "Lebanon Stabilization and Recovery Programme" to adopt an integrated approach in responding to assessed needs. The UNDP response is focused on three complementary tracks: Livelihoods, Basic Services and Social Cohesion.

As such, the current project aims at responding to basic services needs related to energy through the provision of lighting and heating equipment to host communities. Around 5,000 people from poor areas in North Lebanon and Bekaa will benefit from this initiative.

Programme Period:	2014-2017
Key Result Area (Strategic Plan)	Outcome 1 Output 1.5.
Atlas Award ID:	00077650
Atlas Project ID:	00090041
Start date:	22 May 2014
End Date:	22 Feb 2015
PAC Meeting Date	26 March 2014
Management Arrangements	DIM

Total resources required	1,423,254.22 USD
Total allocated resources:	
○ Lebanon Recovery Fund (Government of Germany):	1,423,254.22 USD

Agreed by CDR: Mr. Nabil El Jisr, President

Agreed by UNDP: Mr. Luca Renda, Country Director



24 July 2014

LIST OF ACRONYMS

CDR	Council for Development and Reconstruction
CEDRO	Country Energy Efficiency and Renewable Energy Demonstration Project for Recovery of Lebanon
CO	Country Office
LED	Light-Emitting Diode
PV	Photo-Voltaic
RRP	Regional Response Plan
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework
UNHCR	United Nations High Commissioner for Refugees

I. SITUATION ANALYSIS

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, refugee-driven emergencies. While in April 2012, 32,800 refugees were registered or awaiting registration with UNHCR, by mid-January 2014 that figure had jumped sharply to over 870,000. This number is expected to reach 1.5 million by the end of 2014, an increase equal to 36% of the entire Lebanese pre-crisis population. To contextualize the impact further, Lebanon was already one of the most densely populated countries in the world, with an average of over 400 people per square km of land. This sudden and large influx of refugees from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where refugee concentrations have been greatest.

The Economic and Social Impact Assessment (ESIA) of the Syrian Conflict on Lebanon, conducted jointly by the World Bank and the UN, further identified a number of significant impacts on the socioeconomic fabric of the host country, with particular implications for communities hosting refugees. Most notable, as a direct consequence of the Syrian crisis, Lebanon is experiencing: a drastic drop in economic growth and related macro-economic indicators; increased and unsustainable load on already inadequate physical infrastructure; stress on fragile eco-systems; competition between populations for scarce livelihood opportunities; sharply increasing strains on municipal and social services, and increasingly stretched capacity of the national and local authorities to perform their basic functions, including responding to natural or man-made crises.

The ESIA acknowledges the country-wide impact on Lebanon while identifying particular areas considerably more affected than others. These include large pockets in South and North, as well as Bekaa valley in the East that presently accommodate the bulk of the refugees. Due to geographic proximity to the conflict in Syria, many areas carrying the greatest refugee burden also happen to be among the least developed and most chronically poor regions of Lebanon pre-crisis. There are clear indications that the resilience and capacity of these areas to continue hosting the existing refugee population, much less accommodate a steady flow of new arrivals, is fast reaching its limits. Intensifying competing with refugees for scarce natural and economic resources is driving more Lebanese into poverty and the ranks of the unemployed, leading to frustration, stress and a growing potential for conflict between hosts and refugee communities. This comes in the context of declining social and municipal basic services, leading to a fall in the health and education status of all people being served – refugees and hosts alike.

With a view to addressing these challenges while supporting resilience and social cohesion, UNDP Lebanon formulated the “**Lebanon Stabilization and Recovery Programme**”. The Programme adopts an integrated approach, responding to assessed needs through three complementary tracks: Livelihoods, Basic Services and Social Cohesion. Based on UNDP’s extensive prior experience working in the refugee hosting areas, supported by close consultation with national, regional and local stakeholders and the findings of the ESIA, a number of initiatives have been designed within this framework to increase livelihood and socio-economic opportunities, strengthen local capacities to deliver services in a participatory and inclusive manner, and foster mechanisms for peaceful co-existence and conflict resolution.

