

**United Nations Development Programme Country: LEBANON  
Project Document**

<b>Project Title:</b>	ART GOLD South
<b>UNDAF Outcome(s):</b>	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.
<b>Expected CP Outcome(s):</b>	Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery
<b>Expected CP Output(s):</b>	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
<b>Responsible Party:</b>	UNDP
<b>Implementing Partner:</b>	Council for Development and Reconstruction

**Brief Description**

AGL is an integrated component of the UNDP "Social and Local Development Programme" (SLD), 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 targets four regions across Lebanon with solid and diversified networks and partnerships within the four targeted-regions (South Lebanon, North Lebanon, Bekaa region and Beirut Southern Suburbs).

In South Lebanon, ART GOLD operates within the districts (Kadas) of Bint Jbeil, Tyre, Nabatiyeh, Marjeyoun, Jezzine and Hasbaya with more than 60 projects implemented so far through the partnerships with Principality of Monaco, governments of Italy and Spain, and through Decentralized Cooperation. For the next phase, ART GOLD South 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 South.

Programme Period:	2013-2015	Total resources required	USD 764,753
Atlas Award ID:	00063970	Total allocated resources net:	
Atlas Project ID:	00080831	TRAC:	USD 29,657
Start date:	January 2013	Un-mobilized resources net:	USD 279,012
End Date:	December 2015	Other donors net:	USD 407,858
Management Arrangements	DIM	F&A	USD 47,992
		ISS	USD 234

Agreed by Council for Development and Reconstruction

11 MAR 2013



Agreed by UNDP

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## 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 lives 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, Marjeyoun, Bint Jbeil and Akkar witness the highest poverty rates whereas it goes down to 0.7 percent in Beirut.

South Lebanon particularly Bint Jbeil and Marjeyoun Kadas, long neglected and enmeshed in over two decades of occupation and internal conflicts. The lack of quality public services, problems affecting agriculture, environmental degradation, youth social exclusion, and the poor livelihood condition of the majority of the population are among the main challenges confronting the region.

Agriculture constitutes the main source of income for the majority of the people in South Lebanon (animal and plant sectors). Similar to other regions in the country, this sector is confronted with serious problems, limited capacities at the agricultural cooperatives, absence of the extension services in addition to the high production cost. Another major problem in South Lebanon is the solid and organic waste pollution causing a serious threat to the environment and to the lives and health of the population. The majority of garbage is either dumped, or uncontrollably burnt in open land; posing a threat to human health and environmental wellbeing. As for the youth less than 25 years old, they have long been neglected mostly as a result of the occupation. The absence of social activities, the deteriorated educational system, unemployment and lack of job opportunities constitute common obstacles confronting youngsters in their daily endeavors. Additionally, the limited capacities of municipal councils and the shortage of financial resources confronting local authorities are among other challenges affecting the development process at the local level.

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.

In consideration of the above, ART GOLD South had made major achievements in South Lebanon since it start up back in 2007, tackling different sectors for sustainable development:

- a) Environmental Sector: The project provided the municipalities with waste trucks and garbage bins and developed awareness campaigns benefiting around 50,000 inhabitants. And supported the rehabilitation and equipping of many waste treatment facilities. On the other hand, the project has increased water supply and decreased water leakage through the establishment of equipped maintenance centers and trained the staff in 5 Unions of Municipalities with 580,000 inhabitants.
- b) Educational Sector: In this area, ART GOLD South has conducted many awareness campaigns for students covering different cleaning subjects joined with restrooms rehabilitation. Also, the programme has worked on capacity building programs to enhance the computer skills of staff. Music centers have also been established, and theatres rehabilitated in public schools.
- c) Youth Sector: The project worked on establishing and supporting many youth groups in South also promoted the concept of citizenship within the youth groups and their corresponding local communities.

### **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 South has established seven Local & Regional Working groups throughout the Union of Municipalities with the support of Municipalities and local communities. Four Regional Working groups (RWG) in Nabatieh Region (Hasbaya, Marjeoun and Bint Jbeil), and three Regional Working groups (RWG) in South Region (Zahrani, Tyre and Jezzine).

