

United Nations Development Programme

Country: TURKEY

Project Document

Project Title

Future Lies in Tourism Support Fund

UNDAF Outcome(s):

Outcome 7: Increased opportunities for employment and decent work for all through implementation of equity-enhancing policies, strategies and programmes that promote economic growth, based on competitiveness, increased productivity and corporate social responsibility

Expected CP Output(s):

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

Inclusive programmes for creating jobs and productive livelihoods and improving employability with focus on women, rural and the urban poor and youth that complement sectoral strategies, in place

Expected Output(s):

(Those that will result from the project and extracted from the CPAP)

Strengthened capacity of local tourism actors and NGOs to contribute to sustainable tourism development through partnerships with public and private institutions with a view to build good examples that will contribute to knowledge building and community development for additional income generation for all through tourism

Executing Entity:

UNDP

Implementing Agencies:

Ministry of Culture and Tourism

Brief Description

The project builds on the achievements, lessons learned and partnerships established during the tourism development support projects executed in partnership with the Ministry of Culture and Tourism both in the Çoruh Valley and in Kars since 2007 and 2009 respectively. The project aims to strengthen capacity of local tourism actors and NGOs to contribute to the sustainable tourism development through partnerships with public and private institutions. The project will conduct its activities through a grant scheme and training programmes, with a view to develop best practice examples and contribute to knowledge sharing in the area of sustainable tourism implementation

Programme Period:	2011-2015	Total resources required	654.840 USD
Key Result Area (Strategic Plan):		Total allocated resources:	654.840 USD
Atlas Award ID:		• Regular	
Start date:	September 2012	• Other:	
End Date	May 2015	○ Donor (EFES)	654.840 USD
PAC Meeting Date	07.08.2012	○ GMS (% 7)	42.840 USD
Management Arrangements	NIM	Unfunded budget:	
		In-kind Contributions:	EFES will provide Domestic (yearly min 70) and International (min 3) Flight Tickets, Airport transfers where available, Local Travel Costs (bus, train, car rent) Accommodation Costs (where available and yearly min 50 man/days)

Agreed by the Government of Turkey

N. Gökçe KAYA

Çok Tanımlı Ekonomik İşler
Genel Müdür Yardımcısı

Agreed by the Ministry of Culture and Tourism

Özgür ÖZASLAN

Müsteşar

Agreed by UNDP

Shahid Najam
Resident Representative

I. SITUATION ANALYSIS

Turkey is a middle-income country, with steady growth and employment figures. On the other hand, typical for a middle-income country, Turkey suffers from regional disparities that are reflected in employment, income and human development indicators as well as welfare disparities between rural and urban sectors (TUIK 2009 Poverty study shows that urban poverty is less than 9% whereas poverty in rural areas is almost 39%). Similarly, gender inequalities are also visible in economic sphere (as well as social and political), with women less participating in labour force compared to men (29% women's LFP compared to 72% LFP according to 2011 Household Labour force Survey).

Income generation for all citizens is a continuous priority in all National Development Plans including relevant sections of the Ninth development Plan and will feature in the 10th Development Plan to be prepared. Local economic development, entrepreneurship and competitiveness are among priority areas to address development issues including disparities as mentioned above. For this purpose, the government develops policies to strengthen initiatives that aim at local economic development and also supports structures such as Development Agencies.

Majority of existing local economic development initiatives developed within this framework prioritize tourism as a sector to develop. For this reason, tourism diversification, seasonal expansion and capacities (both national and local level) to plan and implement sustainable/community based tourism are highly critical. On the other hand, while Turkey is well-known for its growing tourism sector and incomes, sustainable tourism (including ecotourism, rural tourism, agro tourism, cultural tourism, responsible tourism, and green tourism) is not widespread and supporting structures for these types of tourism lines are not systematic and well-developed.

Therefore, capacity and support structures in these areas are needed, both at the central level but also at the local level. While UNDP and the Ministry of Culture and Tourism is in the process of initializing a joint project at the central level to contribute to the enhanced capacities of Ministry of Culture and Tourism and other relevant actors for more strategic and effective support for sustainable/community-based tourism, there is also need to develop and learn from good examples of sustainable development at the local level. For this purpose, UNDP and Ministry of Culture and Tourism will establish partnership with Efes Company, who will also provide project funding, to implement pilot projects that will contribute to their communities and also to national/local level knowledge in the area of sustainable tourism and local economic development.