A robust response to the complex crisis described above requires a mix of both urgent and developmental responses. Therefore, a proposal including rapid interventions falling under Outputs 1, 2 and 3 of the Stabilization and Recovery Program, and providing immediate relief as well as laying the groundwork for medium and longer term impact was formulated and submitted to the Lebanon Recovery Fund.

The approved project entitled “**Selected rapid delivery and immediate impact interventions**” amounts to USD 5,531,4698.72 and is expected to be completed in a timeframe of 9 months. The project has a three pronged approach seeking to contribute to stabilization and recovery in refugee hosting areas. The following table summarises the concept of this umbrella project:

Development Goal: Contribute to stabilization and recovery in refugee hosting areas of Lebanon		
Immediate Objective: Stabilisation and recovery in the refugee hosting areas through quick impact and community support projects		
Approach	Key immediate objective	Outcome
Livelihood support	Livelihood and employment opportunities expanded	Livelihood and economic opportunities increased in select refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities
Municipal services enhancement	Municipal service delivery enhanced	Delivery of basic social services expanded and improved in target communities through equipping, rehabilitation and upgrading the infrastructure and improving the skills of service providers
Promotion of conflict prevention and peace building	Conflict prevention and peace building promoted	Social cohesion in target areas improved through improved skill base for peaceful dispute resolution

Activities of the project have been identified according to the following selection criteria:

- Geographical targeting according to the Vulnerability Analysis undertaken jointly with UNICEF, UNHCR and the Government of Lebanon (see Annexed Stabilization Programme);
- Endorsement of municipalities and existing local participatory planning mechanisms;
- Full coordination with national authorities (line Ministries) and service providers;
- Possibility to carry out activities with a quick impact and within a short period;

These interventions are integrated within the UNHCR-led Regional Response Plan (RRP) Social Cohesion and Livelihoods and Water and Sanitation Sectors and are further coordinated with the international community via the Task Force on Support to Host Communities.

The Energy and Environment Portfolio through the CEDRO Programme will be implementing activities related to the **provision of sustainable lighting and heating to host communities**. As such the current project document addresses these specific activities (referenced activity 2.4 in the umbrella project) falling under output 2 above.

II. STRATEGY

The majority of refugees are being hosted in communities that are among the poorest in the country. Given the significant periods of power cuts in Lebanon, where some regions have at least 9-12 hours of power cuts per day, the need to deliver urgent and basic energy for lighting at the household level and the need to provide cooking and heating, especially for the cold season is critical. These utilities are needed by both the host-communities as well as the Syrian refugees to ensure safety, well-being and security. Using solar energy represents an important means of providing these rural communities with an additional cost-effective and independent source of electricity. Furthermore, for household heating and cooking, sustainable pellet stoves can be used instead of highly polluting diesel fuel or wood collected unsustainably and often illegally from forests.

The use of renewable energy systems, such as the ones proposed, saves on household and municipal spending while ensuring that the basic needs of Syrian refugees and local host communities are met. The proposed equipment to be purchased and installed are:

- **Pico-Photovoltaic Systems (Pico-PV)** capable of lighting a small number of energy efficient light bulbs. The system consisting of a box-like generator enables the lighting of 3 rooms. These systems will be provided to households hosting Syrian refugees.
- **Briquette Stoves** (small heating unit sufficient to warm a 100m² room on average): The unit is fed with sustainably produced briquettes (manufactured from the carpentry or agricultural waste or from sustainably managed forests) that are burnt in the system and emit heat. Some local manufacturing of pellets has started in Lebanon and through the introduction of these systems, not only would heating be provided to the refugees, but also potential new job opportunities for the manufacturing of sustainable biomass for heating from agricultural waste and forest residue.