### **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 South has managed to implement several development projects, targeting the five districts, Bint Jbeil, Marjeyoun, Tyre, Nabatieh and Hasbaya. Moreover, UNDP ART GOLD South has enhanced and strengthened environmental, education & Youth sector with focus on waste and water management through providing trucks, garbage bins and water maintenance centers. In phase I, ART GOLD South project managed to establish several partnerships with Decentralized Cooperation to support development projects within South region such as:

- Veneto Region (Italy): Youth projects
- Les Amis du Liban a Monaco: Environment, Education and Youth
- Province of Ferrara: Environment Project

### **Local Economic Development Agency (LEDA):**

UNDP ART GOLD 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 South is located in the Tyre Union of Municipalities premises. It has elected a president and constitute of 11 members. Although the LEDA Director has not been recruited, yet, the LEDA in South is implementing a Packaging center initiative that will generate income and contribute to its sustainability. In the coming phase, the LEDA in South will be focused on delivering services to agro industries, environmental tourism, olive oils, aromatic plants, sea food and textile clusters mostly. The type of services these clusters demand are niche marketing, expansion of their product lines, quality issues, trade issues and access to finance.

## II. STRATEGY

Through its established networks with local authorities, 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 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 South region to ensure its sustainability.

Through the Decentralized Cooperation linkages the ART GOLD South project will support local development processes in South region 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 South project will implement activities to improve coverage of public services and utilities in the fields of education, culture, and environment in view of better quality and sustainability.

On the other hand, Art Gold South 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 South will support LEDA South 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 its networks and connections at the local and regional levels.

The indicative activities are:

- **Project Management**
  - Assure that necessary management staff of the ART GOLD South project are on board
  - Guarantee necessary resources for the assurance of the sustainability of the project activities
- **The socio Economic conditions improved through Decentralized cooperation partnerships**
  - Strengthen territorial planning at the local level in the energy and waste management sectors
  - Establish Youth cultural center in Kawkaba
  - Strengthen the existing DC linkages and identifying new ones
  - Enhance the capacities of the working groups

- **Local Economic Development Agency Strengthened**

- Support the Local Economic Development Agency in South and ensure its self-sustainability
- Develop, approve and implement LEDA work plan
- Elaborate LEDA communication plan

### III. RESULTS AND RESOURCE FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery</p>
<p><b>Output indicators as stated in the Country Programme Results and Resources Framework:</b> 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</p>
<p><b>Project Title and ID (ATLAS ID):</b> ART GOLD South Project 00080831</p>

ARTGOLD SOUTH 00080831	OUTPUT TARGETS	INDICATIVE/HIGH LEVEL ACTIVITIES	RESPONSIBLE PARTIES	INPUT IN USD
<p><b>Output 1:</b> Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of social, environment and economic development plans in South Lebanon</p>	<p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>- Develop a local action plan for the Union of Jabal Amel</li> <li>- Produce 1 Video film and 2 TV spots on water conservation</li> <li>- At least 200 youth will benefit from different types of books for educational and cultural purposes</li> <li>- Around 100 youth/children participate to the summer camp with some 30 receiving training on it organization and management</li> </ul>	<p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>- Assure that necessary management staff of the ART GOLD South Project are on board.</li> <li>- GuaranteeP necessary resources for the assurance of the sustainability of the project activities</li> </ul>	<p>UNDP</p>	<p>USD 359,895</p>

	<ul style="list-style-type: none"> <li>- At least 32 Eco-Volunteers will be trained to support the work of the observatory by attending at least one training session conducted by the trainees in Italy and Spain</li> <li>- At least 2 information and awareness campaigns on LA21 in the Energy and Waste Management sectors will be run by the trainees in Italy and Spain for the board members of municipalities of the Union</li> <li>- At least one awareness campaign will be conducted in each village by the eco-volunteers to disseminate LA21 principles</li> <li>- Around 100 youth/children participate to the summer camp with some 30 receiving training on it organization and management</li> </ul>	<p><b><i>The socio Economic conditions improved through Decentralized cooperation partnerships</i></b></p> <ul style="list-style-type: none"> <li>- Implement ENPI “Local Agenda 21” activities.</li> <li>- Establish Youth cultural center in Kawkaba</li> <li>- Equip a library in Yater.</li> </ul> <p><b><i>The Local Economic Development Agency Strengthened</i></b></p> <ul style="list-style-type: none"> <li>- Support the local Economic Development Agency in South and ensure its self-sustainability</li> <li>- Develop, approve and implement LEDA work plan</li> <li>- Elaborate LEDA communication plan</li> </ul>	<p style="text-align: center;">UNDP</p>	<p style="text-align: right;">USD 404,858</p>
			<p style="text-align: center;">UNDP</p>	



