

Minaret NEXUS projects in Karak, Jordan : A Value chain approach to pilot and socio-economic design and product definition.

Third Progress Report

March 10, 2019 – May 10, 2019

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Submitted to: Minaret Project Team.

Overview: During the third reporting period (two months), the Q perspective team moved to developing the initial design concepts for socio-economic project and the water pilot action in Jordan, and conducted a second field visit to Tunisia was conducted.

Jordan overview: Building on the desktop and field data gathered during the two past reporting periods, the stakeholder engagements, and the more in depth understanding of the perceptions, requirements, constraints and attitudes of different stakeholders towards the NEXUS approach, more developed aspects of the overall design were developed.

Those aspects concentrated on corresponding to NEXUS parameters previously developed while also addressing the different needs, constraints and aspirations of the stakeholders for each project. This process involved significant communication and awareness-raising of the stakeholders on the NEXUS approach and parameters while also mediating and brokering positive perceptions and willingness for collaboration on implementing the projects amongst stakeholders themselves. While many stakeholders had previous knowledge of each other, most either never formally collaborated before, or did collaborate but did not perceive their previous collaboration in a positive light.

While such dynamics and perceptions were challenging, the responsiveness of most stakeholders to prospects of collaboration gradually became more positive and it is our belief that those basic grounds of common understanding of the value and benefits of both the NEXUS approach and of collaboration will evolve into formal collaborations during the final design process and subsequent joint implementation of projects.

Tunisia overview: As per the agreed upon plan with the Minaret project team in the previous period, approaches used in developing the design elements for the Jordan projects were deemed advanced enough to start more advanced work in Tunisia. A challenge of dedicating a land to the socio-economic project in Tunisia by the Municipality presented itself, as well as the need to garner commitments from the proposed main stakeholders of the socio-economic project to formally engage in collaboration before proceeding to finalizing the design process. A field visit to Tunisia was planned and organized during the reporting period to address the above two points.

Regarding the water pilot action in Tunisia, the Q perspective team was informed that the project was a very simple project and does not require intensive efforts in terms of design (when compared to Jordan where the water-pilot action developed into an integrated NEXUS project), and as such focus needs to be geared to the Tunisia socio-economic project.

Progress during reporting period:

1.1: Progress on Eco-tourism project in Wadi Al Karak.(Socio-economic project):

Several meetings and field visits regarding the socio-economic project were conducted during the reporting period culminating in the development of advanced versions of different design elements (value chain map, cluster detailed maps, detailed capacity building requirements and recommended capacity building programs and advanced recommended eco and adventure tourism packages).

Specifically, stakeholder engagements related to the socio-economic project in Mumia during the reporting period are:

Monday March 18,2019: Meeting at Horizons: A meeting was held at Horizons office involving Q expert team, Horizons team and Minaret Project Manger at RSS. The meeting's objective was to clarify and agree on specific points related to both the water pilot action and the socio-economic projects in Jordan.

Main highlightsd of the meeting:

- Horizons explained that they are directly responsible for the implementation of the socio-economic project. They informed the Q team that they expected, as part of their understanding of the mapping and design process, detailed bills of quantities for all aspects of the socio-economic project were expected.
- Q perspective explained that their understanding of the terms of reference was that detailed BOQs would be developed once the project design and estimated budget were approved, then the first part of the implementation would involve detailing the costs through the procurement processes as that is the standard process in such projects, but nonetheless, Q perspective will work on the BOQs.
- Q perspective also informed the Minaret team present that they will initiate the process of developing detailed BOQs during their field visit to Wadi Al Karak the next day where they had planned to work on defining the clusters of the value chain.
- The Minaret team also reiterated that concentration during the current period needs to be on developing the Jordan projects to advanced stages so that standard practices for Jordan can be used for Tunisia and ensure alignment of all projects in both countries in terms of approach. Q perspective agreed.

Note: Main highlights related to the water pilot action can be found in the Jordan water pilot section.