These units will be purchased as pilot technologies that are environmentally-friendly and will complement the Winterization Programme of UNHCR under implementation within the Regional Response Plan. The target villages will be the poorest host-communities in Akkar and the Bekaa region which have the infrastructure needed to introduce these equipment at the household level. The selection of the specific villages/households will be launched once the project is approved, with close coordination in the field with UNHCR and other actors working on the ground, using the 225 most vulnerable communities mapping used by UNDP and the international community as a key reference.

The project will be implemented under the same methodology used by UNDP for similar development projects but in a manner to cater in an expedited time frame to the urgent needs of the local host communities created by the Syrian crisis. More specifically the project will be implemented in stages as follows:

- Selection of a qualified consultant to draft the specifications and terms of reference for the biomass stoves and environmentally friendly briquettes; the objective is to ensure that the specifications are tailor made to the requirements of host communities and refugees shelters, ensuring that indoor air pollution is averted, and that briquettes are only to be supplied from certified sustainable sources.
- Selection of a qualified consultant to draft the specifications and terms of reference for the Pico-PV systems (including PV panel, charge controller, battery, LED DC current bulbs and related connections). The purpose is to ensure that the systems are comprehensive and autonomous and operational without the need to purchase additional sub products.
- Recruitment of Site Coordinator(s) to liaise with the different stakeholders (Municipalities and UNHCR) on the identification of beneficiaries and to follow up on the delivery and installation of the systems on-site.
- Procurement of equipment (PV and Briquettes stoves separately) through open competitive bidding process to ensure best value for money.
- Monitoring the distribution and installation of the units among the beneficiaries.

The Site Coordinator(s) will report to the CEDRO Project Manager who will have the overall responsibility of the implementation of this activity.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 3 - Climate change considerations mainstreamed in national priorities				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: (Indicator) Market transformation towards more sustainable energy use observed (Baseline) Low use of sustainable energy observed (Target) increased number of sustainable energy projects implemented at national level				
Applicable Key Result Area (from 2014-2017 Strategic Plan): Outcome 1 - Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
Project title and ID (ATLAS Award ID): Selected rapid delivery and immediate impact interventions - Access to sustainable energy for lighting and heating for host communities - Award ID 00077650 – Project ID 00090041				
INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Increased access to energy and enhanced well-being of people in host communities through the installation of sustainable heating and lighting units.</p> <p>Baseline: Limited electricity supply and limited application of renewable energy technologies in North and Bekaa regions</p> <p>Indicators: Availability of end-use renewable energy units</p> <p>Number of persons with increased access to energy</p>	<p>Targets year 2014:</p> <ul style="list-style-type: none"> - Management team set-up in Bekaa and Akkar - Exact identification of all targeted beneficiary sites - Specifications of lighting and heating units drafted and bidding process launched. - Specifications of briquettes identified and procurement process launched - Providers are selected through competitive process. <p>Targets Year 2015:</p> <ul style="list-style-type: none"> - Units are distributed and installed at identified beneficiaries in Bekaa and North Lebanon 	<p>Activity Result: Providing management and technical support for the procurement and distribution of lighting and heating equipment and supplies:</p> <ul style="list-style-type: none"> ▪ Timely implementation of the project and efficient monitoring of the activities and coordination with other agencies and stakeholders. ▪ Appointment of Site Coordinators (North and Bekaa) and set up offices in the two areas. ▪ Selection of experts to draft equipment/supplies specifications ▪ Assessment and selection of sites and beneficiaries ▪ Selection of equipment/supplies providers after finalisation of ITBs and competitive bidding process. ▪ Design and printing of stickers for partners visibility. ▪ Receipt of equipment and supplies, and distribution to beneficiaries. ▪ Collect success stories for dissemination on website, newsletters and other media. 	UNDP	<p>USD 1,423,254.22</p>

