

Project Document

Project Title:	ART GOLD North
UNDAF Outcome(s):	By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improving within a coherent policy framework of reduction of regional disparities.
Expected CP Outcome(s):	Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery
Expected CP Output(s):	Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralized policies and regional and local development plans including women and youth
Responsible Party:	UNDP
Implementing Partner:	Council for Development and Reconstruction

Brief Description

ART GOLD Lebanon (AGL) is an integrated component of the UNDP "Social and Local Development Programme", which, among other objectives, focuses on eradicating poverty, strengthening local capacities and supporting government policies for development. AGL aims to achieve balanced and sustainable development through three main pillars, (i) the participatory approach ensured by the working groups, (ii) the local economic development, and (iii) the support of the Decentralized Cooperation. The project target four regions across Lebanon (South Lebanon, North Lebanon, Bekaa region and Beirut Southern Suburbs) with solid and diversified networks and partnerships within the four targeted-regions.

In North Lebanon, AGL operates within the three districts (Kadas) of Akkar, Minnieh-Dennieh and Tripoli with more than 54 initiatives implemented in phase I through partnerships with Principality of Monaco, governments of Belgium, Italy and Spain, and through the Decentralized Cooperation. For the next phase, the ART GOLD North will continue on enhancing the socio-economic status through the Decentralized Cooperation linkages, and supporting income generation and job opportunities creation in supporting the Local Economic Development Agency in the North.

Programme Period:	2013-2015
Atlas Award ID:	00063972
Atlas Project ID:	00080833
Start date:	January 2013
End Date:	December 2015
Management Arrangements	DIM

Total resources required	USD 1,847,797
UNDP (TRAC)	USD 30,109
Un-mobilized resources net	USD 1,614,034
Other donors net:	USD 84,468
F& A	USD 118,713
ISS	USD 473

Agreed by Council for Development and Reconstruction

11 MAR 2013



Agreed by UNDP

I. SITUATION ANALYSIS

Poverty is a serious problem in Lebanon despite some apparent improvement in the last decade. Poverty estimates from the last comprehensive survey of 2005 placed extreme poverty at 8 per cent of the Lebanese population. This implies that almost 300 thousand individuals in Lebanon are unable to meet their food and non-food basic needs. Around 28.5 per cent of the population live below the upper poverty line which translates into about US\$4 per capita per day. There is a huge disparity in the distribution of poverty with a heavy concentration in certain regions. Hermel, Baalbeck and Akkar witness the highest poverty rates whereas it goes down to 0.7 percent in Beirut.

The ART GOLD Lebanon programme is part of the ART global initiative which was designed by a group of UN Agencies under UNDP leadership. The ART GOLD Lebanon was launched in March 2007 in the four neediest areas of the country, characterized by high poverty rates and raging socioeconomic problems: North Lebanon, South Lebanon, Bekaa and Beirut Southern Suburbs. The programme is managed at the country level by UNDP in partnership with its national counterpart the Council for Development and Reconstruction (CDR).

The ART GOLD is based on a cooperation framework between local, national and international partners interested in combining and coordinating their efforts to achieve the Millennium Development Goals (MDGs) and to contribute to local governance, decentralization, and balanced socio-economic development in the medium and long term. ART GOLD Programme in Lebanon was initially funded by the Italian government and decentralized cooperation partners. Later additional contributions came from the Spanish, the Belgian, and the Principality of Monaco Governments, together with those coming from the Decentralized Cooperation's local authorities.

The official launching of ART GOLD took place at a time Lebanon was still recovering from the devastating effects of the July 2006 war. Consequently, the first phase of ART GOLD intervention (2007 and 2008) was intended to provide needed support for rising recovery demands. In early 2009, the programme adopted a new approach based on the identification by the local stakeholders of strategic territorial objectives towards the achievement of a balanced and sustainable development.

ART GOLD Lebanon adopts a strategic planning approach to achieve balanced and sustainable development by relying on three main pillars, namely, the participatory approach ensured by the local / regional Working Groups, the Local Economic Development, and the support of the Decentralized Cooperation.

The results today in the North region are encouraging. Through a participatory inclusive approach, tens of initiatives across the agriculture, health, education, youth, and economic development sectors have brought real change to the lives of many throughout the North community. More than 17,000 people are now benefiting from the health awareness campaigns and upgraded primary healthcare centers in the most deprived areas in Tripoli; around 150 youths have engaged in income generation activities; and approximately 20,000 farmers have benefitted directly from the opportunities to test the chemical residues in soil and water; while 145 farmers have received technical assistance.