#### IV. ANNUAL WORK PLANS

Year: 2013 - 2104 - 2015

Expected Outcomes	Planned Activity	PLANNED BUDGET										
		2013				Donor	B/A	Budget Description	Amount (USD) 2013	Amount (USD) 2014	Amount (USD) 2015	
		Q1	Q2	Q3	Q4							
<b>Output 1:</b> 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		X	X			04000	00012	71400	Contractual Services Individuals	12,900		
		X	X			04000	00012	71500	UN Volunteers	5,600		
		X	X			04000	00012	74500	Miscellaneous Expenses	3,557		
		X	X			04000	00012	73100	Rental & Maintenance Premises	4,000		
		X	X			04000	00012	73400	Rental & Maintenance other Equipment	3,600		
									<b>Total TRAC</b>	<b>29,657</b>		
		X	X			30000	11975	71400	Contractual Services Individuals	22,400		
		X	X			30000	11975	75100	F&A (7%)	1,568		
									<b>Total Viterbo</b>	<b>23,968</b>		
		X	X			44902	00137	72100	Contractual Services Companies	3,652		
		X	X			44902	00137	74500	Miscellaneous Expenses	205		
		X	X			44902	00137	73400	Rental & Maintenance other Equipment	600		
		X	X			44902	00137	73500	ISS (2.25%)	100		
		X	X			44902	00137	75100	F&A (6%)	273		
									<b>Total Italian</b>	<b>4,830</b>		
	X	X			30000	00169	72500	Supplies	245			
	X	X			30000	00169	73300	Rental & Maintenance of Info Tech Equipment	300			
	X	X			30000	00169	74200	Audio Visual & Print Production Costs	300			
	X	X			30000	00169	72400	Communication & audio visual equipment	500			

											Information Technology Equipment	80	
X	X	X	X	X	X	30000	00169	72800			F&A (7%)	100	
X	X	X	X	X	X	30000	00169	75100					
											<b>Total Principality of Monaco</b>	<b>1,525</b>	
X						44902	10951	74300			Contributions	1,283	
X						44902	10951	75100			F&A (7%)	90	
											<b>Total Vaneto</b>	<b>1,373</b>	
X	X	X	X	X	X	30000	00250	71400			Contractual Services Individuals		70,000
X	X	X	X	X	X	30000	00250	71500			UN Volunteers		16,800
X	X	X	X	X	X	30000	00250	72100			Contractual Services Companies		10,956
X	X	X	X	X	X	30000	00250	72500			Supplies		1,750
X	X	X	X	X	X	30000	00250	73300			Rental & Maintenance of Info Tech Equipment		1,000
X	X	X	X	X	X	30000	00250	74200			Audio Visual & Print Production Costs		1,500
X	X	X	X	X	X	30000	00250	72400			Communication & audio visual equipment		3,000
X	X	X	X	X	X	30000	00250	74500			Miscellaneous Expenses		7,000
X	X	X	X	X	X	30000	00250	74300			Contributions		1,800
X	X	X	X	X	X	30000	00250	73100			Rental & Maintenance Premises		16,000
X	X	X	X	X	X	30000	00250	73400			Rental & Maintenance other Equipment		8,500
X	X	X	X	X	X	30000	00250	72800			Information Technology Equipment		1,200
X	X	X	X	X	X	30000	00250	75100			F/A (7%)		9,765
											<b>Total Un-mobilized Resources</b>		<b>149,271</b>
											<b>Total Activity</b>	<b>61,353</b>	<b>149,271</b>
X	X	X	X	X	X	30000	11975	71300			Local Consultant		25,600
X	X	X	X	X	X	30000	11975	71600			Travel		32,000
X	X	X	X	X	X	30000	11975	72200			Equipment and Furniture		30,000
X	X	X	X	X	X	30000	11975	71400			Contractual Services Individuals		25,000
X	X	X	X	X	X	30000	11975	72600			Grants		5,614
													93,000
													139,474

