

APRIL 2020

SITUATION/CONTEXT INFORMATION

The outbreak of Coronavirus in MINARET targeted countries and the governments' measures taken to diminish the spread of the virus have affected the project significantly, therefore, the following action steps were taken to help mitigate against the impact of the COVID-19 outbreak, and to make the best use of available tools through systematic implementation by the project management to alleviate the exponential spread of covid-19.

These steps focused on three main areas:

- 1. Proactive risk management:** Actions were taken to prepare for next measures while the outbreak persists and undertook a quantitative risk analysis to enhance understanding of cost and schedule exposure.
- 2. Ready and informed:**
 - a) Undertook a quantitative schedule risk analysis to analyze the risks within the schedule that are tolerable and those that need to be managed with appropriate controls in place, this action embraces the schedule option that extends the end date of implementation of activities.
 - b) Ensured the level of team resiliency to act decisively upon a return to work
- 3. Planning forward:** The plan was envisioned for the way forward after the pandemic, by providing greater levels of cost and schedule controls, and consider changing

KEY IMPACTS, RESPONSE AND PREPAREDNESS

Impact on Deliverables and Outputs

MINARET has been impacted due to implementation, attendance, and engagement, therefore, the project management took mitigation measures and alternative means to meet the deliverables and outputs (within the context of current government guidance on COVID-19). Such decisions required a modification in the project timeline as well as work plan in order to do so.

According to the predefined work plan for the year 2019-2020, the implementation process of activities s burdened by the COVID-19 outbreak, and as a result of that the ongoing activities as well as the planned ones were suspended until further notice. Each of these activities falls under different component of the followings:

Component 2: Value Chain Mapping, Capacity Building & Training and Awareness

Component 3: Communication

Component 4: Project Implementation

Component 5: Project Scalability and Replication

MINARET implementation process combines the soft and technical activities which contributes to realize the goal of the NEXUS approach on bottom level ascending to the top, serving the communities ultimately.

In the case of demonstration (incl: EE/RE/Water & Socio-economic pilots;) the entire activities were postponed, and alternatives are not applicable in such a case. As for the soft activities (incl: awareness raising, capacity building, coordination meetings, missions) the decision was made to adopt the digital modelling to implement some of these activities and prioritize where possible.

Consequently, the outputs delivery process of the project was hindered and impacted by this delay, which entailed the need to: undertake risk mitigation procedure, identify alternatives, and strategize an updated scope of work/budget/timeline.

The modified timeline presents a realistic overview of the delayed activities and shifts the implementation process six months forward from the original deadline for the activity implementation 14 November, 2020.

According to the new set work plan, the completion date of activities will be 31 May, 2021, and the post reporting period will end by 31 August, 2021. (modified work plan 2020/2021 annexed).

Impact on expenditure

The consequences of COVID-19 outbreak on MINARET project led to the necessity of:

- Assessing the impacts of the pandemic on the project from the operational and financial perspectives.
- Addressing the impact of the pandemic on obligations arising from contracts with partners/suppliers.
- Addressing key risks and ensure business continuity.

As a result, based on the aforementioned presentation on the changes applied in response to the current situation of COVID-19, and in compliance with the updated work plan 2020 – 2021, the project financial plan was updated accordingly to reflect the financial implications of the modified work plan, which covers spending priorities and budget reallocations responding to the project extended lifespan.

The updated budget plan will secure the additional costs implied during the extension period (six months) from the current budget through the following “re-allocation for priorities mechanism”. Such additional costs are the management costs.

Table no. (1): Illustrates the financial plan for extension period 15 November, 2020 – 31 August, 2021

Description	Allocated Budget JOD	Notes
Management Costs (Human Resources)	148,508.48	Staff cost till 31/5/2021
Project Activities:	43,898.42	
Component (2) - Value Chain Mapping, Capacity Building & Training and Awareness		
Component (3) - Communication		
Component (4) - Project Implementation		
Component (5) - Project Scalability & Replication		
Sub-total	192,406.90	
Reporting Period	25,000.00	Staff cost during reporting period from 1/6/2021 - 31/8/2021
Overhead 7%	15,218.48	
Grand Total	232,625.39	