In 2011, AGL continued its support to the North Lebanese community leading to the accomplishment of several major achievements varying from the official establishment of the LEDA in North in March 2011; to building capacities of more than 140 members of newly elected local authorities on good local governance; to enhancing the skills of more than 450 beekeepers on disease control and beekeeping management. In addition, more than 24,000 nectar producing plants were planted in Akkar and Dennieh districts to increase both the quantity and quality of production which lead to an increase in the income of beekeepers by 40%.

Furthermore, ART GOLD North launched the Strategic Development Plan for the Dannieh region for 60 villages; in addition to the supporting and developing of Geographic Information System (GIS) Application in Union of EL Fayhaa Municipalities to manage buildings and streets in collaboration with ART/ISI@MED Initiative which was financially and technically supported by Malaga Municipality in Spain.

Another important achievement to be added which is the setting up of the decentralized cooperation through establishing partnerships between North Lebanon communities and European regions from Italy (Puglia), Spain (Malaga) and France (Marseille).

Working groups:

ART GOLD Lebanon relies on local networks and partnerships in the target areas. To identify problems that hinder the development process of these areas and to come up with suggestions that can be elaborated into initiatives, the programme established Regional and Thematic Working Groups in its four target areas. These were established following a consultation process that emphasizes social dialogue and the creation of local partnerships.

The key goal of the working groups is to promote the participation of the widest range of public, private, and civil stakeholders in the planning and implementation of the local development process. This territorial participatory approach aims to avoid the duplication and fragmentation of projects. It encourages organization and cohesion within local communities and is a powerful incentive for communities to be held locally accountable. This has an immediate return in terms of stability, security, and respect of law.

Since March 2007 UNDP ART GOLD North sub-office has established Local & Regional Working groups throughout Tripoli, Minnieh –Dannieh and Akkar cazas with the support of Municipalities and local communities. Two Regional Working groups (RWG) in Minnieh –Dannieh (Minnieh Federation & Dannieh Federation) – and one (RWG) in Tripoli, and Five (RWG) in Akkar (Jord Elkayteh, Joumeh, Med Drieb, Wadi Khaled , Sahel Elkayteh)

Decentralized Cooperation:

The ART Initiative supports Decentralized Cooperation partnerships between communities from the North and South as well as within different communities from the South. The Decentralized Cooperation actors plan joint initiatives with their counterparts in the countries of intervention. They mobilize human and financial resources, share best practice and experiences, and introduce technological and organizational innovations.

This Decentralized Cooperation between Lebanese, European and International Communities is a valuable tool to generate interest among local communities to exchange technical and technological solutions, organizational and management models, practical innovations, as well as best practice and know-how.

Through the Decentralized Cooperation, UNDP ART GOLD program in North has managed to implement several development projects, targeting the two districts, Tripoli and Akkar. Moreover, UNDP ART GOLD North has enhanced and strengthened Health, youth, cultural & educational sectors with focus on primary health care services, youth capacity building and mobilization, support the job creation for youth through vocational training project and established a public cultural Hall. In Phase I, ART GOLD North project managed to establish several partnerships with Decentralized Cooperation to support development projects within North region such as:

- Livorno Municipality (Italy): vocational training project
- Les Amis du Liban a Monaco: Health, educational and cultural.
- Monaco Government: Health projects.
- Puglia (Italy): Youth
- Marseille (France): IT, Tourist and Public Spaces.

Local Economic Development Agency (LEDA):

UNDP ARTGOLD Lebanon has supported the establishment of four Local Economic Development Agencies (LEDAs). The LEDAs are non-profit, self-sustaining economic bodies that will contribute to the creation of territorial added value chain and will support the existing and encourage the creation of small and medium enterprises.

The Local Economic Development Agencies (LEDAs) are legal structures, owned by the public and private entities of the territory. Through the LEDA the local actors plan and activate, in a shared way, initiatives for territorial economic development, identify the most convenient instruments for their realization and enhance a coherent system for their technical and financial support.

The LEDAs provide several services to the population and institutions, such as territorial promotion, economic vibrant, access to credit, technical assistance to businesses, entrepreneurial training, with the objectives of supporting productive competitive development and economic innovation, within the perspective of an equitable, ecologic, and human development.

