

**United Nations Development Programme**

**Country: Lebanon**

**Project Document**

**Project Title** "CEDRO III" Country energy efficiency and renewable energy demonstration project for the recovery of Lebanon

**UNDAF Outcome(s):** 2. Rights-based approach to development promoted and implemented 2.3 to improve efficiency in resource allocation and administration for human development

**Expected Output(s):** Enable activation of energy efficiency and renewable energy applications in Lebanon

**Executing Entity:** UNDP Lebanon Country Office (DEX)

**Implementing Agencies:** UNDP Lebanon Country Office (DEX)

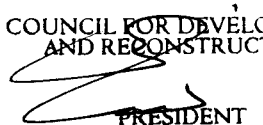
**Brief Description**

The project aims at supporting the greening of Lebanon's recovery, reconstruction and reform activities through the activation of end-use energy efficiency and renewable energy applications. To achieve this, the project will work on three levels: First, through the implementation of end-use energy efficiency and renewable energy demonstration projects in selected public sector buildings and facilities across Lebanon; Second, through the set up of an enabling environment for the conversion of other public sector buildings and facilities into energy efficient modalities, and third, through the development of a national sustainable energy strategy and action plan. The project is financed by the Lebanon Recovery Fund through a donation from Spain, and is in line with Lebanon's ongoing efforts to improve national patterns of energy consumption and cost.

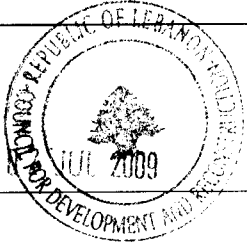
Programme Period:	2009-2012
Key Result Area:	Energy & Environment for Sustainable Development
Atlas Award ID:	00047251 00071261
Start date:	Oct 2009
End Date	Oct 2012
Management Arrangements: DEX	

Total resources required	3,500,000 USD
Total allocated resources:	3,500,000 USD
• Regular	_____
• Other:	
o LRF	3,500,000 USD
Unfunded budget:	_____
In-kind Contributions	_____

COUNCIL FOR DEVELOPMENT  
AND RECONSTRUCTION

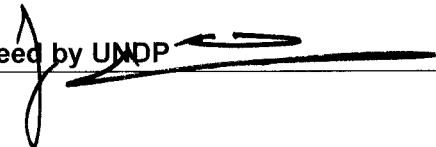


PRESIDENT  
NABIL A. EL JISR



**Agreed by CDR**

**Agreed by UNDP**



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## I. SITUATION ANALYSIS

1. Lebanon imports around 97% of its energy needs in the form of fossil fuel. In 2004, the national energy bill amounted to around 1.6 billion USD (around 20% of the annual public expenditure and around 7.8% of the national GDP), and in 2005 it reached 2.1 billion USD (around 26% of the annual public expenditure and around 10% of the national GDP). Despite major steps taken by the Government of Lebanon since 1990 towards improving the electricity sector, the sector is still facing major challenges including inability to meet increasing national energy demand and large financial subsidies for Electricite du Liban (EDL) (around 1.0 billion USD in 2006).
2. As a result of the July 2006 conflict, the situation of the energy sector in Lebanon was further aggravated, resulting in a reduction in electricity supply on a national level and an increase in electricity rationing. This only added to the existing electricity supply challenges faced by Lebanon and further deteriorated the living conditions in the country.
3. In light of this draining situation, the government of Lebanon has placed the reform of the power sector among its highest national priorities, as outlined in the recovery, reconstruction and reform paper submitted at the Paris 3 conference. However, given the enormity of the challenges faced by the power sector, the reform strategy has concentrated on addressing the energy supply side, without extending the scope to the demand side of energy management. Hence, the proposed CEDRO project aims at complementing the national power sector reform strategy by addressing demand-side management and end-use energy conservation.
4. To date, Lebanon does not have any special policies or incentive measures that promote energy efficiency and renewable energy initiatives. Furthermore, capacity among relevant governmental and private entities to plan energy efficiency and renewable energy options and interventions is limited.
5. The process of recovery, reconstruction and reform presents a major challenge for the next several years for the Government of Lebanon and society at large. Given the enormity of the challenge, the national endeavours may not fully take into account energy efficiency and renewable energy measures for several reasons, including: time constraints, lack of capacity or know-how, lack of awareness about financial and other benefits of energy efficiency measures, and lack of financial resources. The threat posed by such large-scale reconstruction efforts is the further dependency on external fossil fuels and increase in CO<sub>2</sub> emissions.
6. This project is an initiative by the Government of Spain to assist the Government of Lebanon in its recovery, reconstruction and reform efforts with a clear focus on promoting sustainable energy services and concentrating on public buildings and facilities. The project is financed through the Lebanon Recovery Fund (LRF). The LRF resulted from the request of the Government of Lebanon to the United Nations Development Group (UNDG) to devise a pooled funding facility that would channel donor resources for the financing of priority recovery and reconstruction activities approved by the Government of Lebanon. The UNDP has been designated by the Participating UN Organizations, with the agreement of the Government of Lebanon, to serve as their Administrative Agent.
7. The proposed project is consistent with the European initiatives in general and with the Spanish Government in particular, which aim at promoting the adoption of energy efficiency and renewable energy technologies and practices in building construction and renovation within Mediterranean countries. Such initiatives will have direct impact on the world energy resources as well as on the world climate change / global warming issues that are becoming the world critical concerns. Countries, such as Spain, that are leaders in energy efficiency and renewable energy technologies would play an essential role in transferring their long gained experience to other countries in the Mediterranean Basin.
8. This project is in line with the Government of Lebanon's recovery, reform and reconstruction objectives. It also falls within the Ministry of Energy and Water's main priority to meet the national demand for electricity.