Table no. (2): Illustrates the fund re-allocation mechanism for the extension period 15 November, 2020 – 31 August, 2021

Description	Deducted funds to cover extension period
Component (1) - Situational Analyses and Needs Assessment	2,550.00
Component (2) - Value Chain Mapping, Capacity Building & Training and Awareness	10,000.00
Component (3) - Communication	55,790.29
Component (4) - Project Implementation	10,000.00
Component (5) - Project Scalability & Replication	64,205.00
Total Components Cost	142,545.29
Human Resources	40,000.00
Other Expenses	35,000.00
Total Management Cost	75,000.00
Overhead (7%)	15,228.17
Grand Total	232,773.46

RESPONSE

Covid-19 is at the top of the agenda for businesses globally and for the project per se, being so, several cautionary steps were taken to ensure that the entire team is fully prepared.

- Cancellation of ad hoc events and suspension of events within the outbreak period.
- Suspension of the entire pilots/socio-economic implementations in the targeted countries.
- Due to travel restrictions, including reduced flights and public transport and route restrictions without compromising essential services, all missions were suspended until further notice.
- Shifting the implementation of Interim Evaluation forward till the end of the year, meanwhile, the planning and preparation process is resumed.
- Undertook contract reviews to understand the suspension rights and options. Conduct an assessment of remaining cost liabilities under the suspension scenario.

PREPAREDNESS

MINARET management, together with the project partners are currently working on mitigation measures and preparing a response plan to prioritize effectively and manage potentially conflicting imperatives. Moreover, the project will be investing in the capacity building of the teams and the preparedness for resuming the activities in the targeted countries.

Regardless of how the situation develops, the following action steps have been taken now to help mitigate the impact of COVID-19 on the project and prepare it for further developments:

- Developed a business continuity plan, taking into account relevant regulatory obligations and the issue of COVID-19.
- Established and maintained clear internal and external protocols for regular and emergency communication plan with project team, partners, donor, and key stakeholders.
- Monitored and responded to developments and took advice, with appropriate senior management and donor representative.
- Teleworking mood of operation was activated, home office was set up, and project team were enabled to work actively from home to help adhere to social distancing policies and reduce enabling environment for respiratory disease transmission
- The use of information modelling, and a web-based project management tool for maximum continuity and collaboration, accuracy of data for decision-making, and to reduce disruption, minimize the impact on the work-plan, and to handle increased teleworking effectively.

Table no (3): Work plan 2020 – 2021 (List of planned activities from Jun 2020 – May 2021)

Sr. No.	Task Description	Planned Time Frame		Deliverable	Source of Verification
2	Component 2: Value Chain Mapping, Capacity Building & Training and Awareness				
2.1	3 established and operational task forces	Jun-20	Nov-20	Effective implementation of SEAP /SECAP and support MINARET activities during implementation and post project	Letter from mayors, task force MoM and submitted reports
2.3	Holding training campaign in the three municipalities. The training campaign will include topics on energy efficiency for all sectors and renewable energy such as PV technology and waste to energy technologies and their relevancy to Nexus approach.	Sep-20	Mar-21	1- Capacity building plan document 2- Training courses conducted in Jordan, Lebanon and Tunisia (Training material): - Energy Efficiency Training includes all the topics and sectors that are included in the municipality - Renewable Energy Training which covers all requirements for sizing & installing a renewable energy systems and WEF Nexus. - Waste Management Training that includes all the related topics for managing the waste in the municipality - Climate change mitigation & adaptation overview. SECAP training that include how to prepare a SEAP/SECAP and how to be a member in covenant of mayors - Regional Capacity Building with GIZ 3- Trained stakeholders in 3 municipalities (attendance sheets)	1. pre and post assessment 2. Assessment of key partner implementing project (small initiative / pilot project) • Capacity Building and Training & Awareness plan • Training Reports • Evaluation sheets
3	Component 3: Communication				
3.1.1	Communication Assessment	Aug-20	Sep-20	Communication Assessment	Communication Action Plans
3.1.2	One white paper for implementing Nexus in municipalities, and one position paper on required changes in law, policies and incentives procedures	Jul-20	Apr-21	One white paper & One position paper	<ul style="list-style-type: none"> • White Paper • Position Paper
3.2	Organizing the third annual meeting for the project to present the project progress, exchange experience, foster the internal communication between partners and discuss the achievement. The third annual meeting will be a three days meeting will be held in Amman.	Dec-20	Dec-20	1- Printed Material 2- Attendance Sheets 3- Meeting report	Signed MOUs, proof of attendance, emails / correspondence on proposed cooperation, Minutes of Meeting, Meeting Report
3.3	Organizing a final meeting /closing for the project to present the achievements, impacts, results of the project and discuss. The final meeting will be as a two-days conference in Amman.	Mar-21	May-21	Final Event Report	Attendance sheet Emails / letters of introduction, Final event report
3.4	Develop the gender mainstreaming action plan	Jun-20	Apr-21	Develop the gender mainstreaming action plan	<ul style="list-style-type: none"> • Gender mainstreaming reports • Gender Plans
3.5	Prepare a video to summarize all the NEXUS related activities/pilot projects and plans that were implemented in the three municipalities.	Mar-21	May-21	Video	Response Plan
3.6	Website and Platform Development	Jun-20	May-21	MINARET Website	Website / platform online and functioning