Tuesday March 19,2019: Field visit to Wadi Al Karak: A field visit was conducted to Wadi Al Karak by the Q perspective consulting team. They were received by the Mumia Cooperative Society president and two of the board members. The full day visited concentrated on developing accurate and detailed costing for value chain activities that will be incorporated into the final project budget, and on identifying realistic value chain clusters that are feasible and that would add value to the socio-economic project.

Main highlights of the field visit:

- The Mumia Cooperative Society had been slowly implementing additional required reconstruction works in the old village due to the severe lack of resources. The works concentrated on infrastructure work and they informed the team that they have been trying to mobilize additional resources from different potential donors but as of the date of the visit have not received any confirmation of support.
- No resources were available for the kitchen, furniture, bathrooms, showroom or the outdoor economic activities depicted on the value chain.
- Detailed scaling of all areas that required furnishing where undertaken collectively, and the cooperative members promised to provide actual price offers for the all requirements and share it with the Q perspective team. It was decided that the Q perspective team will get prices for required items that were not available in Karak as well as for an industrial kitchen that could better serve the purposes of the project if funding was made available.
- Some highly specialized items related to adventure tourism (ropes, harnesses, helmets, head lights..etc.) are also only available in Amman and the president of the cooperative informed the Q perspective team that he will undertake a visit to Amman to get quotations for those items from two or three suppliers.
- Feasible and useful clusters on the eco-tourism value chain were identified during the visit and the Q perspective team informed the cooperative that they will develop the detailed descriptive maps of those clusters and share them with them for review.

Main deliverables during reporting period:

1.1.1: An advanced and realistic draft of the eco- and adventure tourism packages for the socio-economic project were produced in the English language (Annex SEJ 1.1).

1.1.2: Logical framework for Mumia cooperative society eco-tourism project produced in the previous reporting period was developed to incorporate stakeholders' roles and to reflect more accurate stages. (Annex SEJ 3.1).

1.1.3: Five value chain clusters emanating from the value chain were developed highlighting points of possible engagement and collaboration with the proposed socio-economic project, potential collaborators and stakeholders, potential knowledge requirements and knowledge providers, and basic description of resources required to activate the clusters alongside the potential suppliers. The five clusters are:

Fresh Juice detailed Cluster map (Annex SEJ 3.1.1).

Traditional snacks detailed Cluster map (Annex SEJ 3.1.2).

Traditional meals detailed Cluster map (Annex SEJ 3.1.3).

Traditional Hot drinks detailed Cluster map (Annex SEJ 3.1.4).

Locally produced souvenirs detailed Cluster map (Annex SEJ 3.1.5).

1.1.4: Based on the General Capacity building recommendations delivered in the previous report and on the engagements and developments during this reporting period, a detailed Training needs and recommended capacity building programs for Jordan Socio economic project main stakeholder was developed. (Annex CB SEJ1).

1.2: Progress on Water pilot action using treated water in agriculture in Lajoun, Karak:

It became clearer during the reporting period that there are some challenges regarding the water pilot action that needed to be addressed before proceeding with advanced stages towards finalizing the design. **Those challenges were mostly internal and related to the constraints of the Minaret project itself; the major challenge relates to the introduction of the National Center for Agricultural Research as an implementing partner of the water pilot action**, especially as it became a composite project that incorporated the water component of NEXUS with agriculture, and the possibility of introducing elements of the energy project into it.

Though this might not have been part of the original thinking for the water pilot action of the Minaret project, it could provide an advanced NEXUS model where all the NEXUS elements are integrated into the water pilot action. Such a model can contribute to the advancement of the NEXUS model itself by demonstrating wider benefits of integration of the elements.

Stakeholder engagements related to the Jordan water pilot action:

Monday March 18,2019: Meeting with Minaret team:

Main highlights of the meeting:

Minaret Project Manager explained that the water pilot action in Jordan involves the introduction of a new implementing partner, the National Center for Agricultural (NARC) Research. This requires approvals from the donor and also internal approvals at the National Energy Research Center which is responsible for the budget of the water pilot action in Jordan.