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## II. STRATEGY

9. The CEDRO 3 project builds on the objectives of the Ministry of Finance to reduce government financial burdens and the objectives of the Ministry of Energy and Water to meet national electricity demand. In particular, the proposed CEDRO 3 project is in line with the proposed sustainable energy programme for Lebanon, which aims at assisting the GoL to develop, promote and adopt a Sustainable Energy Strategy (SES). Whereby, to reach this objective, the SES programme will work on two levels: the first involves the implementation of sustainable energy applications in public buildings to establish a demonstrative model that would encourage the private sector and the general public at large to take up similar initiatives; and the second involves creating an enabling environment in terms of financial and legislative mechanisms that would encourage a market transformation towards sustainable energy use.
10. Furthermore, the CEDRO 3 project builds on the activities already initiated under the LRF CEDRO 1 and 2 projects which include the implementation of energy efficiency and renewable energy demonstration projects in public buildings and facilities. Additionally, the CEDRO project builds on the activities already initiated by the Lebanese Center for Energy Conservation project (LCECP) which is a joint UNDP/MEW project aimed at removing barriers for the promotion of energy conservation and the activation of energy saving companies in Lebanon.
11. The proposed project continues the on-going assistance provided by UNDP to the Government of Lebanon to enhance capacity for better environmental governance in line with the United Nations Development Assistance Framework (UNDAF) for Lebanon (2002 – 2007), and in line with the Millennium Development Goal 7 (MDG 7) of achieving environmental sustainability.
12. The Project's national partners will be the Ministry of Energy and Water (MEW), the Ministry of Finance (MoF) and the Council for Development and Reconstruction (CDR). Although, MEW does not yet have an official national entity which overviews and develops the energy efficiency market in Lebanon, nevertheless, the Lebanese Center for Energy Conservation Project (LCECP), which is a joint project between MEW and UNDP, has an essential role to play in the development of the Lebanese energy efficiency and renewable energy market and has already successfully implemented similar energy efficiency and renewable energy projects in Lebanon. Furthermore, It is worth noting that MEW and UNDP have recently signed an agreement to transform LCECP into a Lebanese Center for Energy Conservation, providing support to the Government of Lebanon for the activation of energy efficiency and renewable energy applications in Lebanon.
13. Moreover, UNDP is also working in various sectors within the early recovery programme through its wide network of offices and projects distributed throughout Lebanon. Several countries have participated in the UNDP early recovery and reconstruction programme and committed 16.0 million USD to UNDP for early recovery interventions, and additional resources are currently under negotiation.
14. Therefore, the proposed project shall be assistance to the Government of Lebanon in implementing energy efficiency and renewable energy projects to support the recovery, reconstruction and reform programme and to reduce national energy consumption and costs. This will ultimately result in a decrease in greenhouse gas (GHG) emissions by introducing and demonstrating new energy and cost efficient approaches and by supporting the overall shift towards energy efficiency and renewable energy applications.
15. In the framework of the CEDRO 3 project, an international consultancy specialized in Energy Efficiency and Renewable Energy applications and technologies will provide the technical support required for the effective design, implementation and validation of the project.

### III. RESULTS AND RESOURCES FRAMEWORK

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

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

**Applicable Key Result Area (from 2009-12 Strategic Plan):** 3.1 Frameworks and Strategies for Sustainable Development

**Partnership Strategy:** Ministry of Energy and Water (& Lebanese Center for Energy Conservation); Ministry of Finance; Council for Development and Reconstruction

*Project title and ID (ATLAS Award ID): CEDRO III - Country energy efficiency and renewable energy demonstration project for the recovery of Lebanon (00047251)*

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS USD
<p><b>Output 1</b> Enable activation of energy efficiency and renewable energy applications in Lebanon</p> <p>Baseline: <i>Limited application of EE/RE technologies in Lebanon</i></p> <p>Indicators: - <i>Availability of end-use EE/RE demonstration projects;</i> - <i>Availability of relevant technical tools for the spread of EE/RE applications;</i> - <i>Availability of national EE/RE strategy and action plan;</i></p>	<p>Targets (2009) - TOR: RE potential</p> <p>Targets (2010) - 30 pilot projects - Draft data base - Study: RE potential</p> <p>Targets (2011) - 30 pilot projects - Complete data base - Study: EE potential</p> <p>Targets (2012) - EE/RE action plan - EE/RE policies</p>	<p><b>1 Project Management</b>  <ul style="list-style-type: none"> <li>▪ Technical Management</li> <li>▪ Financial Management</li> <li>▪ Operational Management</li> </ul> </p> <p><b>2 Implementation of end-use energy efficiency and renewable energy demonstration projects</b>  <ul style="list-style-type: none"> <li>▪ Identification of Beneficiary sites</li> <li>▪ Design of pilot projects</li> <li>▪ Execution of pilot projects</li> <li>▪ Monitoring of system performance</li> </ul> </p> <p><b>3 Technology transfer to enable the conversion of other public sector buildings and facilities into energy efficient modalities</b>  <ul style="list-style-type: none"> <li>▪ Establishment of energy saving data base for public sector facilities</li> <li>▪ Development &amp; Implementation of capacity building &amp; awareness programs</li> <li>▪ Development of relevant EE/RE policies and procedures</li> <li>▪ Undertake project validation and sustainability</li> </ul> </p> <p><b>4 Research and development to enable the formulation of a national sustainable energy strategy and action plan</b>  <ul style="list-style-type: none"> <li>▪ Assessment of national renewable energy potential</li> <li>▪ Assessment of cross sector energy efficiency potential</li> <li>▪ Identification of viable short, medium and long term EE/RE actions</li> <li>▪ Identification of Implementation tools and funding mechanisms</li> </ul> </p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>214,000</p> <p>2,204,200</p> <p>246,100</p> <p>835,700</p>

