

United Nations Development Programme

Country: Syria

Project Document

Project Title: Emergency Rehabilitation of Jandar Power Plant

UNDAF Outcome(s): n/a

Expected CP Outcome(s): n/a

(Those linked to the project and extracted from the CP)

Expected Output(s): Emergency supply and installation of spare-parts for the Jandar Power Plant to avoid the risk of eventual plant shutdown in 2015.

(Those that will result from the project)

Executing Entity: United Nations Development Programme

Implementing Agencies: United Nations Development Programme

Brief Description

Since March 2011, the country has been witnessing a protracted conflict resulting in heavy human casualties, economic contraction and infrastructure damage. Electricity is key for socio-economic recovery and the return of displaced people to affected areas. Electricity production and distribution was heavily affected by on-going hostilities (destruction, looting, sabotage, etc.). The reliable and sustainable electricity supply is essential to respond to the immediate humanitarian needs of crisis affected communities, namely for the operation of essential humanitarian services such as water supply, hospitals, schools, sewerage treatment plants and other community services. A number of power plants are suffering serious shortages of spare parts for adequate operations and maintenance to replace those who have already attained their design life or have been damaged during operations.

Among major power plants in the country, the Jandar power plant in Homs (730 MW total capacity) normally covers 12-15% of total power supply in the country, however is currently covering more than 25% of the total supply given the damages of other power plants. This is creating an overstraining the supply capacity of the power plant and overstressing the durability of the electrical and mechanical parts operating the plant. As such, the Jandar plant is in a critical situation requiring urgent replacement of spare parts in order to minimize the high risk of plant shutdown. Thus, UNDP will facilitate an emergency spare parts supply to the Jandar power plant aiming at improving living conditions and human security in affected areas and ultimately avoiding the risk of the plant shutdown in 2015. This project will be considered as a first phase for power plants rehabilitation in Syria. On the medium-to-long-term, more comprehensive studies for the rehabilitation and development of the electricity sector to ensure stable and continuous production are envisaged - security situation allowing.

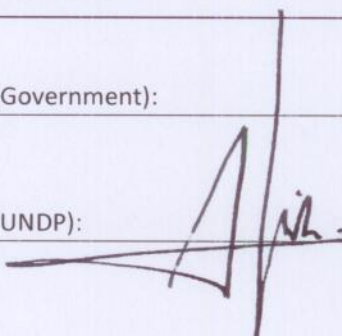
Therefore, a future support to the Jandar power plant for additional rehabilitation as well as to other major power plants, such as the ones in Baniyas and Al Zara, should be considered for sustainable electricity supply to improve living conditions of the people in Syria.

Programme Period:	12 months
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	1 January 2015
End Date	31 December 2015
PAC Meeting Date	_____
Management Arrangements	DIM

Total resources required	USD 1,991,520
Total allocated resources:	USD 1,991,520
• Regular	
• Other:	
o Donor: Japan International Cooperation Agency (JICA)	

Agreed by (Government): _____

Agreed by (UNDP): _____



I. SITUATION ANALYSIS

Since March 2011, the country has been witnessing a protracted conflict resulting in heavy human casualties, economic contraction and infrastructure damage. Syria's electricity infrastructure, including power plants, substations, and transmission lines, was severely targeted during the crisis causing damages, interruption in power supply and dysfunctional operations. The reliable and sustainable electricity supply is essential to respond to the immediate humanitarian needs of crisis-affected communities, namely for the operation of essential humanitarian services such as water supply, hospitals, schools, sewage treatment plants and other community services. The Electricity is key for socio-economic early recovery and the return of displaced people to affected areas.

The 2014 Syrian Arab Republic Humanitarian Assistance Response (SHARP) identifies five overarching strategic objectives, one of which is to;

- Expand early recovery, and restoration/stabilization of livelihoods, supporting the rehabilitation of vital public services affected by the crisis and creating an environment for humanitarian assistance to enhance the resilience of affected communities

The Electricity production, transmission and distribution were heavily affected by on-going hostilities (destruction, looting, sabotage, etc.). As a result, insufficient and/or unstable electricity supply causes negative impacts across sectors, including Health and WASH, according to SHARP¹;

- A disruption to fuel and electricity has forced many hospitals to operate on reduced capacity or to close (p.15).
- In Al-Hassakeh, the interruption of the power supply to water treatment plant was directly correlated with incidence of diarrhea cases in Al Shadadeh village (p.16).
- Lower efficiency of waste water treatment plants due to break down of power supplies, operations and maintenance, has increased the level of discharge of untreated wastewater having a tremendous impact on the environment (p.25).