IV. ANNUAL WORK PLAN

Year: 2014/2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET				
		2014		2015		Funding Source	Budget Description	2014 (USD)	2015 (USD)	Total Amount (USD)
		Q3	Q4	Q1						
Output 1: Increased access to energy and enhanced well-being of people in host communities through the installation of sustainable heating and lighting units. <i>Baseline:</i> Limited electricity supply and limited application of renewable energy technologies in North and Bekaa regions <i>Indicators:</i> Availability of end-use renewable energy units Number of persons with increased access to energy <i>Targets:</i> - Provision of 500 units of pico PV for lighting and 500 units of environmental friendly stoves to vulnerable households in host communities.	1. <u>Activity Result:</u> Provide sustainable lighting and heating to host communities - Providing management and technical support for implementation of activities - Procuring and distributing renewable energy equipment and supplies				UNDP	Fund: 30000 Donor: 11033	71400 - Contractual Services - Individual	25,000.00	48,000.00	73,000.00
							72100 - Contractual Services - Companies	0.00	450,000.00	450,000.00
							72300 - Equipment and Furniture	750,000.00	0.00	750,000.00
							72400 - Communication and Audio-Visual Equipment	1,270.00	1,000.00	2,270.00
							72800 - Information Technology Equipment	5,000.00	0.00	5,000.00
							73100 - Rental and Maintenance - Premises	5,000.00	3,000.00	8,000.00
							73400 - Rental and Maintenance of other equipment	6,000.00	4,000.00	10,000.00

Related CP outcome: Climate change considerations mainstreamed in national priorities						73500 - Reimbursement Costs	0.00	21,874.14	21,874.14
						74500 - Miscellaneous	6,000.00	4,000.00	10,000.00
						75100 - Facilities and Administration	55,878.90	37,231.19	93,110.09
TOTAL							854,148.90	569,105.33	1,423,254.23

Schedule of Implementation

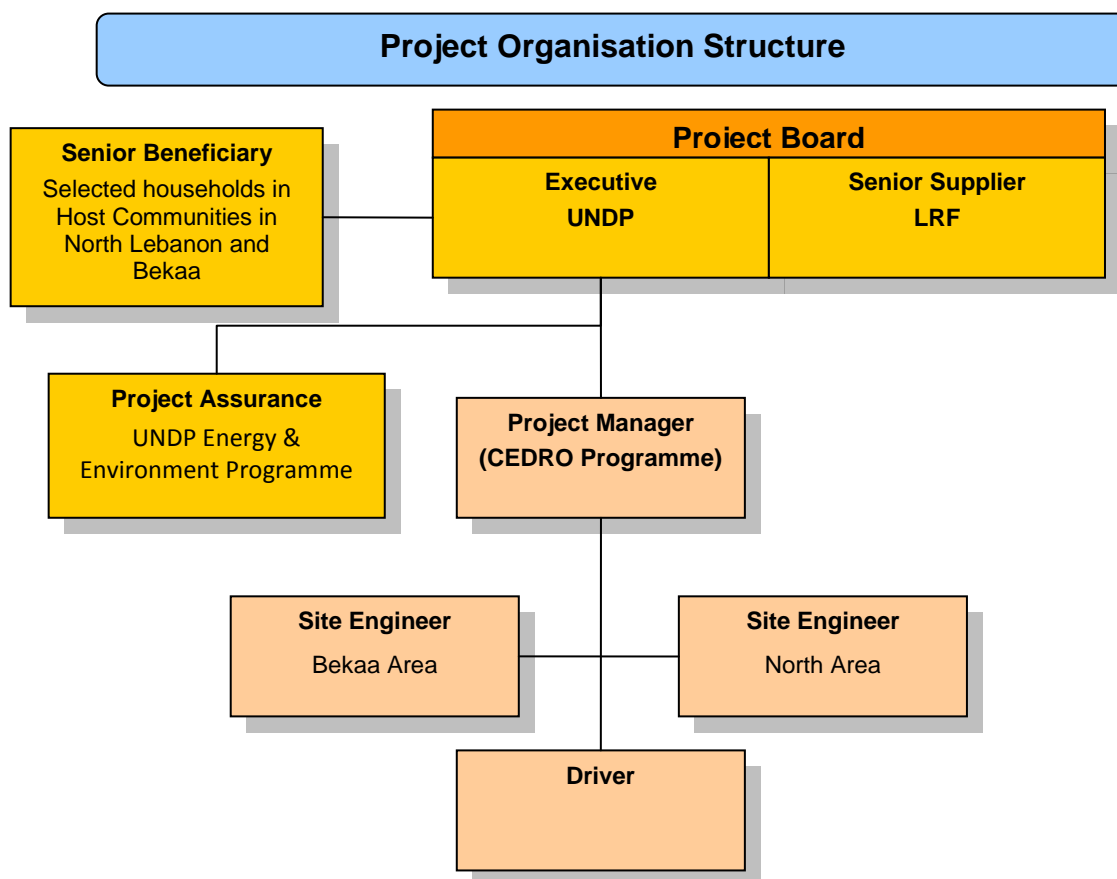
ID	Task Name	Year	2014							2015	
		Month	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Task 1: Establishment of teams in North and Bekaa		x								
2	Task 2: Identification of Beneficiaries			x	x						
3	Task 3: Selection of qualified consultants to prepare technical specification of equipment		x	x							
4	Task 4: Completion of ITBs/RFQs and selection of providers				x	x	x				
5	Task 5: Receipts and distribution of equipment to beneficiaries							x	x	x	x