The LEDA in the North is located in the Chamber of Commerce Tripoli premises. It has elected a president and constitute of 11 members. Recently, the LEDA Director and the Administrator were recruited. In the coming phase, the LEDA in North will be focused on expanding the concept of local development by making municipalities and cooperatives involved in the process as they will be acting as a developmental catalyst. LEDA North has a strong base of MSMEs and Coops to cater for especially in the agricultural, handcrafts, and tourism sectors.

II. STRATEGY

Through its established networks with local authorizes, community based organizations, civil society organizations and working groups and building on its achievements and lessons learned attained through Phase I, the project will complement what was achieved in previous years to focus on two main areas of intervention that constitute the strategic objectives of ART GOLD North Phase II in the coming three years: (a) continue providing support to improve the socio economic conditions through strengthening Decentralized Cooperation linkages and (b) empowering the role of LEDA in North region to ensure its sustainability.

Through the Decentralized Cooperation linkages the ART GOLD North project will support local development processes in North focusing on the implementation of income generating and socio-economic initiatives addressed by working groups and the local development plans of the region. ART GOLD North project will promote for social cohesion to overcome the existing sensitivities among the local community. In this regard, the project will establish public spaces in Tripoli and rehabilitate football playgrounds and equip cultural centers. Secondly, the ART GOLD North will focus on enhancing the health services in the area specifically in Wadi Khaled through equipping the existing primary health care centers with modern machinery and equipment. Thirdly, the project will maintain its concern about mobilizing youth and building their capacities for civic engagement. The tourism sector will be supported as well through enhancing the existing cultural and touristic sites in urban community of El Fayhaa. The project

will continue building the capacities of local authorities and Unions of Municipalities to manage development process through elaborating and developing the Regional Strategic Development Plans. Finally, the project will support the Lebanese Hosting Families of Syrian Refugees in Akkar to improve the welfare services offered to the communities residing

On the other hand, Art Gold North will be focusing on supporting the newly established LEDA particularly to ensure its sustainability. As recommended in the Market Needs Assessment executed in Phase I, ART GOLD North will support LEDA North according to the following module:

- 75% of expected expenditure in year 1 (2013)
- 50% of expected expenditure in year 2 (2014)
- 25% of expected expenditure in year 3 (2015)

In this regard, a work plan will be developed and endorsed to set the LEDA objectives in the coming years, moreover, a communication plan will be elaborated to channel it networks and connections at the local and regional levels.

The indicative activities are:

- **Project Management**
 - Assure that necessary management staff of the ART GOLD North project are on board
 - Guarantee necessary resources for the assurance for the sustainability of the project activities
- **The Socio-Economic Conditions Improved through Decentralized Cooperation Partnerships.**
 - Establish Public Spaces in the North
 - Support the management and financing process of the strategic planning outcomes in Dinnieh Region and implementing projects
 - Support the Management of tourist and cultural sites in the urban community El Fayhaa
 - Strengthen youth capacities
 - Rehabilitate mini football playgrounds
 - Provide equipment & materials for North Cultural Centers.
 - Improve the welfare services offered to the communities residing in Northern Lebanon, particularly Akkar
 - Upgrade the PHCCs in the Wadi Khaled with modern medical equipment.
 - Inclusive governance for sustainable Mediterranean coastal metropolis
 - Strengthen the existing DC linkages and identify new ones.
- **Local Development Agency Strengthened:**
 - Support the Local Economic Development Agency in North and ensure its self-sustainability
 - Develop, approve and implement LEDA work plan action
 - Enhance the economic activities in the North

III. RESULTS AND RESOURCE FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery

Output indicators as stated in the Country Programme Results and Resources Framework: Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralized policies and regional and local development plans including women and youth