Also, the power shortage is one of main causes for the economic decline, which has led to many businesses closure. The sustainable power supply is essential to restore and stabilize livelihoods and employment.

By early 2013, more than 30 of Syria's power stations were inactive, and at least 40% of the country's high voltage lines had been attacked, according to Syria's Minister of Electricity. Its electricity generating capacity was 7,800 MW in 2011, although damage to electricity generating facilities, high voltage power lines, and other infrastructure has likely reduced the country's effective capacity. A number of power plants including Jandar, Baniyas and Al-Zara power plant, are suffering serious shortages of spare parts for adequate operations and maintenance to replace those who have already attained their design life or have unexpectedly been damaged during operations. It is urgently required to provide the necessary spare parts to power plants to avoid a risk of the plant shutdown in order to have a sustainable electricity supply.

This project of stabilizing the electricity supply should positively contribute to improving the HDI score for Syria, which has lost 20.6 (2013) of its value compared to 2010 as well as to MDG challenges (eradication of poverty and environment).

¹ SHARP 2014, https://docs.unocha.org/sites/dms/CAP/2014_Syria_SHARP.pdf

II. STRATEGY

The overstressed infrastructure systems and the severe deterioration of basic services have left many towns and large parts of cities without functional markets and social and public services. These systemic disruptions have become a cause of further displacement. Many families had to leave their homes and seek refuge in schools, public gardens, relatives' houses or in surrounding countries not only because of violence but also due to scarcity of livelihoods, income, and lack of access to basic services in their home towns and villages. The number of people in need of humanitarian assistance has increased many folds since March 2011 and is now estimated at over 9 million people (SHARP, 2014). Since then food and other commodities prices have increased further, indicative of the extent to which markets have been disrupted. The high cost of electricity and fuel has left poor families unable to meet their energy needs, a critical concern for the winter season. Different types of infrastructure were partially/totally destroyed and looted while others suffer from serious shortages of spare-parts needed for regular maintenance particularly in the electricity sector. This poses serious threats to human security, basic living conditions and livelihoods in affected areas. Thus, the paramount importance of addressing the power shortage problems and initiating adequate rehabilitation projects to improve the living conditions of the affected population, both IDPs and host communities, and enhance their resilience.

As a response to the emerging needs of the Syrian population, and in line with the Syrian Humanitarian Response Plan (SHARP) and UNDP's Early Recovery and Resilience strategic positioning, UNDP will partner with JICA to rehabilitate the Jandar power plant, one of the four power plants originally funded by Japan prior to the crisis. This project will strengthen the resilience of the Syrian affected population and prevent further deterioration of the socio economic and living conditions through the rehabilitation of infrastructure while improving the living conditions and facilitating access to better basic services.

In the eighties and nineties, Japan has contributed to the construction of three large power plants in Syria's electricity sector, namely Jandar (730MW), Baniyas (340MW) and Al Zara (654MW) through provision of concessional loans, where Japan International Cooperation Agency (JICA) was the executing agency for these loans. Among these plants, the Jandar power plant, situated 30 Km south of Homs, has a total capacity of 730 MW that used to cover 12% of the total power supply in Syria in 2010, while currently covering more than 30% of the total supply due to the damages occurring to other power plants. The plant is in a critical situation requiring urgent replacement of spare-parts in order to minimize the high risk of plant shutdown. With this Emergency Rehabilitation Project of Jandar Power Plant, in partnership with JICA, UNDP will facilitate emergency spare-parts supply to the Jandar power plant to ensure continuous operations of the plant and power supply to the affected areas. In order to maintain reasonable standardization of the spare parts, the supply should be made by the original manufacturer, with UNDP's confirmation on the value for money. Since the plant was designed and constructed by a Japanese manufacturer, the spare parts are also designed and manufactured by the same original manufacturer.