V. MANAGEMENT ARRANGEMENTS

i. Execution Modality

The Project will be executed under the UNDP Direct Implementation Modality (DIM), whereby UNDP will act as the executing 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 recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Project Board will meet every six months or more as needed by the project. The steering committee will also 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 concerned national counterparts, including but not limited to the donor agency, and the UNDP.



ii. UNDP Support Services and General Oversight and Management Services:

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

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Procurement of services and equipment, including disposal
- iv. Organization of training activities, conferences, and workshops, including fellowships
- v. Travel including visa requests, ticketing, and travel arrangements
- vi. Shipment, custom clearance, vehicle registration, and accreditation
- vii. Security management service and Malicious Acts Insurance Policy
- viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff

The UNDP country office will also provide the following general oversight and management services (General Management Support – GMS) recovered with a flat rate of 7 % for the activities of the project which include the following:

- i. General oversight and monitoring, including participation in project reviews
- ii. Briefing and de-briefing of project staff and consultants
- iii. Resource management and reporting
- iv. Thematic and technical backstopping

iii. 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).

iv. Visibility

UNDP will ensure that the respective donors to the project will receive the maximum visibility possible.

UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorisation must be granted by the UNDP Resident Representative on a case by case basis.

VI. MONITORING FRAMEWORK AND EVALUATION

4.1. Overall Monitoring Framework

UNDP will undertake periodic monitoring of the implementation progress through regular meetings with the project team. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion and to ensure smooth implementation of project activities. Furthermore, UNDP will be responsible for financial monitoring and reporting on all disbursements of the project.

Monitoring will be a continuous and systematic process review of the various activities and will be intended to

- measure input, output, and performance indicators;
- provide regular and up-to-date information on the progress towards meeting the overall Project Objectives;
- alert the implementing partners with problems in implementation, and provide basis on which performance may be improved, and
- determine whether the relevant stakeholders are responding as expected.

4.2. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

4.3. Annually

Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review: Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as

required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

4.4. Donor Reporting

The Project shall submit, through the Quality Assurance, quarterly reports to the Donor and a Final report as per his requirements.