The primary direct **beneficiaries** of this project will be the local tourism actors, initiatives and NGOs from Turkey. The ultimate beneficiaries will be local communities living where the supported projects are implemented. During the project lifetime the content support to the sustainable tourism portal and annual conferences which will be established and held, the beneficiaries will extent from local communities to whole sustainable tourism community in Turkey (tourism academia, civil society organizations, local authorities etc). The fund will be designed to support the projects having a gender-balanced approach and taking into consideration the social impacts of their activities.

II. STRATEGY:

The United Nations Development Cooperation Strategy (UNDCS) for the 2011-2015 programming period sets local economic development for decent work for all among one of its priority areas in line with the government priorities. On the other hand, UNDP's Country Programming Document (CPD) sets critical targets for local economic development and livelihoods in various sectors with a view to generate livelihoods and decent work for all including women, youth and poor. Based on the current experience of UN in Turkey for local economic development, tourism is one of the most important sectors as also identified by national and local actors and policy makers. UNDP provides capacity support on these sectors through bringing in global knowledge and experiences and works actively in Turkey since 1950s.

On the other hand, 2023 Tourism Strategy of Turkey prioritizes diversification in tourism activities, in line with the global tourism and development trends. The 2023 Tourism Strategy aims at generating employment and income increases for all segments of the society through increases in tourism revenues with a balanced use of strategic natural, cultural, historical and geographical assets and conservation. In this regard, tourism organization and governance, service quality, marketing and promotion, diversification as well as support of new initiatives such as brand cities and tourism corridors. This current strategy at the same time aims at institutionalizing governance structures that allow various segments of the society including CSOs, private sector and local actors into the planning and implementation processes.

UNDP and the Ministry of Culture and Tourism have a longstanding partnership since 2007, focusing on various segments of tourism for local economic development. This partnership is designed in parallel to tourism diversification as mentioned in 2023 Tourism Strategy and focuses on rural tourism, cultural tourism and winter tourism in three different project partnerships, as mentioned below:

- 1- Tourism Development in Eastern Anatolia Region Project (DATUR) implemented in the Coruh Valley since 2007, with funding support of Efes Pilsen will be completed in 2012. Tourism product development, promotion of the region, as well as capacity development activities for women and youth triggered a significant tourism activity in the region and presents one of the best practices for many other initiatives in Turkey.
- 2- 'Alliances for Culture Tourism in Eastern Anatolia' UN Joint Programme, implemented with the partnership of four UN Agency (UNDP, UNESCO, UNICEF and UNWTO) since 2009, resulted in significant achievements on developed capacities for management of cultural assets (building of relevant infrastructure for preparation of Ani Site Management Plan and building the inventory of intangible cultural heritage), development and implementation of Kars Tourism Strategy and development of tourism cluster of Kars region as well as local level capacity development initiatives. All results mentioned above have been achieved in close cooperation and consultation with relevant GD's and Departments of the Ministry of Culture and Tourism and significant capacity development for the Ministry has also been achieved to be further utilized in other regions. The model of support provided by the Ministry has been very useful and is replicable in other parts of the country.
- 3- Development of Winter Tourism Corridor in Erzurum, Erzincan and Kars Project launched in 2010 provided technical support for pre-feasibility, technical plans and preparation of tender dossiers for application under IPA-3.

This project partnership has been very valuable in drawing up some **lessons learned**, some of which are listed below:

- a- Engaging local actors in any planning process (particularly those to impact their lives and livelihoods) is very critical for the success of any initiative. This is also valid for tourism initiatives, which are highly dependent on local authorities and local leaders as well as citizens;
- b- Sustainable/community based tourism is a multi-perspective sector, which needs integration of various concerns including conservation and management of resources, human resources management and development, investment and feasibility as well as community development. Therefore, integration of relevant Ministerial Departments and local actors at the onset and throughout implementation is important to facilitate tourism development process;
- c- Similarly, like any other economic sector, tourism needs to be tackled with a value-chain approach, considering the forward and backward linkages with other relevant sectors that have a relation to tourism;
- d- A tourism spot is never a strong destination itself, particularly from a tourist perspective. Tourism destinations are considered with the environment that they are surrounded with and need to be approached as a joint destination with their surroundings. This makes local partnerships and governance structures highly critical, meaning that supporting certain tourism spots in isolation is never sufficient to ensure a sound tourism activity;
- e- Engaging local actors and raising awareness for sustainable/community based tourism is extremely critical in ensuring success throughout a tourism initiative and then to increase the chances for sustainability;
- f- Knowledge on sustainable/community based tourism is limited, though there are an increasing number of good examples at the local level. There is a need for building, documenting and sharing knowledge on good examples voiced repeatedly by many stakeholders at various instances;