This project will be considered as a first phase for power plants rehabilitation in Syria. On the medium-to-long-term, UNDP will conduct more comprehensive studies for the rehabilitation and development of the electricity sector to ensure stable and continuous production. Therefore, a future support to the Jandar power plant for additional rehabilitation as well as to other major power plants, such as the ones in Baniyas and Al Zara, should be considered for sustainable electricity supply to improve living conditions of the people in Syria.

Such support to future phases of rehabilitation could be channelled through JICA as it applies the Follow-Up Cooperation to solve the emergency spare parts shortage for keeping the plant operating effectively and stably. Moreover, UNDP will continue promoting for additional support to the infrastructure rehabilitation sector including maintaining open communication channels to extend this JICA partnership to other funding opportunities, such as Japanese Supplementary Budget, to support the electricity sector in Syria.

For this project, UNDP will work on achieving the following activities:

UNDP will assess the needs of the Jandar Power Plant in Homs for spare parts supply, technically validate and verify them to avoid the risk of plant shutdown in 2015. UNDP will contract the original manufacturer of the Jandar power plant for the supply of the needed spare parts after being verified. UNDP will arrange the transportation, including insurance, from the factory to the Jandar power plant and monitor the installation of delivered spare parts by the Jandar power plant engineers. In addition, UNDP will conduct an assessment of additional needs for spare parts supply for further rehabilitation for a sustainable electricity supply.

1. Assessment of targeted power plant to validate and verify needed equipment and spare parts:
 - a. Assess and verify the needed spare parts for the Jandar power plant in consultation with the Jandar Power Plant and Public Establishment of Electricity for Generation and Transmission, Ministry of Electricity of Syria.
2. Procurement of spare parts:
 - a. Request the original manufacturer of the Jandar Power Plant to submit the quotation of required spare parts and verify the value for money
 - b. Obtain UNDP internal clearance for a direct contracting
 - c. Enter into a contract within the project budget and delivery schedule with the original manufacturer for required spare parts. Meetings with concerned parties will be organized as needed.
3. Delivery of spare parts to the Jandar power plant
 - a. Arrange a meeting to review and agree on the delivery plan as well as to share the latest status of the Power Plant among the selected Supplier, the Jandar Power Plant engineers and UNDP if required;
 - b. Arrange a transportation/insurance of the spare parts, by air or sea, from the factory of the original manufacture to the Jandar Power Plant
4. Monitoring the installation of spare parts
 - a. Provide support to the Jandar power plant engineers for the installation plan, if need be;
 - b. Confirm the delivery of the spare parts at the Jandar Power Plant;
 - c. Monitor the installation of spare parts by the Jandar Power Plant engineers and ensure functionality of replaced spare parts. Meetings with concerned parties will be organized as needed.
5. Assessment of additional needs for rehabilitation and spare parts supply to be included in the final project report.

The above activities are not exhaustive and can be amended by a written consent of the parties concerned.

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:				
Partnership Strategy:				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR YEAR	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: High shutdown risk of the Jandar Power Plant due to the lack of essential spare parts mitigated.</p> <p>Baseline: Lack of spare parts at the Jandar power plant to replace damaged parts and others reaching the life time</p> <p>Indicators: Timely delivery of spare parts Replacement of damaged parts</p>	<p>One</p> <p>Agreed list of electrical and mechanical spare parts delivered</p>	<p>1 Assessment of targeted power plant to validate and verify needed equipment and spare parts</p> <p>2 Procurement from the original manufacturer and delivery of spare parts to replace damaged parts and other parts reaching the life time in one year</p> <p>3 Monitoring the installation of spare parts by the Jandar power plant engineers and ascertaining the functionality of replaced spare parts.</p> <p>4 Assessment of additional needs for rehabilitation and spare parts supply needed in the near future</p>	<p>UNDP</p>	<p>National Staff/Consultant (Project Manager, Procurement Specialist, Engineer, Project Assistant, and Part-time Finance and Administration Support Staff)</p> <p>Spare parts</p> <p>Transportation</p> <p>Travel</p>