4 Component 4: Project Implementation					
	1. Finalize all tendering and procurement for water pilot actions and socioeconomic activities. 2. Commissioning and final receipting for the nexus pilot projects in three municipalities. 3. Completed pilot projects:			Installed and functional irrigation system in Jdeidet El Chouf Installed and functional water harvesting system in Monastir	Pilot Projects Reports
4.1	In Jordan: Installing a nursery plant. In Lebanon: 1- PV installation and lighting replacement projects. 2- Water irrigation system in Jdaidet El Chouf In Tunisia: 1- street lighting replacement project. 2- Purchasing an electric car (EV) for the Municipality. 3- Water Harvesting in Monastir	Jun-20	Jan-21	Pilot Projects Reports	
4.2	Finalize all tendering and procurement for water pilot actions and socioeconomic activities	Jun-20	Nov-20	Completed SE activities in Karak, Jdaideh and Monastir SE activities Reports	SE activities reports
5 Component 5: Project Scalability & Replication					
5.1	Prepare final SECAPs for Jdaidet Al-Chouf and Monastir Municipalities and complete the registration steps in the covenant of mayors. Held two workshops in Lebanon and Tunisia to launch the SECAPs for the donors, private sector and government from each country.	Sep-20	Mar-21	1- Final SECAP Reports for the three Municipalities 2- Attendance sheets of workshops in Lebanon and Tunisia 3- Complete Registration process	SEAPs/SECAPs Letters of approval on SEAP/SECAP plans from municipalities
5.2	MINARET NEXUS model and activities is presented in regional & international conferences, forums and other learning & knowledge exchange venues by project applicant, partners, municipality representatives and other key stakeholders	Jan-20	Sep-20	Participation Reports	Minutes of Meeting
5.3	A manual for the NEXUS models will be prepared. The manual will include lessons learned, best practices, guiding principles and policies which support any municipality to implement nexus model.	Nov-20	Feb-21	NEXUS Manual	Email sharing Manual skeleton with focal points at 3 municipalities • Quarterly email sharing of manual with focal points at 3 municipalities • Emails / Minutes of Meeting reporting feedback • Spot check of emails / MoMs to verify integration of feedback
5.4	Sign with Greentech and complete activity in 3 municipalities Secure one investment in one municipality	Jun-20	Nov-20	Comprehensive report on 3 municipalities, and established investment funds in municipalities 1 guaranteed investment in a project that will provide income to a municipality	Fund managing committee / board is formed, • NEXUS Fund report • Fund operating procedures • Fund auditing & quality assurance procedures
5.5	Conduct Workshop, Meeting, open days in each country	Nov-20	Mar-21	Workshop, Meeting, open days in three countries	Submitted reports
5.6	Prepare a final report for MINARET project which summarize all the energy activities and them outputs, outcomes and impact.	Jun-21	Jul-21	Final progress report developed	Final Project Report