## IV. ANNUAL WORK PLAN

Years: 2009-2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET (USD)				
				Amount 2009	Amount 2010	Amount 2011	Amount 2012	
<b>Output 1</b> Enable activation of energy efficiency and renewable energy applications in Lebanon  <i>Baseline:</i> Limited application of EE/RE technologies in Lebanon  <i>Indicators:</i> - Availability of end-use EE/RE demonstration projects; - Availability of relevant technical tools for the spread of EE/RE applications; - Availability of national EE/RE strategy and action plan;	1. Project Management - Technical Management - Financial Management - Operational Management  2. Implementation of end-use EE/RE pilot projects - Identification of beneficiary sites - Development of tender documents - Procurement of goods / services - Site Supervision and hand-over - Monitoring of system performance  3. Technology Transfer for the activation of EE/RE applications - Establishment of energy saving data base for public sector facilities - Development & Implementation of capacity building & awareness programs - Development of relevant EE/RE policies and procedures - Validation of project results  4. Research and development for the formulation of a national EE/RE strategy and action plan - Assessment of national RE potential - Assessment of national EE potential - Identification of viable EE/RE actions - Identification of implementation tools and funding mechanisms	UNDP	LRF	0	0	72,000	72,000	
				71400 Contractual Services-Ind.	0	0	1,000	1,000
				72200 Equipment and Furniture	0	0	3,000	3,000
				72400 Communication and AV	0	0	1,000	1,000
				72500 Supplies	0	0	20,000	20,000
				73100 Rental /Main. prem.	0	0	3,000	3,000
				74500 Miscellaneous Expenses	0	0	7,000	7,000
				75100 Facilities & Administration	0	0	0	0
				71200 International Consultants	0	0	73,000	73,000
				71400 Contractual Services-Ind.	0	0	1,400,000	500,000
				72100 Contractual Services-Co.	0	0	0	0
				72800 IT Equipment	0	0	0	0
				73400 Rental /Main. other eq.	0	0	5,000	5,000
				74500 Miscellaneous Expenses	0	0	2,000	2,000
				75100 Facilities & Administration	0	0	103,600	40,600
<b>TOTAL</b>				<b>53,500</b>	<b>361,660</b>	<b>2,181,730</b>	<b>903,110</b>	



## Annual Work Plan

Lebanon - Beirut

Award Id: 00047251  
 Award Title: CEDRO  
 Year: 2009

Report Date: 12/6/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget						
			Start	End		Fund	Donor	Budget Descr	Amount US\$			
00056604	CEDRO	Analysis and Assessment			UNDP	30000	LRF	71400	Contractual Services - Individ	7,000.00		
					UNDP	30000	LRF	72100	Contractual Services-Companie	35,400.00		
					UNDP	30000	LRF	72800	Information Technology Equipm	0.00		
					UNDP	30000	LRF	74500	Miscellaneous Expenses	0.00		
					UNDP	30000	LRF	75100	Facilities & Administration	2,968.00		
					UNDP	30000	LRF	71400	Contractual Services - Individ	31,500.00		
		Project Management					UNDP	30000	LRF	71500	UN Volunteers	0.00
							UNDP	30000	LRF	72400	Communic & Audio Visual Equip	1,200.00
							UNDP	30000	LRF	73100	Rental & Maintenance-Premises	3,520.00
							UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00
							UNDP	30000	LRF	75100	Facilities & Administration	2,676.00
			<b>TOTAL</b>									
												<b>86,264.00</b>
00060150	CEDROII	Implementation Dem. projec			UNDP	30000	LRF	71400	Contractual Services - Individ	15,000.00		
					UNDP	30000	LRF	71500	UN Volunteers	2,500.00		
					UNDP	30000	LRF	72400	Communic & Audio Visual Equip	3,500.00		
					UNDP	30000	LRF	72800	Information Technology Equipm	1,000.00		
					UNDP	30000	LRF	73400	Rental & Maint of Other Equip	0.00		
					UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	6,000.00		
		Project Management					UNDP	30000	LRF	74500	Miscellaneous Expenses	1,000.00
							UNDP	30000	LRF	75100	Facilities & Administration	2,030.00
							UNDP	30000	LRF	71400	Contractual Services - Individ	32,000.00
							UNDP	30000	LRF	72200	Equipment and Furniture	1,000.00
							UNDP	30000	LRF	72400	Communic & Audio Visual Equip	2,000.00
							UNDP	30000	LRF	73100	Rental & Maintenance-Premises	10,600.00
							UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00
Situation analysis&assessm					UNDP	30000	LRF	75100	Facilities & Administration	3,332.00		
					UNDP	30000	LRF	71400	Contractual Services - Individ	44,000.00		
					UNDP	30000	LRF	72100	Contractual Services-Companie	160,000.00		
					UNDP	30000	LRF	72400	Communic & Audio Visual Equip	1,000.00		
					UNDP	30000	LRF	72800	Information Technology Equipm	1,000.00		