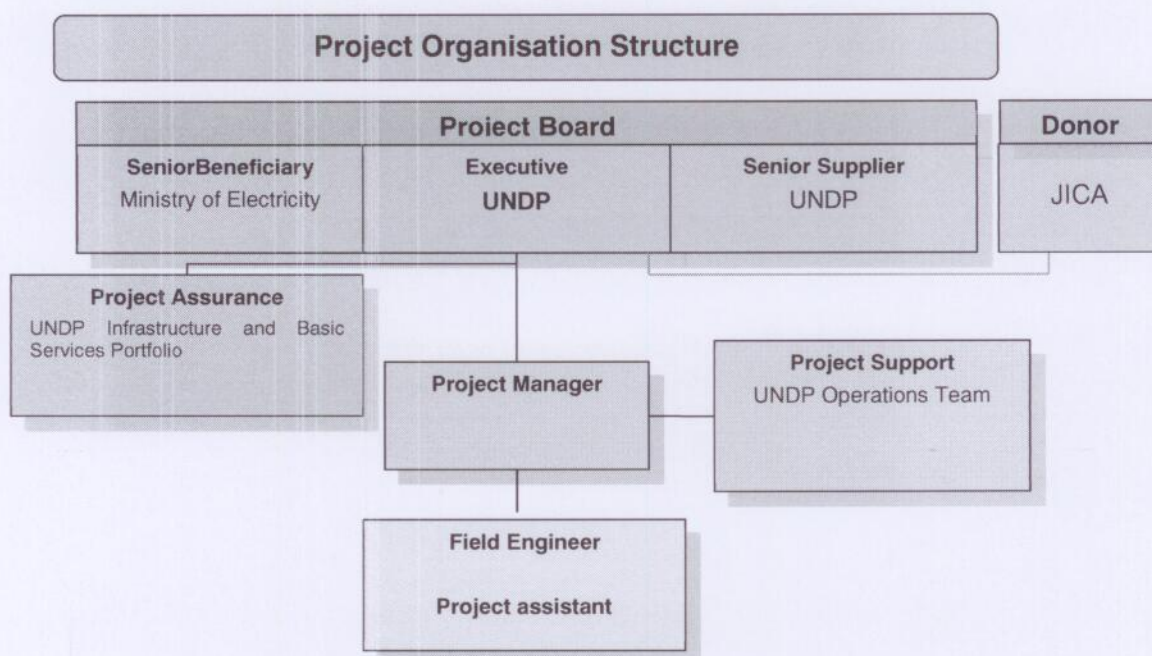
IV. ANNUAL WORK PLAN

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	
		Q1	Q2	Q3	Q4		Funding Source	Amount (USD)
Output 1: Damaged electrical and mechanical parts of Jandar Power Plant replaced for a sustainable power plant operations and electricity supply Baseline: No adequate spare parts available at the Jandar power plant to replace damaged parts and others reaching the life time Indicators: <ul style="list-style-type: none"> • Delivery of spare parts • Replacement of damaged parts Targets: <ul style="list-style-type: none"> • Delivery of spare parts during the project duration to avoid a risk of shutdown • Completion of replacement of damaged parts in one year with proper functionality 	1. Assessment of targeted power plant to validate and verify needed equipment and spare parts 2. Launch the procurement process			X	X	UNDP	JICA	18,000
TOTAL								18,000



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		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Damaged electrical and mechanical parts of Jandar Power Plant replaced for a sustainable power plant operations and electricity supply Baseline: No adequate spare parts available at the Jandar power plant to replace damaged parts and others reaching the life time Indicators: <ul style="list-style-type: none"> • Delivery of spare parts • Replacement of damaged parts Targets: <ul style="list-style-type: none"> • Delivery of spare parts during the project duration to avoid a risk of shutdown • Completion of replacement of damaged parts in one year with proper functionality 	1. Procurement from the original manufacturer and delivery of spare parts to replace damaged parts and other parts reaching the life time in one year 2. Monitoring the installation of spare parts by the Jandar power plant engineers and ascertaining the functionality of replaced spare parts. 3. Assessment of additional needs for rehabilitation and spare	X	X	X		UNDP	JICA	Project team Spare parts procurement Transportation Travel	86,000 1,650,000
Cost of logistics & Operations (incl. security) F&A (8%)									90,000 147,520
TOTAL									1,991,520