Project Title and ID (ATLAS ID): ART GOLD North Project 00080833

PROJECT OUTPUTS	OUTPUT TARGETS	INDICATIVE/HIGH LEVEL ACTIVITIES	RESPONSIBLE PARTIES	INPUT IN USD
<p>Output 1: Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of social, health and economic development plans and projects in North Lebanon</p>	<ul style="list-style-type: none"> - 10 SMEs supported and jobs created - Incomes increased for 150 beneficiaries through agricultural activities - 150 hectares cultivated with rain-fed crops increased - Improve the income of 75 farmers on yearly basis by 30 % - Enhance the process of the implementation of the pilot strategic developed plan for Dinneyeh area. - At least 60 youth trained on sports skills - 3 sport event and activities implemented every year 	<p>Project Management</p> <ul style="list-style-type: none"> - Assure that necessary management staff of the ART GOLD North project are on board - Guarantee necessary resources for the assurance for the sustainability of the project activities <p>The socio Economic Conditions improved through Decentralized cooperation partnerships</p> <ul style="list-style-type: none"> - Establish Public Spaces in Tripoli - Support the management and financing process of the strategic planning outcomes in Dennieh Region - Support the Management of tourist and cultural sites in the Urban community El Fayhaa - Strengthen youth capacity building and mobilization - Rehabilitate mini-football playgrounds 	UNDP	506,796
			UNDP	768,551

	<ul style="list-style-type: none"> - 10 sports teams use the facility created. - At list one youth group registered. - 100 tourist and cultural site tags in the Tripoli municipality and Union of Fayhaa created 	<ul style="list-style-type: none"> - with artificial grass - Provide equipment & materials for North Cultural Centers. - Improve the welfare services offered to the communities residing in Northern Lebanon, particularly Akkar - Enhance the role and functioning of the PHCCs in the Wadi Khaled. - Inclusive governance for sustainable Mediterranean coastal metropolis 		
		<p><i>The Local Economic Development Agencies Strengthened</i></p> <ul style="list-style-type: none"> - Provide technical & financial support to the North LEDA Agency - Improve the Cultivation Field Crops and Forages in the marginalized areas in Wadi Khaled Area - Enhance the economic activities in the North 	UNDP	572,450

IV. ANNUAL WORK PLANS

Years 2013-2015

Expected Outputs	Planned Activity	PLANNED BUDGET											
		2013-2014				Fund	Donor	B/A	Budget Description	Amount (USD) 2013	Amount (USD) 2014	Amount (USD) 2015	
		Q1	Q2	Q3	Q4								
<p>Output 1: Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of decentralized policies and regional and local development plans including women and youth</p>	Project Management	X	X			04000	00012	71400	Contractual Services Individuals	30,109			
									Total TRAC	30,109			
		X	X	X	X	44902	10216	74500	Miscellaneous Expenses	279			
						44902	10216	75100	F&A (7%)	19			
									Total Spain	298			
		X				44902	00137	71400	Contractual Services Individuals	21,000			
		X				44902	00137	73500	ISS (2.25%)	473			
		X				44902	00137	75100	F&A (6%)	1288			
									Total Italy	22,761			
		X	X	X	X	54060	00137	73100	Rental & Maintenance-Premises	3,000			
		X	X	X	X	54060	00137	73300	Rental & Maintenance of Info Tech Equipment	150			
		X	X	X	X	54060	00137	73400	Rental & Maintenance of Other Equip	3,300			
		X	X	X	X	54060	00137	72500	Supplies	1,572			
		X	X	X	X	54060	00137	74500	Miscellaneous Expenses	1,100			
		X	X	X	X	54060	00137	75100	F&A (7%)	639			
							Total Geneva	9,761					
				44902	00061	71400	Contractual Services Individuals	15,360					
				44902	00061	71600	Travel	100					
				44902	00061	73300	Rental & Maintenance of Info Tech Equipment	100					
				44902	00061	73400	Rental & Maintenance of Other Equip	324					
				44902	00061	75100	F&A (7%)	1,112					
							Total Belgium	16,996					