**Annual Work Plan**

Lebanon - Beirut

Award Id: 00047251

Report Date: 12/6/2009

Award Title: CEDRO

Year: 2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		Situation analysis&assessm			UNDP	30000	LRF	73400	Rental & Maint of Other Equip	2,000.00
					UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	14,700.00
<b>TOTAL</b>										<b>306,662.00</b>
00071261	CEDROIII	R&D for EE Strategy			UNDP	30000	LRF	72100	Contractual Services-Companie	50,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	3,500.00
<b>TOTAL</b>										<b>53,500.00</b>
<b>GRAND TOTAL</b>										<b>446,426.00</b>

UK



## Annual Work Plan

Lebanon - Beirut

Award Id: 00047251  
 Award Title: CEDRO  
 Year: 2010

Report Date: 12/6/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00060150	CEDROII	Implementation Dem. projec			UNDP	30000	LRF	71200	International Consultants	17,000.00
					UNDP	30000	LRF	71300	Local Consultants	7,000.00
					UNDP	30000	LRF	71400	Contractual Services - Individ	15,000.00
					UNDP	30000	LRF	71600	Travel	10,000.00
					UNDP	30000	LRF	72100	Contractual Services-Companie	100,000.00
					UNDP	30000	LRF	72300	Materials & Goods	1,000.00
					UNDP	30000	LRF	72400	Communic & Audio Visual Equip	2,000.00
					UNDP	30000	LRF	72800	Information Technology Equipm	2,000.00
					UNDP	30000	LRF	73400	Rental & Maint of Other Equip	0.00
					UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	16,000.00
					UNDP	30000	LRF	74500	Miscellaneous Expenses	2,428.00
					UNDP	30000	LRF	75100	Facilities & Administration	12,070.00
					UNDP	30000	LRF	71400	Contractual Services - Individ	66,000.00
					UNDP	30000	LRF	72200	Equipment and Furniture	2,000.00
					UNDP	30000	LRF	72400	Communic & Audio Visual Equip	5,000.00
					UNDP	30000	LRF	73100	Rental & Maintenance-Premises	16,000.00
					UNDP	30000	LRF	74500	Miscellaneous Expenses	3,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	6,440.00
					UNDP	30000	LRF	71400	Contractual Services - Individ	100,000.00
					UNDP	30000	LRF	72100	Contractual Services-Companie	1,600,000.00
		UNDP	30000	LRF	72200	Equipment and Furniture	21,000.00			
		UNDP	30000	LRF	72400	Communic & Audio Visual Equip	1,000.00			
		UNDP	30000	LRF	72800	Information Technology Equipm	1,000.00			
		UNDP	30000	LRF	73400	Rental & Maint of Other Equip	2,000.00			
		UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00			
		UNDP	30000	LRF	75100	Facilities & Administration	120,890.00			
<b>TOTAL</b>										
00071261	CEDROIII	R&D for EE Strategy			UNDP	30000	LRF	71200	International Consultants	10,000.00
					UNDP	30000	LRF	71300	Local Consultants	5,000.00
					UNDP	30000	LRF	71600	Travel	5,000.00

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## Annual Work Plan

Lebanon - Beirut

Award Id: 00047251  
 Award Title: CEDRO  
 Year: 2010

Report Date: 12/6/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		R&D for EE Strategy			UNDP	30000	LRF	72100	Contractual Services-Companie	250,000.00
		Technology Transfer			UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00
			UNDP	30000	LRF	75100	Facilities & Administration	19,040.00		
			UNDP	30000	LRF	71200	International Consultants	20,000.00		
			UNDP	30000	LRF	71300	Local Consultants	5,000.00		
			UNDP	30000	LRF	71400	Contractual Services - Individ	20,000.00		
			UNDP	30000	LRF	72100	Contractual Services-Companie	10,000.00		
					UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	10,000.00
					UNDP	30000	LRF	74500	Miscellaneous Expenses	1,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	4,620.00
<b>TOTAL</b>										<b>361,660.00</b>
<b>GRAND TOTAL</b>										<b>2,492,488.00</b>



## Annual Work Plan

Lebanon - Beirut

Award Id: 00047251  
 Award Title: CEDRO  
 Year: 2011

Report Date: 12/6/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00060150	CEDROII	Implementation Dem. projec			UNDP	30000	LRF	71400	Contractual Services - Individ	0.00
						30000	LRF	72100	Contractual Services-Companie	80,000.00
						30000	LRF	73400	Rental & Maint of Other Equip	0.00
						30000	LRF	74500	Miscellaneous Expenses	0.00
						30000	LRF	75100	Facilities & Administration	5,600.00
						30000	LRF	71400	Contractual Services - Individ	18,000.00
			Project Management			30000	LRF	72200	Equipment and Furniture	1,000.00
					30000	LRF	72400	Communic & Audio Visual Equip	2,000.00	
					30000	LRF	73100	Rental & Maintenance-Premises	8,000.00	
			Situation analysis&assessm			30000	LRF	74500	Miscellaneous Expenses	2,000.00
					30000	LRF	75100	Facilities & Administration	2,170.00	
					30000	LRF	71400	Contractual Services - Individ	32,000.00	
					30000	LRF	72100	Contractual Services-Companie	850,000.00	
				30000	LRF	74500	Miscellaneous Expenses	0.00		
				30000	LRF	75100	Facilities & Administration	61,740.00		
<b>TOTAL</b>										
00071261	CEDROIII	Implementation of pilot proje			UNDP	30000	LRF	71200	International Consultants	0.00
					UNDP	30000	LRF	71400	Contractual Services - Individ	73,000.00
					UNDP	30000	LRF	72100	Contractual Services-Companie	1,400,000.00
					UNDP	30000	LRF	72800	Information Technology Equipm	0.00
					UNDP	30000	LRF	73400	Rental & Maint of Other Equip	5,000.00
					UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	103,600.00
	Project Management				UNDP	30000	LRF	71400	Contractual Services - Individ	72,000.00
					UNDP	30000	LRF	72200	Equipment and Furniture	1,000.00
					UNDP	30000	LRF	72400	Communic & Audio Visual Equip	3,000.00
					UNDP	30000	LRF	72500	Supplies	1,000.00
					UNDP	30000	LRF	73100	Rental & Maintenance-Premises	20,000.00
					UNDP	30000	LRF	74500	Miscellaneous Expenses	3,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	7,000.00