V. MANAGEMENT ARRANGEMENTS



The Project Board is the group responsible for making by consensus management decisions for the project when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions is made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, the final decision shall rest with UNDP Senior Management in consultation with JICA. Briefings and coordination meetings will be organised with JICA and other concerned parties, as needed, to ensure smooth implementation, management of schedule and risk mitigation.

Project reviews by this group are made at designated decision points during the implementing the project, or as necessary when raised by the Project Manager. This group and JICA are consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board and JICA may review and approve project activities when required and authorizes any major deviation from the approved AWP. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

The Ministry of Electricity will confirm the needs and will be responsible, with UNDP support as needed, for installing the spare-parts and ensuring operation and maintenance. It will also facilitate official authorisations for importing the spare-parts to Syria.

Composition and organization: This group contains the following roles, including:

1) **Executive:**

UNDP is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief relevant stakeholders about project progress
- Organise and chair Project Board meetings

2) **Senior Supplier:**

UNDP is the Senior Supplier. The Senior Supplier represents the interests of the parties which provide expertise for designing, developing, facilitating, procuring, and implementing the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

3) **Senior Beneficiary:** Ministry of Electrical Resources (especially Jandar Power Plant)

Specific Responsibilities

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous

- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

- 4) **Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities:

Overall project management:

- Manage the realization of project outputs through activities;
 - Provide direction and guidance to project team(s)/ responsible party (ies);
 - Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
 - Identify and obtain any support and advice required for the management, planning and control of the project;
 - Responsible for project administration;
 - Liaise with any suppliers;
 - May also perform Team Manager and Project Support roles;
- 5) **Project Assurance:** The Programme Officer in the Infrastructure Rehabilitation portfolio supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Programme Officer is independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

The following list includes the key suggested aspects that need to be checked by the independent Programme Officer throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities include:

Implementing the project:

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that CDRs are prepared and submitted to the Project Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

6) **Project Support:** The Procurement Specialist provides project procurement management and support to the Project Manager. The Procurement Specialist will consult the regional or HQ Assets, Contracts and Procurement Review Committees (R/ACP), as applicable, for complex procurement case when required.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of procurement services:

- Design and Set up the procurement strategy and plan
- Implement the procurement plan (preparation of Requests for Proposal (RFP), evaluation, contracting)
- Contract management
- Delivery the spare parts to the site

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

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 the Project Manager 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 Project Progress Reports (PPR) 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

Annually

- **Annual Review Report or Project Final Report, whichever is applicable.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and JICA. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (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.

Quality Management for Project Activity Results

OUTPUT 1: Damaged electrical and mechanical parts of Jandar Power Plant replaced for a sustainable power plant operations and electricity supply of 550 MW		
Activity Result 1 (Atlas Activity ID)	Assessment of targeted power plant spare-parts needs to validate and verify needed equipment and spare parts	Start Date: 1 Nov 2014 End Date: 30 Nov 2014
Purpose	Validate and verify needed equipment and spare parts to be procured from the original supplier.	
Description	<ul style="list-style-type: none"> - Verification of preliminary spare parts lists - Secure agreement on the final list of electrical and mechanical spare-parts to be purchased - 	
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>
Assessment/ validation report completed	Assessment report	November 2014
List of spare-parts agreed with concerned parties	List of spare-parts with specs and bill of quantities	November 2014
Activity Result 2 (Atlas Activity ID)	Procurement from the original manufacturer and delivery of spare parts to replace damaged parts and other parts reaching the life time in one year	Start Date: 1 Nov 2014 End Date: 30 March 2014
Purpose	Procure needed spare-parts to replace damaged parts and other parts reaching the life time in one year	
Description	<ul style="list-style-type: none"> - Procure the needed spare-parts - Arrange transport and delivery to Jandar 	
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>
Procure the needed spare-parts	<ul style="list-style-type: none"> - Contracts awarded (purchase, transport and insurance) - Receipt of goods 	December 2014 March 2015