III. APPROACH:

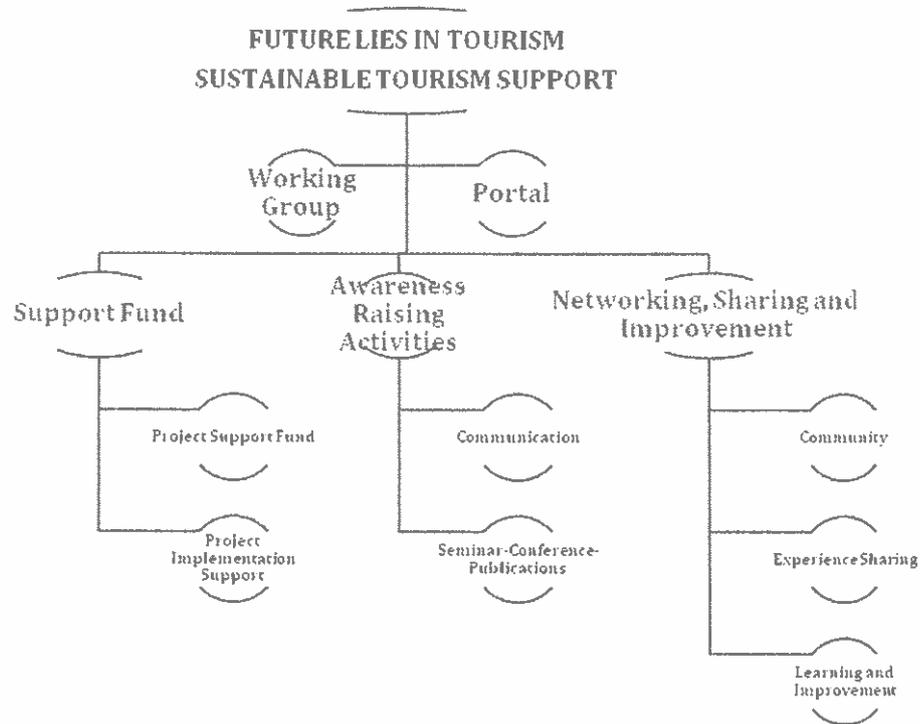
Building on the existing experiences between MoCT and UNDP, and responding to the identified needs for supporting structures at the local level for sustainable tourism, the current project have established Future Lies in Tourism Support Fund with financial contribution and partnership of Efes Turkey. This Support Fund is designed to complement a broader tourism initiative to be managed by Efes Turkey, which aims to contribute to development of sustainable/community based tourism with funding, technical support and knowledge building activities. This initiative is designed as a medium term strategy spanning a minimum of five years, to be launched in end of 2012.

The fund is established to provide local tourism actors and NGOs with necessary guidance, tools and resources to strengthen their capacities in order to contribute to the sustainable tourism development through partnerships with public and private institutions in the following ways:

- Encouraging the development of awareness-raising, capacity development and research projects for sustainable tourism



- Supporting innovative, creative, participatory, sustainable, society-sensitive and gender-balanced projects of local tourism actors and NGOs that provide best practices for sustainable tourism implemented in partnership with public and private institutions
- Strengthening the project development and implementation skills of local tourism actors and NGOs via implementation support, structured trainings, networking platforms (via regular meetings, conference and web portal)



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IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 7: Increased opportunities for employment and decent work for all through implementation of equity-enhancing policies, strategies and programmes that promote economic growth, based on competitiveness, increased productivity and corporate social responsibility

Applicable Key Result Area (from 2008-11 Strategic Plan):