Before proceeding with developing the concept ideas proposed by NARC, a parallel process for securing the approvals from the donor and RSS – NERC for including NARC as an implementing partner needs to be started. This process requires the following:

- a- Drafting a solid justification for incorporating NARC as an implementing partner in the water pilot action. This will be conveyed both to the donor for approval as well as for the management at RSS-NERC.
- b- Securing the approval of the Municipality of Karak, the eventual project owner of the water pilot action, for the incorporation of NARC as the technical implementing partner during the project establishment and operationalization leading to handover to the municipality.
- c- Ensuring that the Municipality of Karak will dedicate the required staff to receive training from NARC on all aspects of the project and eventually have the project handed over to them after operationalization.

- d- If and when all points above are achieved, communicate with NARC on this process and agree with them on moving forward.
- e- Once NARC approval is received, proceed with: 1- drafting terms of reference for the duties and responsibilities of NARC 2- Q perspective to work with NARC technical teams on developing the concept idea to a full - fledged design, and 3- As per the terms of reference, organize a prioritization workshop with all stakeholders (Minaret main partners, Municipality of Karak and NARC) to finalize the design and the budget of the selected water pilot action.
- f- Draft and finalize all relevant agreements amongst the stakeholders (RSS- NERC, NARC and Municipality of Karak) and proceed with implementation.

It was agreed that all parties present in the meeting will collaborate to ensure the above process is implemented.

Note: The following engagements reflect actions on the agreed upon collaboration towards finalizing the design of the water action pilot.

Wednesday April 3,2019: Meeting with executive manager of Karak Municipality at Horizons offices: A meeting with the executive manager at Karak Municipality was held to explain the proposed water pilot actions and gauge the opinion of the municipality on the introduction of NARC as an implementing partner.

Main highlights of the meeting:

The two proposed ideas for the water pilot action (nursery project using treated waste water) and public park/garden using treated waste water were presented to the executive manager.

The proposed role of NARC as a technical implementing partner was explained, and the unique competencies and previous experiences in designing and implementing similar projects were also explained.

The executive manager explained that the nurseries project met the demands of the municipality of Karak in light of the high cost of ornamental and decorative plants borne by the municipality on yearly basis.

The executive director informed everyone present that the municipality welcomes the involvement of NARC in the project.

She also informed everyone present that the municipality was willing to dedicate the required staff to receive all forms of theoretical and practical training and capacity building during set up and operationalization, and that those staff would manage the project after hand over.

Upon a request from the Minaret team, the executive director agreed in principle to provide in kind contributions to the project related to all infrastructure work necessary (opening a road to the entrance of the project, providing a fence for the project, leveling the ground for installing green houses, and laying a cement base for the main green house to be laid upon). This, alongside the dedication of full time staff, would constitute the in-kind contribution of the municipality.

The executive director demonstrated excellent understanding of the value of involving NARC in the project in terms of knowledge transfer, ensuring the success of the set up and operationalization, and laying strong foundations for sustainability and growth.

The executive director mentioned that the municipality wished to be directly involved in the process of selection of seeds and seedlings that would be grown in the nurseries project and that those should be a combination of plants intensively used by the municipality in regular landscaping activities in public spaces as well as recommendations from NARC on additional varieties that have high success rates in the Karak environmental context and that have the least possible requirements for water consumption and for costs of care. She was informed that these considerations were already included in the design process and also encouraged by NARC themselves.

The executive director also demanded that the municipality is aware of all the budget details and the different allocations by Minaret, and she was informed that all those details will be presented in the project selection and prioritization workshop and that the municipality is the eventual project owner and as such will have complete access to all details. The municipality will also have a say in the budget distribution and allocation as they are the eventual project owners.

It was agreed that a meeting will be arranged with NARC where all Minaret lead implementing partners as well as the municipality can have concrete discussions on all aspects of detailed design, delineation of roles and any other considerations.

Wednesday May 1, 2019: Meeting with RSS- NERC, Horizons and expert team with NARC at NARC headquarters. (Greater Karak Municipality Executive Director apologized from attending the meeting the evening before).

The meeting was originally organized to develop a work plan for finalizing the water pilot action design process with the involvement of the eventual project owner (Greater Karak Municipality) but nevertheless was a fruitful meeting.