Quality Management for Project Activity Results

OUTPUT 1: Increased access to energy and enhanced well-being of people in host communities through the installation of sustainable heating and lighting units		
Activity Result 1 (Atlas Activity ID)	Providing management and technical support for the procurement and distribution of lighting and heating equipment and supplies	Start Date: May 2014 End Date: February 2015
Purpose	Provide sustainable lighting and heating to host communities	
Description	<ul style="list-style-type: none"> - Project Management and technical support for implementation of the project - Procurement and distribution of renewable energy equipment and supplies 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification: what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Selection of experts for drafting technical specification of the equipment	ITBs completed	July 2014
Selection of equipment/supplies providers	Contracts awarded and equipment received	November 2014
Distribution of supplies and equipment	Visits to beneficiaries	February 2015

VII. 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 on 10 February 1986.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

The UNDP Resident Representative in Lebanon is authorized to effect in writing the following types of revisions to the Project Document, after consultation with the project partners:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes to the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project outputs or increased expert or other costs due to inflation, or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments

VIII. ANNEXES



Annex I: RISK LOG TEMPLATE

Project Title: Selected rapid delivery and immediate impact interventions - Access to sustainable energy for lighting and heating for host communities	Award ID: 00077650	Date:
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#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political instability and security situation in the country	Project initiation	Security/Political	$P = 4$ $I = 3$	Close coordination with UN Department of Safety and Security (UNDSS)	UNDP			
2	Willingness of other institutions to collaborate	Project initiation	Operational	$P = 5$ $I = 4$	UNHCR to support UNDP to ensure the participation of all concerned stakeholders	UNDP			
3	Site conditions do not match initial assessment	Project initiation	Operational	$P = 3$ $I = 4$	UNDP to engage qualified site engineers to confirm assessment to minimize risks	UNDP			
4	Willingness of beneficiaries to maintain the installed equipment.	Project initiation	Operational	$P = 4$ $I = 4$	UNDP to engage the beneficiaries and to build capacity to ensure knowledge about operation and maintenance and is acquired.	UNDP			

Annex 2: Description of UNDP Country Office Support Services

1. Reference is made to the Cost Sharing Agreement between the Donor and UNDP signed on May 2014, and with respect to the provision of support services by the UNDP country office for the nationally managed project ID 00090041 "Selected rapid delivery and immediate impact interventions - Access to sustainable energy for lighting and heating for host communities", *"the Project"*; The UNDP country office shall provide support services for the *Project* as described below.

2. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Method of reimbursement of UNDP (Biannually)
1. Financial Services (Finance and Programme)	Project duration	5.5 days	GLJE
2. Human Resources Services	Project duration	1.5 days	GLJE
3. Procurement services (Procurement Unit and Programme)	Project duration	17.5 days	GLJE
4. Travel Services	Project duration	1.5 days	GLJE
5. General Administration Services	Project duration	1 day	GLJE
6. Revenue Management Services	Project duration	0.5 day	GLJE

3. Description of functions and responsibilities of the parties involved:

Support services	Description
Financial Services	<ul style="list-style-type: none"> - Payment process - Issue check - Vendor profile
Human Resources Services	<ul style="list-style-type: none"> - Staff selection and recruitment process (advertising, short-listing, interviewing) - Staff HR & Benefits Administration & Management (at issuance of a contract, and again at separation) - Recurrent personnel management services: staff Payroll & Banking Administration & Management (Payroll validation, disbursement, performance evaluation, extension, promotion, entitlements, leave monitoring) - Interns Management
Procurement services	<ul style="list-style-type: none"> - Consultant recruitment (advertising, short-listing and selection, contract issuance) - Procurement process involving local CAP and/or ITB, RFP requirements (Identification & selection, contracting/issue purchase order, follow-up) - Procurement not involving local CAP; low value procurement (Identification & selection, issue purchase order, follow-up) - Disposal of equipment
Travel Services	<ul style="list-style-type: none"> - Travel authorization - F10 settlement
General Administration Services	<ul style="list-style-type: none"> - Issue/Renew IDs (UN LP, UN ID, etc.) - Shipment, customs clearance, vehicle registration - Issuance of visas, telephone lines
Revenue Management Services	<ul style="list-style-type: none"> - AR Management Process (Create/apply receivable pending item, Issue/Apply Deposit)