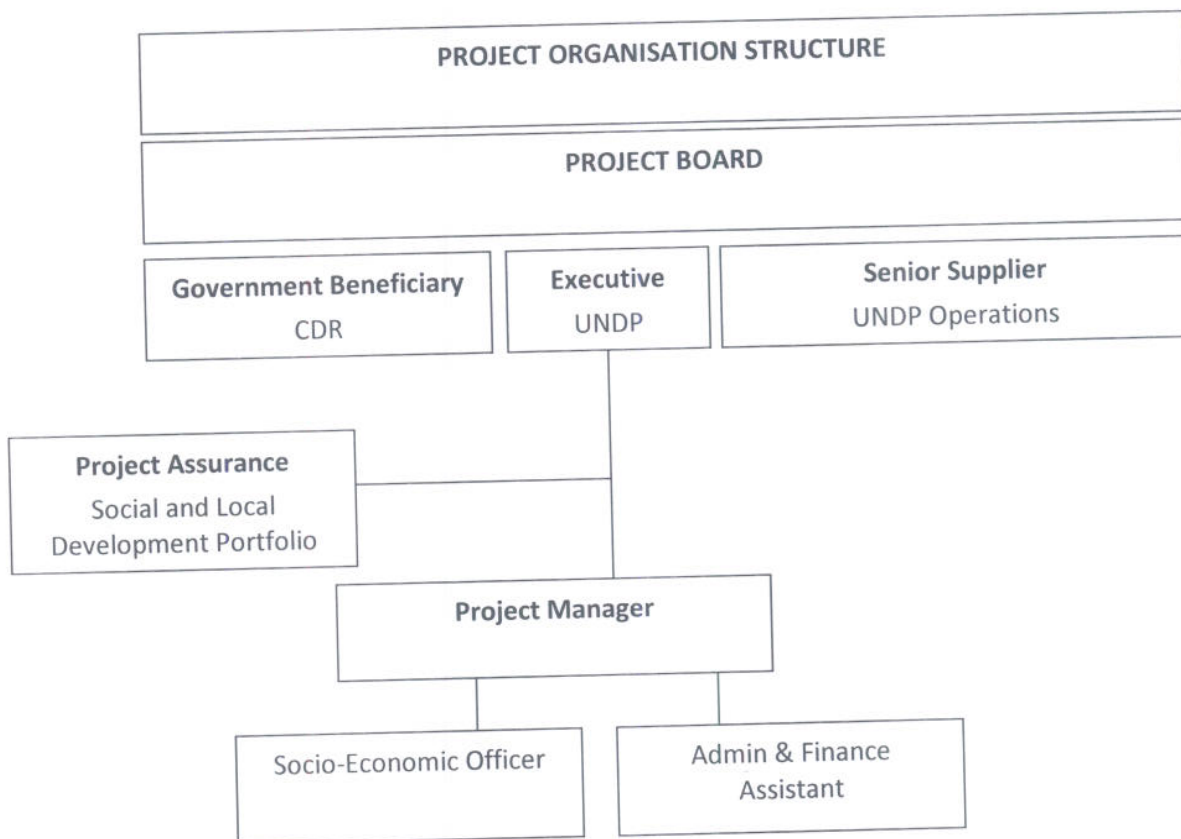
	X	X	X	X	X	30000	00250	71300	Local Consultants			91,000	45,000
	X	X	X	X	X	30000	00250	72200	Equipment and Furniture			225,000	80,000
	X	X				30000	00250	72600	Grants			120,000	125,000
	X	X	X	X	X	30000	00250	75100	F&A (7%)			30,520	17,500
									Total un-mobilized Resources			466,520	267,500
									Total Activity	34,531		466,520	267,500
	X	X	X	X	X	30000	00250	71300	Local Consultants			50,000	
	X	X	X	X	X	30000	00250	72200	Equipment and Furniture			250,000	80,000
	X	X				30000	00250	72600	Grants			125,000	30,000
	X	X	X	X	X	30000	00250	75100	F&A (7%)			29,750	7,700
									Total un-mobilized Resources			454,750	117,700
									Total Activity			454,750	117,700
									Total Project Budget	120,781		1,172,007	555,009

The Local Economic Development Agencies are supported

V. MANAGEMENT ARRANGEMENTS

1. The Project will be implemented under the UNDP Direct Implementation Modality (DIM), whereby UNDP will act as Responsible Party.
2. UNDP will continue to ensure high-quality technical and financial implementation of the project and will be responsible for monitoring and ensuring proper use of all funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. The project structure is elaborated below. All services for the procurement of goods and services, and the recruitment of personnel shall be provided in accordance with UNDP procedures, rules and regulations.
3. The UNDP country office will provide the following support services, covered by ISS charges (2%), for the activities of the programme/project:
 - i. Payments, disbursements and other financial transactions
 - ii. Recruitment of staff, project personnel, and consultants
 - iii. Procurement of services and equipment, including disposal
 - iv. Organization of training activities, conferences, and workshops, including fellowships
 - v. Travel including visa requests, ticketing, and travel arrangements
 - vi. Shipment, custom clearance, vehicle registration, and accreditation
4. The UNDP country office will also provide the following general oversight and management services for the activities of the project which include the following:
 - i. General oversight and monitoring, including participation in project reviews
 - ii. Briefing and de-briefing of project staff and consultants
 - iii. Resource management and reporting
 - iv. Thematic and technical backstopping
 - v. Security management service and Malicious Acts Insurance Policy
 - vi. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff.
5. **The Project Board** will be responsible for making by consensus, management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.
6. **Project Manager:** 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 (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.
7. **National Focal Point (NFP):** The NFP is usually the National Coordinator or a representative appointed by him/her.
Responsibilities of the NFP:

- Review and approve detailed annual/quarterly work plans (for final approval by Project Board) and relevant budgets and where appropriate recommend changes to better meet the project objectives in the national context, in light of monitoring and other reports;
- Approve RDP/SR that are not included in the annual/quarterly work plans;
- Participate in Project Board meetings;
- Review APR Report, and other progress and monitoring reports;
- Provide recommendations for the next year's project planning;
- Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;
- Assist in the identification and allocation of national resources needed by the project to meet its objectives.



VI. MONITORING FRAMEWORK AND EVALUATION

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP of any delays or difficulties faced during implementation so that the appropriate support through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

i. 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.
- A project lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons Learned Report at the end of the project.
- 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, 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 Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

ii. Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager.
- **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.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as “Project Documents or other instruments” in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1960. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in 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; and
- Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

VIII. QUALITY MANAGEMENT FOR PROJECT OUTPUT RESULTS

OUTPUT 1. Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of social, health and economic development plans in North Lebanon		
Activity Results:	Project Management Supported	Start Date: 2013 End Date: 2015
Purpose	To Cover the salaries of project staff providing management, technical, financial and administrative support & to cover office running costs	
Description		
Quality Criteria - Number of projects elaborated and implemented. -Number of working groups meetings organized. -Budget delivery	Quality Method - Monthly tracking - Monthly reporting - Quarterly Progress report - Keeping tracking sheeting	Date of Assessment Throughout the project
Activity Results:	The socio Economic conditions improved through Decentralized cooperation partnerships	Start Date: 2013 End Date: 2015
Purpose	Projects will be implemented in the different sectors of youth, health and social aspects; all aiming at improving the standing of the beneficiaries.	
Description		
Quality Criteria - Management and financial strategy elaborated in addition to a number of projects elaborated and implemented in Dannieh region; - Number of youth trained on sports skills; - Number of sport events and activities implemented every year; - Number of sports teams use the facility created; - At list one youth group registered; - 100 tourists and cultural site tags in the Tripoli municipality and Union of Fayhaa created; -one Public Spaces created; - Youth sector improved via relevant activities; - a youth cc equipped and launched in Akkar;	Quality Method - Field visit, - Success stories - Progress report - Number of beneficiaries satisfy their needs	Date of Assessment Throughout the project

<ul style="list-style-type: none"> - improve the welfare services offered to the communities residing in Northern Lebanon, particularly Akkar ; - <i>The role of the PHCCs in the North upgraded and enhanced via specific training and networking.</i> 		
Activity Results:	The Local Economic Development Agency Strengthened	Start Date: 2013 End Date: 2015
Purpose		
Quality Criteria <ul style="list-style-type: none"> - <i>LEDA is fully supported and operational & LEDA services are being requested and used by the targeted groups</i> - <i>increased income of 150 farmers</i> 	Quality Method <ul style="list-style-type: none"> - <i>Field visit,</i> - <i>Success stories</i> - <i>Progress report</i> - <i>Number of beneficiaries satisfy their needs</i> 	Date of Assessment <p style="text-align: center;"><i>Throughout the project</i></p>

IX. RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political tensions escalation along the North Region	Throughout the project	Political	Can delay the implementation process, increase tensions in the region and cease access to target villages P= 2	Close collaboration between UNDP, CDR and stakeholders. Focus on the activities located within the most secure areas				
2	Low willingness among stakeholders to collaborate and ensure project implementation	Throughout the project	Operational This can delay	This can delay implementation of project activities P=2	Intense follow-up and support from project team to reinstate a mechanism of collaboration and engagement of all stakeholders				
3	Political instability /elections in May 2013	Throughout the project	Political	Can delay the implementation process, increase tensions in the region P= 3	Postpone and delay activities - Fast track activities will be less affected by the political situation due to quick delivery of outputs, however involvement of local actors for the implementation of the activities might decrease				
4	Difficulty to achieve results related to project activities	End of project	Technical	This can affect the perceived impact of the project in the community P=2	Continued engagement with the local stakeholders and ensure sustainability and long term commitment				