Main highlights of the meeting:

Eng. Muhieddin Tawalabeh from RSS-NERC alongside the Minaret project Manager Ms. Lulwa Safarini explained all points and actions required to incorporate NARC as an implementing partner in the project.

The positive reception by Greater Karak Municipality towards the involvement of NARC was explained.

Eng. Tawalabeh explained that as part of the foreseen role of NARC, detailed technical specifications for all activities related to the project were part of the responsibilities required from NARC.

NARC reciprocated kindly and informed all present that they understood the requirements and were willing to invest the required time and effort to see the process through.

It was agreed that NARC expert team will work with the Q perspective expert team on developing the initial concept ideas provided in the previous reporting period to more developed concept notes that will incorporate more detailed budgeting as well as including technical specifications for specific budget items that required such elaboration.

It was agreed that Q perspective expert team will also work with the NARC expert team on developing particular terms of reference for NARC's proposed role in the project in coordination with the Minaret team. Specifically the technical duties and responsibilities related to the core works of NARC would be developed.

It was also agreed that RSS – NERC would develop the term of reference framework for the proposed role of NARC as an implementing partner and will integrate the technical elements from the duties and responsibilities jointly developed into the TOR.

Once the TORs were finalized, they would be sent to NARC to prepare an elaborate proposal that builds on the concept note, and the Q perspective team will work closely with NARC on ensuring that the proposal integrates essential design elements that follow the value chain approach.

Parallel to that effort, RSS – NERC will proceed with the process of requesting approvals from the donor as well as internal approvals for incorporating a new technical implementing partner for the water pilot action in Jordan.

NARC informed everyone present that they fully understood that approval for their incorporation as a technical implementing partner was not guaranteed, and that nonetheless, they will invest the time and effort in detailing the concept ideas as well as other efforts required.

It was agreed that if and when approvals were received from the donor and internally at RSS- NERC, a comprehensive design process for the water pilot action as per the value chain and NEXUS parameters and approaches will commence, culminating in the final design of the project.

Wednesday May 7,2019: Working Day with NARC: A working day between Q perspective expert team and NARC expert team was conducted to detail the concept ideas and develop the technical duties and responsibilities.

Main highlights of the meeting:

Both concept ideas (nursery and park/garden using treated waste water) were updated to include more detailed budgeting and developing technical specifications for relevant budget items.

Technical terms of reference were also developed.

NARC informed Q expert team that a number of points will need elaboration if and when approvals for the incorporation of NARC as a technical implementing partner were secured from the donor and internally at RSS-NERC. These are:

- a- Finalization the location(s) of the project(s) on the ground with the municipality in light of the new land plotting maps developed by the municipality engineers.
- b- Selection of the varieties of decorative and ornamental plants needed to be done in consultation with the municipality.
- c- It is possible to include the garden/park project within the nurseries project as the overall designated area of 5,000 m2 allows for it. This would significantly reduce costs but can only be incorporated once the final project budget is developed and compared to the dedicated budget to the project.

Main deliverables during reporting period:

1.2.1: Annex WPJ 4-1.1 nurseries project detailed concept April 2019

1.2.2: Annex WPJ 5-1.1 park project using treated water detailed concept April 2019

1.2.3: Annex WPJ 6: Justification for partnering with National Center for Agricultural Research.

1.2.4: Annex WPJ 7: Draft Technical Duties and responsibilities of NARC.

Essential comments related to the water pilot action in Jordan:

The process of developing the full terms of reference was not finalized as per schedule due to the departure of the Minaret project manager during May. The process will be expedited and finalized in the next (final) reporting period.

The month of Ramadan further caused delays as it was difficult to arrange for additional stakeholder engagements due to fasting.

Nonetheless, the majority of works agreed upon regarding the water pilot action in Jordan were conducted during the reporting period.