Activity Result 3 (Atlas Activity ID)	Monitoring the installation of spare parts by the Jandar power plant engineers and ascertaining the functionality of replaced spare parts. Assessment of additional needs for rehabilitation and spare	Start Date: 1 April 2015 End Date: 30 August 2015
Purpose	Procure needed spare-parts to replace damaged parts and other parts reaching the life time in one year	
Description	<ul style="list-style-type: none"> - Ensure that the spare-parts are installed - Ascertain functionality of installed spare-parts 	
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>
Monitor works and installation of procured spare-parts	- Regular monitoring reports	Monthly

Activity Result 4 (Atlas Activity ID)	Assessment of additional needs for rehabilitation and spares	Start Date: 1 July 2015 End Date: 15 Sept 2015
Purpose	Develop a follow-up plan to support the electricity sector in Syria, with special focus on Power Plants initially funded by Japan ODA (Baniyas, Aleppo and Hama), that would also guide resource mobilisation.	
Description	Develop a needs assessment for spare-parts and works needed in Power Plants initially funded by Japan ODA (Jandar, Baniyas, Aleppo and Hama) in terms of both emergency repairs to reduce load shedding and the risk of plants shutdown as well as other improvements needed for ensuring sustainable and reliable operation.	
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>
Assess and consult on additional needs for the Jandar Power Plant as well as other Power Plants initially funded by Japan ODA (Baniyas, Aleppo and Hama)	<ul style="list-style-type: none"> - Regular progress reports - Final assessment report, including agreed lists of spare-parts. 	Monthly 15 September 2015

VII. LEGAL CONTEXT

The country has signed the *Standard Basic Assistance Agreement (SBAA)*, hence, this project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1: Risk Log.

Annex 2: Project Budget

Annex 3: Terms of Reference

IX. ANNEXES

Annex 1: Risk Log

Project Title: Emergency Rehabilitation of Jandar Power Plant						Award ID:		Date: October 2014	
#	Description	Date identified	Type	Impact and Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Delay in the procurement of spare parts due to logistical and bureaucratic delays.	October 2014	Operational	Could affect the project outputs P = 5 I = 5	Internal: Ex-ante and close consultation with UNDP procurement committees (ACP) External: Ministry of Electricity to facilitate needed authorisations and clearances.	Project Manager			
2	Complicated logistic arrangements	October 2014	Operational	Could affect the project outputs P = 3 I = 4	UNDP will do in advance a market survey to determine potential transport and insurance companies, and will communicate with the UN Logistics Cluster and WFP for smooth importation and in-land transportation.	Project Manager			
3	Security conditions deteriorate making project completion difficult	October 2014	Other (Security)	Could affect the project outputs P = 3 I = 5	This risk is beyond the control of implementing partners				

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Annex 2: Budget in USD

Item	Description	Unit	Rate(USD)	Persons	Months	Total (USD)
1	Project Personnel					129,000
1.1	Project Manager (national)	Mo	3,500	1	12	42,000
1.2	Procurement Officer (national)	Mo	2,500	1	12	30,000.00
1.3	Field Engineer	Mo	2,500	1	12	30,000.00
1.4	Project Assistant	Mo	2,250	1	12	27,000.00
2	Provision of mechanical and electrical Spare parts(procurement, on-site security and delivery)					1,650,000
2.1	Spare parts from original supplier					1,300,000
	(1) Gear	(2sets)				
	(2) Cyclo Drive Assy	(1set)				
	(3) Vane Segment Row 3	(2PCS)				
	(4) Turbine Blade Row 3.4	(1PC)				
	(5) Combustor Basket	(2 sets)				
	(6) Cross flame tube	(2 sets)				
2.2	Supplementary parts and supplies enabling full operationalization of the original spare parts					300,000
2.3	Transportation and insurance of spare parts to the Jandar Power Plant					50,000
3	Operations and logistics					65,000
3.1.	Monitoring and certification	Contract				20,000
3.2	Security					30,000
3.3	Communication					15,000
	Project Total Cost					1,844,000
	Organizational Support Cost / General Management Support Cost 8%					147,520
	Project Budget Total					1,991,520