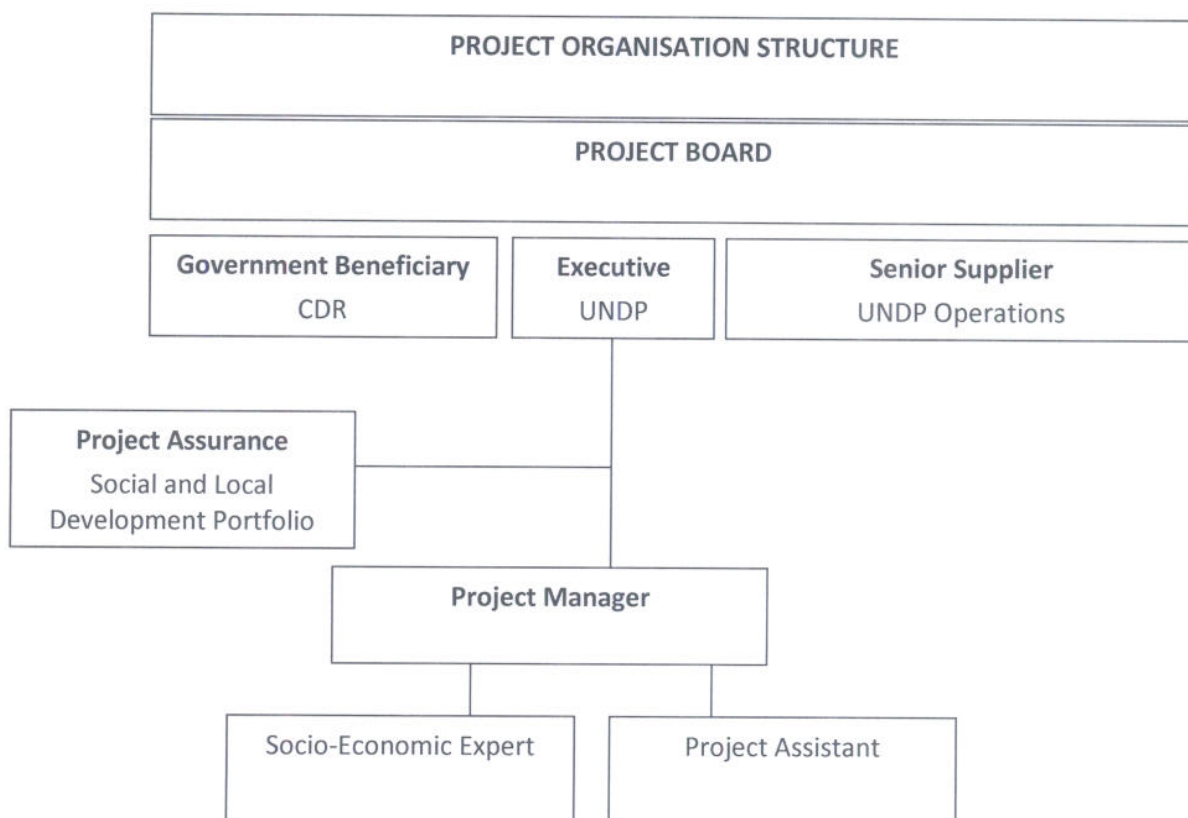
The Socio Economic Conditions improved through