1.3: Progress on Tunisia covering Monastir Eco-tourism hub project(Socio-economic project) and the water pilot action:

Overview: The reporting period witnessed the development of design elements for Tunisia socio-economic project based upon the visit to Tunisia conducted during the previous period. Moreover, a follow up visited was conducted during the period from April 29 – May 3, 2019 to provide assistance to the Minaret project team in brokering official agreements between the major socio-economic project stakeholders in Tunisia. The field visit also involved additional efforts to detail the design of the socio-economic project and designate clear roles and duties and responsibilities for each of the major stakeholders.

Stakeholder engagements during reporting period:

Wednesday April 3,2019: Meeting to discuss Tunisia socio-economic project Logical framework at Horizons Office: A meeting to discuss the logical framework for the Tunisia proposed socio-economic project was organized with all Minaret project management team (RSS-NERC, IUCN, Horizons).

Main highlights of the meeting:

- The draft logical framework was presented by the Q expert team.
- The proposed socio-economic project involves eco-tourism which draws a lot of comparisons with Jordan's socio-economic project.
- This alignment creates a synergy in terms of some stakeholders' capacity building needs that might be useful for both Lebanon and Tunisia. Those will also be compared with capacity building needs from Lebanon and if there were actual sufficient joint capacity building requirements amongst the three countries the Minaret project team might consider holding a regional capacity building workshop for those specific training modules that all three countries require.
- To proceed with the detailed design process, Minaret management team explained that formal legal agreements need to be signed amongst major socio-economic project stakeholders.
- At the core of the issue is an agreement between the Municipality of Monastir and Notre Grand- Bleu. This agreement involves the dedication of a piece of land by the coast of Monastir by the municipality to Grand-Bleu. Grand-Bleu will use this land as their new headquarters and will also expand on it to host the proposed Minaret socio-economic project. The importance of having this agreement signed was seen essential for the socio-economic project and this was previously discussed during earlier Minaret engagements. The initial concept note developed (before engaging Q perspective) was based upon that.
- Other agreements between the other major stakeholders also needed to be drafted and shared with them (Grand- Bleu, Voice of Children, and Centre Des Affaires De Monastir) to clearly designate the roles and duties and responsibilities of each stakeholder.
- A second visit dedicated to explaining the developed concept note, recommended action plan (explained in the logframe) and to secure the approvals of all major stakeholders on the project concept and idea as well as to work towards formalizing the relationships amongst stakeholders (as well as dedicating the land for the project) was urgently required.
- Q perspective expert team needs to be part of the visit as they are working on the design process and can explain the proposed project in sufficient details and explain the value of having more than one stakeholder in the project, with the clear understanding that Notre Grand- Bleu will be the eventual project owner (principle stakeholder). The visit will also be used to expand on the capacity building requirements.
- It was agreed, that in principle, the visit will be organized towards the end of April. It is essential to have it then as it would be very difficult to do any serious work in Tunisia during the month of Ramadan due to the short work hours and the lack of willingness of organizations in general to engage in demanding work.
- Horizons will lead the mission and any other managing partners of Minaret will inform Horizons of their ability to attend the visit.

- It was also agreed that Horizons lawyers will develop drafts of the agreements amongst stakeholders in Tunisia and would share them with Q perspective expert team for their feedback in the coming week.

Monday April 8,2019: Meeting to discuss agenda and plan and logistics for Tunisia field visit:Q expert team met with Horizons team to discuss all preparations for the field visit to Tunisia.

Main highlights of the meeting:

- It was agreed that only two team members from Q perspective would join the visit, one of which needs to be the capacity building expert.
- It was agreed that the visit will be conducted between 29 April,2019 to 3 May, 2019.
- All works will be conducted over three days, 30 April – 2 May (1st will be a national holiday in Tunisia and will be spent preparing for the workshop on 2 May).
- It was agreed that the first day (Tuesday April 30) will be dedicated to conducting individual meetings with the proposed major stakeholders of the socio-economic project starting with the Municipality.
- It was agreed that a workshop will be held on Thursday May 1,2019 at the municipality with all proposed stakeholders. The workshop will work on identifying the clear roles and responsibilities of each stakeholder in the proposed project, will reiterate the capacity building requirements of the stakeholders to successfully implement the project, and will discuss the legal agreements (and hopefully have them signed).