## Annual Work Plan

Lebanon - Beirut

Award Id: 00047251  
 Award Title: CEDRO  
 Year: 2011

Report Date: 12/6/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		R&D for EE Strategy			UNDP	30000	LRF	71200	International Consultants	10,000.00
			UNDP	30000	LRF	71300	Local Consultants	5,000.00		
			UNDP	30000	LRF	71400	Contractual Services - Individ	20,000.00		
			UNDP	30000	LRF	71600	Travel	5,000.00		
			UNDP	30000	LRF	72100	Contractual Services-Companie	300,000.00		
			UNDP	30000	LRF	72800	Information Technology Equipm	5,000.00		
			UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	5,000.00		
			UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00		
			UNDP	30000	LRF	75100	Facilities & Administration	24,640.00		
			UNDP	30000	LRF	71200	International Consultants	20,000.00		
		Technology Transfer			UNDP	30000	LRF	71300	Local Consultants	10,000.00
			UNDP	30000	LRF	71400	Contractual Services - Individ	20,000.00		
			UNDP	30000	LRF	71600	Travel	10,000.00		
			UNDP	30000	LRF	72100	Contractual Services-Companie	20,000.00		
			UNDP	30000	LRF	72800	Information Technology Equipm	5,000.00		
			UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	20,000.00		
			UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00		
			UNDP	30000	LRF	75100	Facilities & Administration	7,490.00		
									<b>2,181,730.00</b>	
									<b>3,244,240.00</b>	

**TOTAL**  
**GRAND TOTAL**

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## Annual Work Plan

Lebanon - Beirut

Award Id: 00047251  
 Award Title: CEDRO  
 Year: 2012

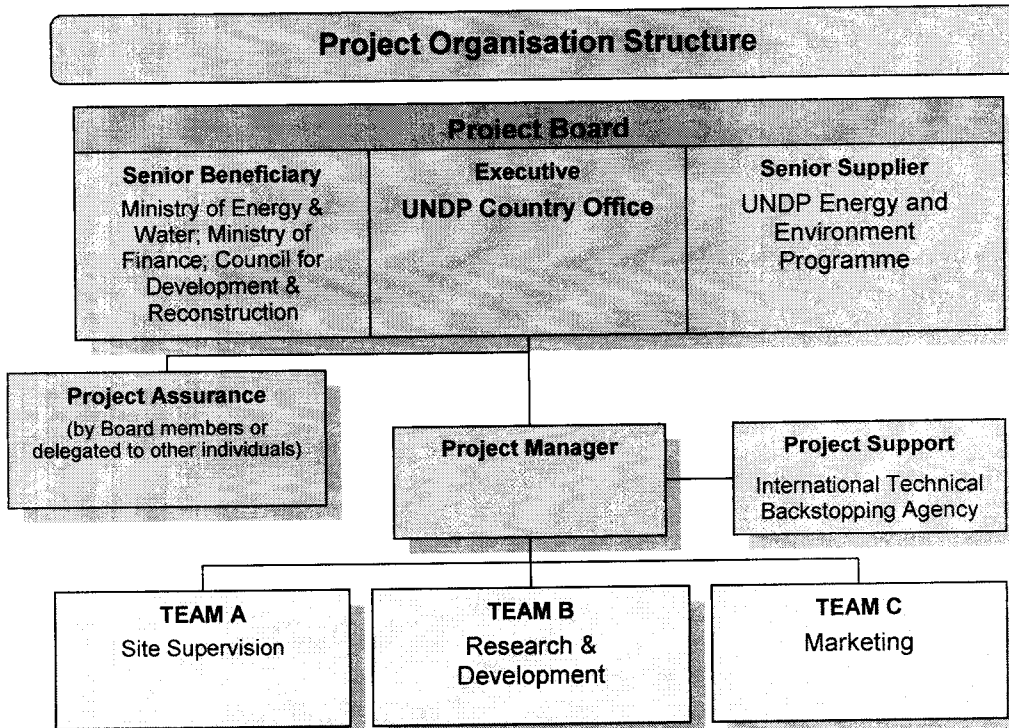
Report Date: 12/6/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget					
			Start	End		Fund	Donor	Budget Descr	Amount US\$		
00071261	CEDRO/III	Implementation of pilot proje			UNDP	30000	LRF	71400	Contractual Services - Individ	73,000.00	
					UNDP	30000	LRF	72100	Contractual Services-Companie	500,000.00	
					UNDP	30000	LRF	73400	Rental & Maint of Other Equip	5,000.00	
					UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00	
					UNDP	30000	LRF	75100	Facilities & Administration	40,600.00	
			Project Management			UNDP	30000	LRF	71400	Contractual Services - Individ	72,000.00
					UNDP	30000	LRF	72200	Equipment and Furniture	1,000.00	
					UNDP	30000	LRF	72400	Communic & Audio Visual Equip	3,000.00	
					UNDP	30000	LRF	72500	Supplies	1,000.00	
					UNDP	30000	LRF	73100	Rental & Maintenance-Premises	20,000.00	
			R&D for EE Strategy			UNDP	30000	LRF	74500	Miscellaneous Expenses	3,000.00
					UNDP	30000	LRF	75100	Facilities & Administration	7,000.00	
					UNDP	30000	LRF	72100	Contractual Services-Companie	100,000.00	
					UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	5,000.00	
					UNDP	30000	LRF	74500	Miscellaneous Expenses	2,028.00	
	Technology Transfer			UNDP	30000	LRF	75100	Facilities & Administration	7,492.00		
			UNDP	30000	LRF	71200	International Consultants	10,000.00			
			UNDP	30000	LRF	71300	Local Consultants	5,000.00			
			UNDP	30000	LRF	71400	Contractual Services - Individ	10,000.00			
			UNDP	30000	LRF	71600	Travel	5,000.00			
				UNDP	30000	LRF	72100	Contractual Services-Companie	10,000.00		
				UNDP	30000	LRF	72800	Information Technology Equipm	5,000.00		
				UNDP	30000	LRF	74200	Audio Visual&Print Prod Costs	10,000.00		
				UNDP	30000	LRF	74500	Miscellaneous Expenses	2,000.00		
				UNDP	30000	LRF	75100	Facilities & Administration	3,990.00		
<b>TOTAL</b>										<b>903,110.00</b>	
<b>GRAND TOTAL</b>										<b>903,110.00</b>	