Annex 3

Terms of Reference for the Project Agreement between Japan International Cooperation Agency (JICA) and United Nations Development Programme (UNDP) for the implementation of “Emergency Rehabilitation Project of Jandar Power Plant”

1. Background

Since March 2011, the country has been witnessing a protracted conflict resulting in heavy human casualties, economic contraction and infrastructure damage. The reliable and sustainable electricity supply is essential to respond to the immediate humanitarian needs of crisis-affected communities, namely for the operation of essential humanitarian services such as water supply, hospitals, schools, sewage treatment plants and other community services. The Electricity is key for socio-economic recovery and the return of displaced people to affected areas. Electricity production, transmission and distribution were heavily affected by on-going hostilities (destruction, looting, sabotage, etc.). A number of power plants including Jandar, Banias and Al-Zara power plant, are suffering serious shortages of spare parts for adequate operations and maintenance to replace those who have already attained their design life or have unexpectedly been damaged during operations. These Jandar, Banias and Al-Zara power plants were financed by the Japanese ODA loan.

Among major power plants in the country, the Jandar power plant (730 MW total capacity, covering 10% total supply), situated 30km south of Homs, is in a critical situation requiring urgent replacement of spare-parts in order to minimize the high risk of plant shutdown. With this Emergency Rehabilitation Project of Jandar Power Plant (hereinafter referred to as “the Project”), UNDP will facilitate emergency spare-parts supply to the Jandar power plant to avoid such a risk by responding to the emergency spare parts request from the Jandar power plant. The sustainable power plant operation is essential to improving living conditions and human security in the service areas.

Upon completion of the Project, a stable operation will be secured by 2015 while the plant will require additional rehabilitation for stable and continuous operations. Therefore, the continuous support to the Jandar should be considered. Since the Jandar power plant was financed by the Japanese ODA loan, JICA applies the Follow-Up Cooperation to solve this emergency spare parts shortage for keeping the plant operating effectively and stably.

2. Objectives:

This Project’s objectives are as follows through provision of the below main spare parts:

- avoid a high risk of the shutdown of Jandar Power Plant in 2015 by supplying the urgently needed spare parts to the Power Plant;

- improve the living conditions and respond to the immediate humanitarian needs of crisis-affected communities by ensuring the supply of reliable and safe electricity needed for the operation of essential humanitarian services such as water supply, hospitals, schools, sewage treatment plants and other community services.

3. Scope of Services

Under the Project Agreement, UNDP is to carry out the activities set out below. This Scope of Work is not exhaustive and can be amended by a written consent of the two parties concerned.

- a) Verification of required spare parts:
 - a. Verify the spare parts needs of the Jandar power plant in consultation with the Jandar Power Plant and Public Establishment of Electricity for Generation and Transmission, Ministry of Electricity of Syria
- b) Procurement of spare parts:
 - a. Procure needed spare-parts within the project budget and delivery schedule from the original manufacturer of the Jandar power plant.
- c) Delivery of spare parts to the Jandar power plant
 - a. Arrange a meeting to review and agree on the delivery plan with the Supplier and the Jandar Power Plant engineers, if required;
 - b. Arrange transportation of the spare-parts to the Jandar Power Plant;
 - c. Confirm the delivery/ receipt of the spare-parts at the Jandar Power Plant.
- d) Monitoring of the installation of spare-parts by the Jandar Power Plant engineers:
 - a. Provide needed support to the Jandar power plant engineers for the development and implementation of an agreed installation plan;
 - b. Monitor the installation of spare-parts by the Jandar Power Plant engineers and ascertain the functionality of replaced spare-parts.
- e) Reporting:
 - a. Submit the required reports as stipulated in the Project Agreement.
 - b. UNDP as part of its regular procedures will ensure that all copies of statements, receipts and other proof of expenditures are kept on file, and will endeavor to reassure JICA to this effect.