Tuesday April 30,2019: Meeting with Mayor of Monastir at Monastir Municipality: An orientation meeting with the mayor of Monastir was conducted to explain the purposes of the visit and the expected outcomes. A Grand-Bleu representative, the major stakeholder in the socio-economic project was present at the meeting.

Main highlights of the meeting:

- Mr. Rami Al- Akhras explained to the mayor that the purpose of the visit was to finalize official agreements between the major stakeholders of the proposed Minaret socio-economic project (The legal agreement would be signed between the Municipality of Monastir and Grand-Bleu for dedicating a piece of land by the coast of Monastir for the purposes of implementing the Minaret-supported socio-economic project, and one or more agreements between Grand-Bleu, Voice of Children and the Centre Des Affairs de Monastir (a national program operated by the Tunisian Ministry of Industry and Trade throughout Tunis where by specific centers were established in different municipalities, one of which is Monastir).
- Mr. Al-Akhras also discussed the tendering processes for the water pilot action and the energy project of Minaret and inquired on what stages that process has reached.
- Q expert team member, Sadeq Khawaja, explained to the Mayor that Q perspective's role in this mission was to align the proposed duties and

responsibilities of each major stakeholder in the socio-economic project with specific capacity building needs, and to eventually develop recommendations for capacity building programs for each partner, and where required all the partners, and to develop part of those programs that are related to soft skills requirements as well as to NEXUS and Value Chain required skills. The remaining technical recommended skills would be developed and implemented by specialized capacity building partners in Monastir, or in Tunisia if not found within Monastir.

Tuesday April 30,2019: Meeting with Grand-Bleu at Grand-Bleu offices: The meeting was lead by Q perspective and involved orienting Grand-Bleu on the proposed concept note of the socio-economic project and gauging their opinion, as the main project stakeholder (eventual project owner) on the specific roles and duties of responsibilities of each major stakeholder (including Grand-Bleu).

Main highlights of the meeting:

- It was explained to Grand-Bleu that as part of their major role in this project, they are expected to manage and oversee activities that do not necessarily fall within the core mandate of the organization (preservation of the Marine Environment in Monastir). Those activities include, but are not exclusive to, managing the facility that will be established on the plot of land dedicated by the Municipality, sourcing, selling and managing inventory of the nature shop at the facility, coordinating and managing relationships and agreements with major stakeholders, managing the proposed marine life museum, training rooms, accommodations of environmental researchers as well as moving the headquarters of Grand-Bleu to the new site and managing their core operations out of the new site.
- Grand-Bleu responded positively to the propositions and verbally expressed their approval to assume the additional responsibilities and to collaborate with the other major stakeholders on establishing and successfully operating and maintaining the socio-economic project.
- Grand-Bleu also explained that they fully understood the value of involving other stakeholders who would provide specialized offerings that would finalize the overall design of the project and compliment it with essential components of excellence and sustainability that correspond to the individual objective of each organization as well as complying with the parameters of the NEXUS and the Value chain approaches.
- As a demonstration of their commitment, Grand-Blue dedicated one of their staff (Mr. Thaker) to accompany the Minaret team and Q expert team on all the visits and meetings and workshop that were previously designated on the agenda of the field visit.

Tuesday April 30,2019: Meeting with Voice of Children at Voice of Childre premises in Monastir: As with the previous meeting with Grand-Bleu, Q perspective expert team explained to Voice of Children their prospective role in the proposed socio-economic project as well as the capacity building requirements associated with that role.