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (INDICATIVE)
<p>Output: Strengthened capacity of local tourism actors and NGOs to contribute to sustainable tourism development through partnerships with public and private institutions with a view to build good examples that will contribute to knowledge building and community development for additional income generation for all through tourism</p> <p>Baseline: 1- A number of local initiatives on sustainable tourism across Turkey, with limited access to funding opportunities and knowledge 2- Loose network of sustainable tourism initiatives, no systematic exchange of knowledge and experience</p> <p>Indicators: 1-Number of supported projects on sustainable tourism development</p>	<p>Targets 2012 & 2013 -Establishment of the Sustainable Tourism Projects Support Fund Program -Announcement of the Support Fund guideline -Sustainable Tourism Projects Support Fund (1st scheme) launched -Financially and technically supported projects -Project teams trained -1st Support Fund scheme finalized</p>	<p>Support Fund Program 1. Establishment of the Support Fund Governance Structure 2. Establishing the system of the Support Fund (theme, criteria, application channels and forms, contracts, evaluation system...) 3. Preparation of the Support Fund guideline 4. Establishing the Support Fund jury 5. Announcing the Support Fund program through different communication channels 6. Application process for the Support Fund program 7. Pre-selection process 8. Announcement of the pre-selected projects (finalists) 9. Organizing workshop on project development and sustainable tourism for the finalists (two-day collective training) 10. Support revision of selected projects by project owners 11. Final selection of the projects (site visits by the Jury and project partners)</p>	<p>Ministry of Culture and Tourism (MoCT), UNDP, EFES</p>	<p>2012 & 2013 International & Local contracts \$70.000 Capacity Assessment Capacity Development Response and Trainings Coaching & Mentoring Knowledge Management Communication Monitor & Evaluation etc Travel \$ 17,000 Training/Meeting costs \$40,000 Support Fund \$120.000 Project staff \$60.000 Implementation Support Cost \$12.000 Admin+Audit costs \$22.330</p>

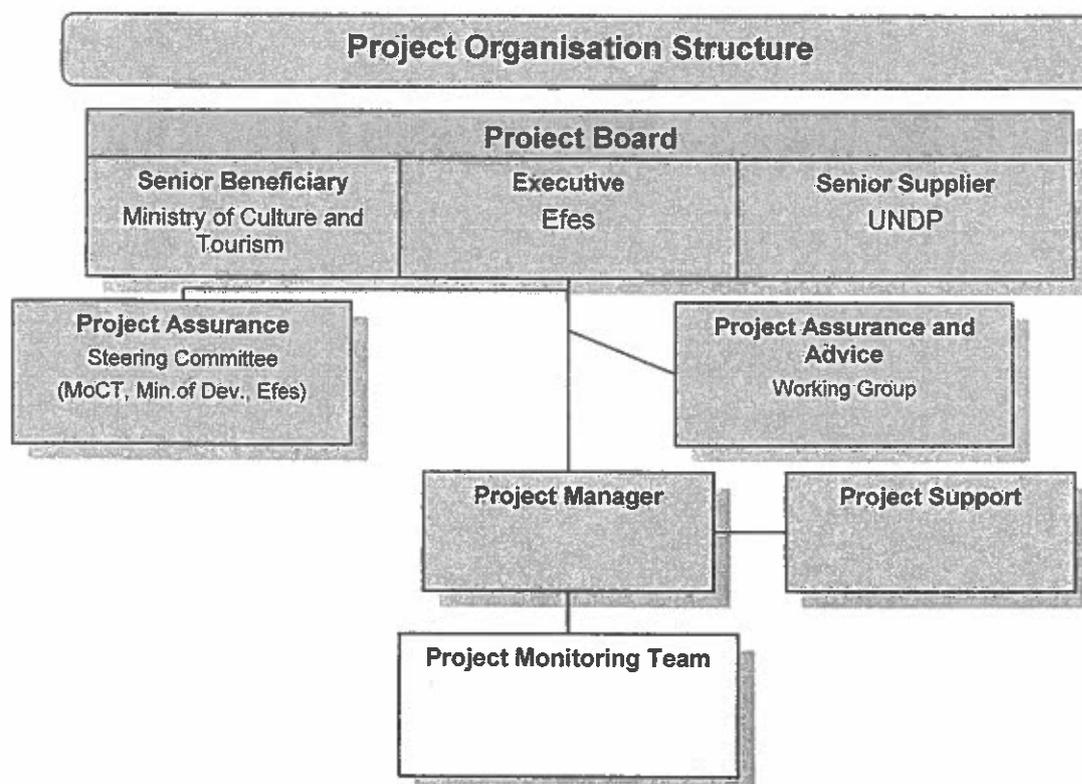
<p>- The network established between the partners of the supported projects in order to share experience and knowledge and develop new projects. ---Indicators will be set as per the themes of the fund allocated</p> <p>Targets:</p> <p>-Minimum #of supported projects on sustainable tourism development -Minimum #of teams strengthen on project development and implementation - A network established between the partners of the supported projects in order to share experience and knowledge ---Targets will be detailed as per the indicators</p>	<p>Targets 2014 & 2015</p> <p>-2nd Support Fund scheme launched</p> <p>-Mentoring previously implemented projects</p> <p>-Financially and technically supported new projects</p> <p>-Project teams trained</p> <p>-2nd Support Fund scheme finalized</p> <p>- A knowledge product developed for the use of a wide range of tourism actors on community based tourism implementation</p>	<p>12. Announcement of the selected projects</p> <p>13. Signing the contracts with the selected project teams</p> <p>14. Implementation of the selected projects: Provision of implementation support, local level coaching and mentoring</p> <p>15. Regular reporting by selected projects' teams</p> <p>16. Preparing 1st term of Support Fund Program report</p> <p>Awareness Raising Activities</p> <p>1. Project Promotion and Sustainable Tourism Seminars</p> <p>2. Developing an international conference content, program and Communication and announcement of the International Conference (The Conference will be organized by EFES. UNDP's role:</p> <ul style="list-style-type: none"> • Bringing forward recommendations and inviting speakers • Supporting the announcement process • Participation to the conference <p>Networking, Sharing and Improvement</p> <p>1. Contribution to the content of the Sustainable Tourism portal based on the information emanating from the supported grant projects</p> <p>2. Giving support to the content and communication of the webinars, videos, e-newsletters, magazines etc</p>	<p>2014</p> <p>International & Local contracts \$70,000</p> <p>Capacity Assessment Capacity Development Response and Trainings Coaching & Mentoring Knowledge Management Communication Monitor & Evaluation etc</p> <p>Travel \$17,000</p> <p>Training/Meeting costs \$40,000</p> <p>Support Fund: \$120,000 (tbd)</p> <p>Project staff \$40,000</p> <p>Implementation Support Cost \$6000</p> <p>Admin+Audit costs \$20,510</p> <p>TOTAL: 654,840 USD</p>
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V. ANNUAL WORK PLAN / YEAR 1:

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: Strengthened capacity of local tourism actors and NGOs to contribute to sustainable tourism development through partnerships with public and private institutions with a view to build good examples that will contribute to knowledge building and community development for additional income generation for all through tourism	1. Activity Result: Sustainable Tourism Support Fund established and implemented					Efes	International & Local contracts - Travel - Training / Meeting costs - Support Fund- Project staff - Implementation Support Cost - Admin costs	50.000 12.000 30.000 120.000 40.000 12.000 18.480	
	Action: Establish the Working Group	X				Efes			
	Action: 1st Meeting of the Working Group (Agenda: General Project and Support fund Program)	X				Efes			
	Action: Establish the Support fund system (theme, criteria, application channels and forms, contracts, evaluation system...)	X				UNDP in consultation with Efes and MoCT			
	Action Preparation of the Support Fund guideline	X				UNDP in consultation with Efes and MoCT			
	Action: Uploading information, guideline and application forms into the portal	X	X			Efes			
	Action: Establishing the Support Fund jury	X				Efes, UNDP, MoCT			
	Action: 2nd Meeting of the Working Group (Agenda: Support Fund Program and Portal)	X				Efes			
	Action: Launch of the project	X				Efes			
	Action: Call for Proposals within the Support Fund					UNDP in consultation with Efes and MoCT			
Action: Announce Support Fund through different communication channels	X	X			Efes, UNDP, MoCT				
Action: Receipt of applications for the Support Fund	X	X			UNDP				

Action: Pre-selection process									UNDP in consultation with Efes and MoCT			
Action: Announcement of the pre-selected projects (finalists)			X						Efes, UNDP			
Action: Organize workshop on project development and sustainable tourism for the finalists (two-day collective training)				X					UNDP in consultation with Efes and MoCT			
Action: Revision of selected projects by project owners				X					UNDP in consultation with Efes and MoCT			
Action: Final selection of the projects (by the Jury)				X					UNDP in consultation with Efes and MoCT			
Action: 3rd Meeting of the Working group (Agenda: General Evaluation and Activities of the Next Term)				X					Efes			
Action: Announcement of the selected projects							X		UNDP in consultation with Efes and MoCT			
Action: Signing the contracts with the selected project teams							X		UNDP			
Action: Implementation of the selected projects : Provision of implementation support, local level coaching and mentoring							X		UNDP in consultation with Efes and MoCT			
Action: Regular reporting by selected projects' teams							X		UNDP in consultation with Efes and MoCT			
2 nd Support Fund Scheme												
Action: Revising Support Fund guideline in line with areas/themes to be supported							X		UNDP in consultation with Efes and MoCT			
Sub-Total										282.480		
2. Activity Result: Awareness Raising												
Action: Project Promotion and Sustainable Tourism Seminars (will be determined with the Working Group)											Efes	
Action: Support to development of the agenda of sustainable tourism conference												
International contracts --												7.500
Travel -												2.500
Training / Meeting costs -												5.000
Admin costs												1.050

VI. MANAGEMENT ARRANGEMENTS



Project Partners and Roles and Responsibilities:

The project is a nationally implemented project implemented by the Ministry of Culture and Tourism (MoCT) with UNDP technical support and Efes Turkey's funding and management support.