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## V. MANAGEMENT ARRANGEMENTS

16. The Project will be executed under the UNDP Direct Execution modality (DEX), whereby UNDP will act as both the implementing and the executing agency.
17. For the day-to-day management of the project, the UNDP CO will set-up a Project Management Unit (PMU). The PMU will work under the direct supervision of the Environment and Energy Programme of the UNDP CO, and in close collaboration with the Lebanese Center for Energy Conservation (LCEC) which is executed under the Ministry of Energy and Water. Furthermore, the PMU will also work in close collaboration with the donor, the Lebanese Government, the local direct and indirect beneficiaries, as well as with the international team of experts from the technical backstopping agency recruited for this project. The PMU will be responsible for the overall execution of the project and will be led by a full time national Project Manager and supported by the required local professional and administrative staff. The Terms of Reference of the PMU personnel are listed in Annex 1.
18. LCEC will be in charge of undertaking a number of energy audits for public buildings. These will be implemented by the CEDRO project. Additionally, the PMU will build on the activities already initiated or are to be initiated by LCEC, including a parallel Swedish SWH project financed by the SIDA, and a Greek SWH project financed by the Hellenic Aid. Furthermore, the PMU will coordinate with MEW through LCEC.
19. The International Technical Backstopping Agency will provide the technical support needed for the effective design, implementation and validation of the project. This will ensure that best practices and lessons learnt about similar activities in other countries are adequately taken into account in project implementation.



20. The UNDP CO will monitor the progress towards intended results, and will ensure high-quality managerial 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. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.
21. In order to ensure optimum involvement of the project partners and beneficiaries, a Project Coordination Committee (PCC) will be set-up. The PCC will build upon the existing LCEC Steering Committee, and will include representatives from all concerned parties including:
- *Direct Beneficiaries:* National public sector entities and individuals benefiting from the proposed projects (MEW, MPWT, MoD, MoM, MoE, MoF, MoET, CDR, municipalities, etc.)
  - *Indirect Beneficiaries:* local NGOs and private sector entities.
  - *Lebanon Recovery Fund (LRF)*
  - *Spanish Agency for Technical Cooperation (AECI) and other Spanish Energy Agencies:* Donor country and international technical back-stopper to the proposed project
  - *United Nations Development Programme:* Implementing and executing agency (technical and financial management, as well as monitoring and supervision) of the proposed project
  - *Lebanese Center for Energy Conservation (LCEC):* Local Technical Agency collaborating with the proposed project
  - *International Energy Experts:* International Experts from the technical back-stopping agency providing technical services during the project phases
  - *Local Energy Experts:* National Experts providing technical services during the project phases
22. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP **General Management Support** recovered with a **flat rate of 7 %** and includes the following services:
- Project identification, formulation, and appraisal
  - Determination of execution modality and local capacity assessment
  - Briefing and de-briefing of project staff and consultants
  - General oversight and monitoring, including participation in project reviews
  - Receipt, allocation and reporting to the donor of financial resources
  - Thematic and technical backstopping through Bureaus
  - Systems, IT infrastructure, branding, knowledge transfer
23. UNDP Direct costs incurred for Implementation Support Services (ISS), recovered through the Universal Price List, as long as they are unequivocally linked to the specific project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates. ISS include the following services:
- Payments, disbursements and other financial transactions
  - Recruitment of staff, project personnel, and consultants
  - Procurement of services and equipment
  - Organization of training activities, conferences, and workshops, including fellowships
  - Travel authorization, visa requests, ticketing, and travel arrangements
  - Shipment, custom clearance, vehicle registration, and accreditation
24. The audit of DEX projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

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## VI. MONITORING FRAMEWORK AND EVALUATION

25. UNDP CO 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 CO will be responsible for financial monitoring and reporting on all disbursements of the programme, and will ensure continued reporting to the Government of Lebanon and the Donor Country. Financial disbursements and auditing, as well as the procurement of goods and services, and the recruitment of personnel shall be based on UNDP procedures and guidelines.
26. Monitoring will be a continuous and systematic process review of the various activities and will be intended to (i) measure input, output, and performance indicators; (ii) provide regular and up-to-date information on the progress towards meeting the overall Project Objectives; (iii) alert the implementing partners with problems in implementation, and provide basis on which performance may be improved, and (iv) determine whether the relevant stakeholders are responding as expected.
27. The regular reporting from the Project is governed by UNDP reporting requirements, and will include the following reports:
  - i. Quarterly progress reports as per LRF format. These will reflect progress on works, goods procured, technical assistance, performance indicators and financial reports;
  - ii. Annual Tripartite Project Review (TPR) meeting in the presence of project donors, national counterparts and all concerned stakeholders.
  - iii. Final Project Evaluation Report carried out by an independent external consultant
28. Furthermore, a number of timely milestone review events will be undertaken in the presence of project donors, national counterparts and all concerned stakeholders and beneficiaries. These events will include: i) a Project Inception workshop, ii) an Annual Tripartite Project Review (TPR) meeting, and iii) a Terminal Project workshop.