Main highlights of the meeting:

- Q perspective expert team explained to Voice of the Children that their prospective role in the proposed socio-economic project as per the initial concept note was to provide the socio-economic project with high quality products to be displayed and sold within the nature shop envisaged to be an essential physical and operational component of the project.
- The products need to be environmentally friendly and to reflect the specific competitive advantage of Monastir.
- The products need to be made locally by Monastir women artisans that benefit from socio-economic productive projects managed by Voice of Children.
- It was also explained that Grand-Bleu would be the project owner and that Voice of the Children would be a major stakeholder in the project. The relationship would be formalized in a detailed legal agreement that will be the focus of the workshop that will be conducted after two days at the Municipality of Monastir.
- Voice of the Children welcomed the proposition and explained that they also understood the value of engaging in the Minaret Socio-economic project, and that in principle, they agreed to the distribution of roles amongst stakeholders, and that they fully understood that Grand-Bleu would be the eventual project owner.
- Voice of the Children explained that products made in their workshop by local women have excellent production capabilities; however, they needed support in product design and development, finishing, packaging and labeling and marketing. Those areas were the main technical capacity building areas required by Voice of the Children.
- Regarding the Business Center at Monastir, Q perspective explained to Voice of the Children that the business center provides support to local artisans in terms of technical capacity building and also vocational licensing. In the proposed socio-economic project concept note, it is envisaged that the Business Center of Monastir would support Voice of the Children through providing Voice of the Children with specialized artisans (males and females) that can provide all needed technical assistance in terms of product design and production of samples at the workshops of Voice of the Children. Moreover, the Business Center of Monastir can directly provide different forms of training to artisans of Voice of the Children, can provide linkages to training providers and can also provide high level training to the management and operational staff of Voice of the Children itself.
- Voice of the Children welcomed this collaboration as part of the project and explained that it would definitely contribute to addressing challenges of product design and capacity building faced by Voice of the Children.
- Q perspective also explained that Imagine, a company that operates a “creative space” for local artisans at Monastir is also envisaged to have a role in the proposed socio-economic project. Imagine is specialized in recycling and upcycling, and has a wide range of environmentally focused products made from waste. Those products are at an advanced stage of design, quality and functionality and can added significant value to the

offerings in the nature hub. Imagine would be an ideal stakeholder in terms of providing support to Voice of the Children in product design related to up cycled and recycled products as well as other thematic artisanal products reflecting the unique competitive advantage of Monastir. Imagine could possibly also collaborate with Voice of the Children on other activities not necessarily related to the Minaret Socio-economic project such as organizing and implementing activities targeting Voice of the Children core constituency (women and children) such as drawing workshops, mother and child joint activities, cultural events and other relevant activities.

- Voice of the Children also expressed eagerness and willingness to collaborate with Imagine within an outside the scope of the proposed Socio-economic project.
- It was agreed that there was no need to include Imagine as a major stakeholder in the Minaret socio-economic project, and that collaboration with them could be done directly through or under the umbrella of Voice of the Children.

Tuesday April 30,2019: Meeting with the Business Center of Monasstir (Centre Des Affaires de Monastir): The meeting also focused on the prospective role of the Center in providing capacity building support to artisans and staff of Voice of the Children as well as vocational licensing facilitation for beneficiary artisans of Voice of the Children that would design, implement and provide unique products to the proposed nature of the hub.

Main highlights of the meeting:

- The proposed socio-economic project idea was explained to the Center with sufficient details on the proposed roles of each stakeholder, including the Center.
- The Center manager was very receptive of the idea. He explained that this project, if implemented, could be the first stop for tourists of Monastir especially that the planned site is at one of the main entrances of the city of Monastir. He believes that this would provide tourists with a positive and well-developed understanding of the touristic offerings of Monastir and would encourage them to engage in different tourism experiences that would benefit the different actors on the tourism value chain at Monastir.
- The Center manager explained that they are willing to be a stakeholder in the project, are willing to perform the required duties and responsibilities, and that they will not require any financial resources from the Minaret project for collaborating on implementing the proposed project as the role expected from them falls within their mandate and they provide services related to that role for free in all cases.
- He also explained that the center can and is willing to sign a formal agreement with that regards, but that any agreement needs to be approved and signed by the centralized management of the center in the Tunisian capital (a section within the Ministry of Industry an Trade).

Tuesday April 30, 2019: Meeting with Imagine: Q expert team met with the managing director of imagine, Ms. Insaf and explained to her that Voice of the

Children were open to collaboration with Imagine on product design, product development ,technical capacity building and other forms of collaboration. Ms. Insaf provided a tour to the whole party (including Minaret project team and Grand-Blue who were not part of the meeting held during the previous reporting period with Imagine).