	x	x	x	x	x	30000	11975	75100	F&A (7%)	8,275	6,510	9,763
<b>Decentralized Cooperation Partnerships</b>	x	x	x	x	x				<b>Total Viterbo</b>	<b>126,489</b>	<b>99,510</b>	<b>149,237</b>
	x	x				30000	11132	72200	Equipment and Furniture	14,447		
	x	x				30000	11132	75100	F&A (7%)	1,011		
	x	x				44902	10951	72600	<b>Total Les A mis Du Liban A Monaco</b>	<b>15,458</b>		
	x	x				44902	10951	75100	Grants	7,200		
									F&A (7%)	504		
									<b>Total Vaneto</b>	<b>7,704</b>		
	x	x				44902	00137	72600	Grants	5,960		
	x	x				44902	00137	73500	ISS (2.25 %)	134		
	x	x				44902	00137	75100	F&A (6%)	366		
									<b>Total Italian</b>	<b>6,460</b>		
<b>Local Economic Development Agency Strengthened</b>									<b>Total Activity</b>	<b>156,111</b>	<b>99,510</b>	<b>149,237</b>
									<b>Total Activity</b>			
									<b>Total Project Budget</b>	<b>217,464</b>	<b>248,781</b>	<b>298,508</b>

## 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.



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## 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.

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## 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

<b>OUTPUT 1.</b> 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		
<b>Activity Results:</b>	<b>Project Management</b>	Start Date: 2013 End Date: 2015
<b>Purpose</b>	<ul style="list-style-type: none"> <li>❖ Assure that necessary management staff of the ART GOLD South project are on board</li> <li>❖ Guarantee necessary resources for the assurance for the sustainability of the project activities</li> </ul>	
<b>Description</b>	<ul style="list-style-type: none"> <li>❖ Project management team contracts &amp; TOR's are prepared and ready</li> <li>❖ Project operational tools are assured and associated</li> <li>❖ ENPI " Local Agenda 21 " project AWP is published</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
- Number of contracts issued or extended	<ul style="list-style-type: none"> <li>❖ Management contracts are issued according to UNDP procurement standards and procedures</li> <li>❖ Operational expenses are allocated according to UNDP procurement standards and procedures</li> <li>❖ ENPI " Local Agenda 21 " costs are as stated by the joint partnership agreement of UNDP/ EU Joint Managing Authority and the Beneficiary (RC)</li> </ul>	Throughout the project
<b>Activity Results:</b>	<b>The socio Economic conditions improved through Decentralized cooperation partnerships</b>	Start Date: 2013 End Date: 2015
<b>Purpose</b>	<ul style="list-style-type: none"> <li>❖ <i>Support the South local communities through their elected bodies i.e. municipalities and federation of municipalities in proper planning</i></li> <li>❖ <i>Support the South socio economic structures through territorial animation</i></li> <li>❖ <i>Enhance decentralization cooperation between the South region and potential interested AG EU regions</i></li> <li>❖</li> </ul>	
<b>Description</b>	<ul style="list-style-type: none"> <li>❖ Monthly meetings of RWG are guaranteed</li> <li>❖ Different sectorial Priority projects are defined</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
-number of RWG established - number of territorial value chains supported - number of projects enhanced "water, health, environmental, social integration"	Quarterly Progress and technical reports	Throughout the project



Activity Results:	The Local Economic Development Agencies Strengthened		Start Date: 2013 End Date: 2015
<b>Purpose</b>	<ul style="list-style-type: none"> <li>❖ <i>Provide technical support to South LEDA management team &amp; board</i></li> <li>❖ <i>Guarantee necessary resources for LEAD South management team and operational costs “</i></li> </ul>		
<b>Description</b>	<ul style="list-style-type: none"> <li>❖ <i>LEDA is fully supported and operational</i></li> <li>❖ <i>SMEs capacities are strengthened and are capable of generating higher profit</i></li> <li>❖ <i>LEDA services are being requested and used by the targeted groups</i></li> </ul>		
Quality Criteria	Quality Method	Date of Assessment	
<ul style="list-style-type: none"> <li>-LEDA AWP is set and approved by the board</li> <li>- LEDA Communication strategy is completed and elaborated</li> </ul>	<ul style="list-style-type: none"> <li>❖ Quarterly Progress and technical reports</li> <li>❖ LEDA board regular meetings</li> </ul>	Throughout the project	

**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 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				