## Quality Management for Project Activity Results

**OUTPUT 1: Enable activation of energy efficiency and renewable energy applications in Lebanon**

<b>Activity Result 1</b>	<b>Project Management</b>	Start Date: 2009 End Date: 2012
<b>Purpose</b>	<i>To manage and deliver project output</i>	
<b>Description</b>	<i>Operational management; Technical management; Financial management</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Timely delivery of activities	Quarterly progress reports	Quarterly
	Annual Project Reviews	Annual
	External Project Evaluation	Final

<b>Activity Result 2</b>	<b>Implementation of pilot projects</b>	Start Date: 2009 End Date: 2012
<b>Purpose</b>	<i>To demonstrate energy efficiency and renewable energy technologies</i>	
<b>Description</b>	<i>Design and Implementation of around 60 Demonstration projects in public sector buildings and facilities across Lebanon</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of EE/RE Installations	Monitoring and Data Logging	Annual
	Energy Bills	Annual

<b>Activity Result 3</b>	<b>Technology Transfer</b>	Start Date: 2010 End Date: 2012
<b>Purpose</b>	<i>To enable conversion of other public sector buildings and facilities into energy efficient modalities</i>	
<b>Description</b>	<i>Establishment of data base; capacity building and information dissemination; development of relevant policies and procedures</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Perspective and satisfaction of user	User Questionnaire	Midway through Project
		End of Project

<b>Activity Result 4</b>	<b>Research and Development</b>	Start Date: 2010 End Date: 2012
<b>Purpose</b>	<i>To enable the development of a national sustainable energy strategy and action plan</i>	
<b>Description</b>	<i>Assessment of national renewable energy potential; assessment of national energy efficiency potential; development of national EE/RE action plan</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Comprehensiveness of EE/RE resource assessment reports	External Evaluation	End of Project



## VII. LEGAL CONTEXT

29. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1986.
30. 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:
- i. Revision of, or addition to, any of the annexes to the Project Document;
  - ii. 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;
  - iii. 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
  - iv. Inclusion of additional annexes and attachments
31. Upon completion of the project, the UNDP CO shall transfer ownership of all furniture and equipment purchased for the day-to-day operation of the PMU to the Government of Lebanon.

## VIII. ANNEXES

### Risk Management

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Counter measures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Low acceptance of new technology	Project initiation date	Operational	Hinder replication P = 2 I = 5	Ensure adequate communication and outreach	UNDP			
2	Improper maintenance of equipment	Project initiation date	Operational	Hinder validation of results P = 2 I = 5	Ensure adequate training	UNDP			
3	Non availability of required data	Project initiation date	Operational	Hinder development of database P = 2 I = 5	Ensure adequate time for surveys	UNDP			
4	Decrease in conventional energy prices	Project initiation date	Economic	Hinder EE/RE spread P = 1 I = 5	Ensure public commitment to EE/RE.	UNDP			
5	Political instability and security situation in the country	Project initiation date	Political	Hinder access to site or missions to Lebanon P = 4 I = 5	Ensure coordination with UN DSS	UNDP			

## ANNEX 1

### Terms of Reference of the PMU Personnel

#### PROJECT MANAGER

##### Key Functions/Responsibilities:

Under the direct supervision of UNDP and in close coordination with LCECP and the Ministry of Energy and Water (MEW), the Project Manager will be responsible for the overall execution of the project and will work in close coordination with UNDP, the donor, the Lebanese Government, the local beneficiaries, and the international team of experts from the technical backstopping agency. The specific functions of the Project Manager are as follows:

1. Project elaboration and management:
  - Prepare detailed project document in coordination with UNDP/LCECP, the Donor and the international backstopping agency, and in consultation with MEW
  - Develop a detailed project work plan, budget breakdown and schedule
  - Develop TORs for local short-term consultants on project needs with the guidance of UNDP and assist in the recruitment process based on UNDP procedures
  - Manage local project team and resources
  - Coordinate all project activities with the technical backstopping agency and UNDP
  - Draft technical and financial progress reports to UNDP and the Donor
2. Project implementation and delivery:
  - Monitor project progress against set deliverables and timeframes
  - Supervise and follow-up on all project delivery and execution at the different sites
  - Ensure smooth and successful implementation of the various project activities
  - Compile all technical needs assessment and draft the international bidding documents with the assistance of the technical backstopping agency and UNDP
  - Assist in the entire procurement process for the equipment
  - Proactively inform UNDP and LCECP of project risks along with mitigation measures
  - Ensure communication about the project is regular and accurate
  - Integrate the project results and findings, with the assistance of the technical backstopping agency, to set the basis for a national sustainable energy strategy
  - Prepare any follow-up project proposals as per the needs identified by UNDP/donor.
3. Technical support:
  - Review and provide technical advice on all project outputs
  - Supervise the technical delivery of the sub-contractors and local consultants
  - Provide policy and technical advice to MEW and UNDP on all renewable energy/energy efficiency issues
  - Provide regular training for the project team and local stakeholders to ensure proper project performance
  - Liaise with the local communities to build capacity, ensure cooperation and involvement

##### Competencies/Qualifications:

The Candidate must have extensive knowledge of the national and local context relating to energy efficiency/renewable energy issues. Some knowledge of the post-conflict situation is also preferable. The Candidate must be willing to travel extensively to the project sites across Lebanon and must have

experience working with local communities. The Candidate must have strong planning and managerial skills to ensure quick project implementation and timely delivery of required outputs.