- With this arrangement, **Ministry of Culture and Tourism** will be primarily accountable for the results achieved in this project on behalf of the government of Turkey. The annual workplans and budgets will be developed in consultation with the project partners and will be approved by the MoCT. MoCT will appoint a National Project Coordinator and technical staff as appropriate, to provide strategic direction as well as day-to-day support and monitoring for the project. MoCT will be a member of the Working Group to be established and will also play a key role in selecting the funded project as a member of the project selection panel.
- Efes Turkey will provide financial and management support to the project. This grant project will be part of a broader initiative managed by Efes Turkey 'Future Lies in Tourism-Sustainable Tourism Support', to support development of local sustainable tourism initiatives in Turkey through three main channels of approaches, support fund, Awareness raising activities and networking, sharing and improvement as laid out in Annex-Strategy. UNDP/MoCT managed component 'Support Fund' will contribute to the overall initiative through building direct partnerships with local actors in sustainable tourism and generate best practice examples. The other components of the initiative, i.e. 'Awareness Raising activities' and 'Networking, Sharing and Improvement' will be managed by Efes Turkey with contributions from the support scheme (as detailed in the Results and Resources Framework).

Efes Turkey will also provide parallel funding/support for travel expenditures for this project. This support will include the below estimated costs as needed:

- Domestic (yearly min 70) and International (min 3) Flight Tickets,
- Airport Transfers where available
- Local Travel Costs (bus, train, car rent)
- Accommodation Costs (where available and yearly min 50 man/days)

UNDP will have the option to make travel arrangements through its own travel agency when needed. In this case, a budget revision will be made to incorporate the additional travel cost.

- UNDP will provide technical support for the project implementation. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as procurement and contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- **Partnerships:** Partnerships established at the central and local level will be critical in not only identifying priority areas, themes and needs for support but also for developing and implementing responses for such areas. Such partnerships with relevant government and non-governmental organizations as well as local actors will be leveraged in the Working Group and selection panels as well as developing knowledge products within the project scope.

Audit Arrangements:

- The Project will be subject to NIM audit in line with UNDP's rules and regulations. Related costs will be charged against the project budget.

Intellectual Property Rights and Use of logo on the project's deliverables:

- The Intellectual Property Rights of all the outputs of the project will vest in the MoCT upon completion of the project. The name and emblem of the UNDP can be used only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Turkey.

VII. 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.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the 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: Strengthened capacity of local tourism actors and NGOs to contribute to sustainable tourism development through partnerships with public and private institutions with a view to build good examples that will contribute to knowledge building and community development for additional income generation for all through tourism		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> SUPPORT FUND	Start Date: est (1 October 2012) End Date: (March 2015)
Purpose	Support fund established and implemented	
Description	Planned actions to produce the activity result. (pls see the AWP)	
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>
The indicators are set in the document and further detailed indicators will be defined during design of the funding scheme		
The quality of the funding scheme will be defined according to the selection criteria of the funding modality, which will be identified in coordination with the project partners	Criteria will be compared with universal definitions of sustainable tourism.	During the design of the funding scheme.
Selection panel	The project applications will be selected by a panel represented by a variety of relevant actors to integrate various dimensions of sustainable tourism management.	During project selection
Achievement of the grant project results	The quality of the results achieved with the grant projects will be systematically monitored by a monitoring team throughout the grant cycle.	At least three monitoring visits to each project per cycle

VIII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP through the legal framework of Revised Standard Agreement signed on 21 October 1965, constitute the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner 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 implementing partner'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 implementing partner 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.

ANNEXES

1- Risk Analysis

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Annex 1-Risk Analysis

Project Title:		Award ID:				Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of project management capacity among the local actors	July 2012	Operational Organizational	Lack of capacity of the actors/potential grantees may risk the success of the grant scheme P =3 I = 3	Continuous monitoring of projects and continuous capacity building/trainings	Project Manager	Prog. Man.		
2	Insufficient number of quality grant approvals	July 2012	Operational	P=1 I=3	Calls for Proposals will be announced through all possible channels that the project partners have access to	Project Manager	Prog. Man.		