Main highlights of the meeting:

- The Minaret team, through the visit to the creative space of Imagine, gained a more developed understanding of the value Imagine could provide to the socio-economic project and asked to include Imagine within the design process as a secondary stakeholder. Imagine also does not require financial resources from the Minaret project for their role in the proposed socio-economic project.
- It became clear to all the visitors that Imagine could also be a supplier of unique up-cycled and recycled items directly to the nature hub.
- Imagine responded positively to the potential for collaboration both as a direct supplier to the nature shop as well as to providing all kinds of relevant support to Voice of the Children and their artisan beneficiaries and constituency.

Wednesday May 1,2019: Official day in Tunisia. The Q expert team spent the afternoon organizing the workshop for the next day and met with Mr. Rami Al- Akhras in the evening to explain the planned proceedings of the workshop.

Thursday May 2,2019: Stakeholder orientation and alignment workshop at Monastir Municipality: A full day workshop with all major stakeholders of the proposed socio-economic project was conducted (Monastir Municipality, Grand-Bleu, Voice of the Children, Centre Des Affaires De Monastir, Imagine and the Minaret project team).

*Note: Directorate of Traditional Industries representative Kathem Masmoudi was invited by the Minaret project team and the Q expert team as he was present during the meeting with the Centres Des Affaires De Monastir and indeed attended the workshop. The Directorate works with the Center on facilitating different services to artisans, including vocational licensing support.

Main highlights of the workshop:

- The concept of the proposed Minaret socio-economic project was briefly explained by the Q expert team.
- The proposed roles and duties and responsibilities of each stakeholder in the project were discussed at length.
- Roles and duties that potentially constituted an overlap were highlighted and it was agreed that such overlap could be easily resolved through proper communication, clear decision making and documentation. Also, a proper and clear governance structure for the proposed socio-economic project can be developed to address any overlaps, and was in all cases necessary to avoid future conflicts and to ensure efficient implementation of all activities of the project.

- All potential major stakeholders agreed on the importance of identifying and documenting joint strategic objectives to be adopted as part of the design process of the proposed socio-economic project, which are:
 - a- Active citizenship.
 - b- Innovation.
 - c- Capacity building on all areas related to the natural environment.
 - d- Tourism with focus on eco-tourism and alternative tourism.
 - e- Public Private Partnership towards a Green Economy.

- Draft agreements between partners, previously prepared by Horizons and shared in advance with all stakeholders, could not be signed by the stakeholders. Different reasons for the inability of each stakeholder to sign during the workshop were mentioned. Specifically, the stakeholders did not have their legal departments review the agreements, did not provide any feedback to Horizons, did not discuss the agreements within their decision-making structures and their representatives at the workshop were not solely authorized to sign the agreements.

- Nonetheless, all stakeholders informed the Minaret project team and the Q expert team that they are willing to sign the agreements and will coordinate amongst themselves and inform Horizons of the process and timeframes towards signing the agreements.

Main deliverables during reporting period:

1.3.1: Initial concept note for the proposed socio-economic project in Tunisia was developed (Annex SET 1 Initial concept note monastir socioeconomic project March 2019)

1.3.2: Logical framework for proposed socio-economic project design in Tunisia developed (Annex SET 2 Tunisia logical framework March 2019)

1.3.3: A detailed value chain and stakeholder map was developed (Annex SET 3 detailed value chain and stakeholder mapping Tunisia May 2019).

2- Concluding Note:

Slow pace of work during Ramadan, challenges to the design process and to implementing other aspects of the assignment that relate to stakeholder engagement, and the change of the project manager of the Minaret project collectively contributed to the delay of the overall assignment. As such, this report covers a period of two months instead of one, while the final report will be produced at a later date. Q perspective was informed that an extension to the assignment will be required and Q perspective agreed.

As such, the final report will be produced at the end of the extension, **but a clear estimate of the new date for submitting the final report is still not clear.**