- Education: Graduate degree (MSc/MEng) in engineering or environmental sciences or closely related field.
- Experience: Minimum of 8 years of experience in the field. Experience in development projects and prior experience with UNDP and/or energy efficiency and renewable energy is necessary. Computer experience.
- Language Requirements: Effective verbal and written communication skills in both Arabic and English. French is a plus.

## **RESEARCH ASSISTANT**

### **Key Functions/Responsibilities:**

Under the direct supervision of the Project Manager and in close coordination with UNDP, the Research Assistant will be responsible for the data collection and research activities of the project as well as the day-to-day operational support to the project. The specific functions of the Research Assistant include:

#### **1. Data Collection and Research activities**

- Collect and log all data related to inventories of public buildings and facilities;
- Collect and log all data related to electricity bills and other energy bills of target buildings and facilities;
- Collect and log all data related to facilities drawings, equipments, etc.
- Coordinate with LCECP and project beneficiaries to ensure availability of relevant information and data;
- Collect and log all data related to reduced energy consumption and costs in target facilities;
- Effect various web based research related to the project's energy efficiency and renewable energy applications (solar water heaters, photovoltaic street lighting, efficient lamps, thermal insulation, etc.);
- Support other aspects of project data collection activities, as applicable;

#### **2. Operational/Administrative and Outreach activities**

- Assist in the preparation of relevant procurement procedures for goods and consultancy services. [Request for Proposals, Request for Quotation, Contracts, Request for Payments, etc.] ensuring for all supporting documents in accordance with DEX and UNDP requirements;
- Reconcile Petty Cash, ensuring all disbursements are in accordance with UNDP rules and procedures;
- Assist in the organization of project events (technical workshops, training sessions, stakeholder meetings, project review meetings, etc.)
- Maintain records, files, data bases and inventories;
- Follow up on travel and shipment arrangements, transport, etc;
- Prepare mailing lists and minutes of meeting;
- Assist in the preparation of project progress reports and other regular project reporting;
- Assist in the development of project newsletters, press releases, brochures, etc.
- Support other aspects of project implementation and office management, as applicable;

### **Competencies/Qualifications:**

The Candidate must have an interest in Energy Efficiency & Renewable Energy Issues. She/He must possess excellent research, organizational, networking and communication skills, in addition to the

ability to handle multiple tasks simultaneously and accurately. The Candidate must have a teamwork spirit and be willing to learn and embrace additional responsibilities within the team.

- Education: Bachelor degree in Mechanical, Electrical or Electro-Mechanical Engineering.
- Experience: research experience, and relevant computer experience.
- Languages: Excellent command of English and Arabic. French is a plus.

### **SITE-SUPERVISION ENGINEER (X 3)**

#### **Key Functions/Responsibilities:**

Under the direct supervision of the Project Manager and in close coordination with LCECP, the Site Engineer will supervise and manage the installation of the proposed Energy Efficiency and Renewable Energy (EE/RE) applications (solar water heaters, photovoltaics, thermal insulation, etc.) which will be installed in selected public buildings and facilities across Lebanon. The specific functions of the site supervision engineer include:

#### Technical Supervision:

- Coordinate with all relevant parties for the proper installation of the EE/RE applications;
- Prepare in collaboration with the Installation Contractor, the time schedule for the execution of the various activities;
- Prepare, in collaboration with the warehouse keepers, the proper forms regarding the proper delivery of equipment from the warehouse to the installation sites;
- Pay visits to all the sites where the equipment are located in order to verify that the specifications and quantities of the items installed are as per the contract. Visits should be evidenced by a signature from the Beneficiaries;
- Convey progress, comments, problems etc.. to the Project Manager regarding the works;
- Provide a complete listing of the installed equipment in each site along with the serial numbers;
- Prepare an acceptance report on the EE/RE installations for payment to installation contractor.
- Assist in the review of EE/RE technical specifications

#### Reporting:

- Develop regular progress reports on the EE/RE installations, as requested.
- Develop weekly reports detailing the site visits performed and the outcome of these visits.
- Provide detailed reports on the inventory of the EE/RE measures at warehouses
- Effect weekly meetings with PMU in Beirut or at other UNDP back-up offices to review the Project progress and solve any problem facing the execution of works.

#### **Working Hours:**

The Consultant shall perform all the activities, in principle, during the official working hours (Monday to Saturday) or as might be agreed upon between the parties.

#### **Competencies/Qualifications:**

The Candidate must have a high interest in Energy Efficiency & Renewable Energy Issues. She/He must possess excellent research, attention to detail and communication skills, in addition to the ability to handle multiple tasks simultaneously and accurately. The Candidate must be willing to travel extensively to the project sites across Lebanon, and must have a teamwork spirit and be willing to learn and embrace additional responsibilities within the team.

- Education: BE in Mechanical / Electrical or Electro-Mechanical Engineering or closely related field.  
Computer skills
- Experience: 5 years of relevant work experience, particularly EE/RE applications
- Languages: Excellent command of English and Arabic. French is a plus.