

PLAN BLEU POUR L'ENVIRONNEMENT ET LE  
DEVELOPPEMENT EN MEDITERRANEE  
TO THE BENEFIT OF THE REPUBLIC OF LEBANON,  
KINGDOM OF MOROCCO, AND REPUBLIC OF TUNISIA  
FOR THE  
REGIONAL - GOVERNANCE AND KNOWLEDGE  
GENERATION PROJECT

**PROJECT IMPLEMENTATION MANUAL**

January 9<sup>th</sup>, 2012

*The Project Implementation Manual (PIM) is developed for the Regional - Governance and Knowledge generation Project. As such, the PIM is an evolving document that will be periodically updated in response to lessons learned throughout Project implementation as the Project Management Team (PMT) focuses on the results the Project aims to achieve over its implementation. Updates to the PIM made by the PMT will be reviewed in agreement with the World Bank (WB).*

## Abbreviations and Acronyms

AFD	Agence Française de Développement
CMI	Marseille Center for Mediterranean Integration
COED	Cost of Environmental Degradation
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EMS	Environmental Management System
EU	European Union
FSP	Financial Statement of the Project
FY	Fiscal Year
GDLN	Global Development Learning Network
GEF	Global Environment Facility
IBRD	International Bank for Reconstruction and Development
IUFR	Interim Unaudited Financial Report
MAP	Mediterranean Action Plan
MCSD	Mediterranean Commission for Sustainable Development
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PAD	Project Appraisal Document
PDO	Project Development Objective
PIM	Project Implementation Manual
PMT	Project Management Team
SOE	Statement of Expenditures
ToR	Terms of Reference
UNEP	United Nations Environment Programme
WB	World Bank

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## **INTRODUCTION**

### **Scope of the Project**

1. The Regional - Governance and Knowledge generation Project aims to foster the integration of environmental issues into sectoral and development policies of the Beneficiaries, through the production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources), and the organization of Trainings<sup>1</sup> during which this knowledge will be used to strengthen the capacity of key stakeholders at a local, national, and regional level. The Regional - Governance and Knowledge generation Project is expected to come effective on January 1, 2012 and to close on June 30, 2015.

2. The Beneficiaries of the Regional - Governance and Knowledge generation Project are Morocco, Lebanon, and Tunisia and, upon receipt by the WB of their written communication expressing their interest and commitment for the Project, and with approval of the WB, Algeria, Egypt, Libya, Syria, and West Bank and Gaza.

3. The Project will be implemented by “Plan Bleu pour l’Environnement et le Développement en Méditerranée” (Plan Bleu), the Project’s Recipient.

### **Objectives and structure of the Project Implementation Manual (PIM)**

4. The objective of the Project Implementation Manual (PIM) is to spell out the procedures and detailed arrangements for the implementation of the Regional - Governance and Knowledge generation Project for the achievement of its objectives.

5. The PIM has been prepared and will be updated by Plan Bleu, and will be distributed to the Project Steering Committee and to the donors providing co-financing to the Regional - Governance and Knowledge generation Project. The PIM should be known and followed by all Plan Bleu staff with Project implementation responsibilities.

6. The PIM is a living document and expected to be revised and updated as necessary to incorporate the evolving needs of the Project and any changes in procedures based on the experiences of Project implementation. The PMT will assign a new version number to each amended version of the PIM. A change to the PIM will take effect upon approval from the WB in response to a notification of the proposed change sent by Plan Bleu via e-mail. The WB will respond by e-mail or otherwise in writing to the request indicatively within two weeks from the date of the e-mail transmission requesting the “no-objection”. Following receipt of a “no objection” from the WB, the PMT will disseminate the new version of the PIM to all members of the Project Steering Committee and to the donors providing co-financing to the Project, identifying both the previous text that is to be adjusted, and the new text. The PMT will also ensure that the new version of the PIM is available on the Project website. Each member of the Project Steering Committee will transmit the new version of the PIM to the appropriate staff in their organization, and will ensure that only the latest version of the PIM is used.

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<sup>1</sup> Trainings include workshops, seminars, meetings, and conferences.

7. The PIM has been divided into eight sections and addresses the processes of Project planning, implementation (including financial management and procurement) and monitoring and evaluation. The PIM is organized in the following way:

- Section I: Project description
- Section II: Institutional Arrangements
- Section III: Selection of Activities
- Section IV: Procurement
- Section V: Financial Management and Financial Reporting
- Section VI: Monitoring and Evaluation and Project Reporting
- Section VII: Disbursement

It also includes Annexes, which hold supplementary information.

## **SECTION I: PROJECT DESCRIPTION**

### **Project Development Objective**

8. The Project Development Objective (PDO) is to foster the integration of environmental issues into sectoral and development policies of the Beneficiaries, through the production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources), and the organization of Trainings during which this knowledge will be used to strengthen the capacity of key stakeholders at a local, national, and regional level.

### **Project components**

9. The Project consists of three components: (1) Governance; (2) Knowledge generation; and (3) Project Coordination and Management.

#### **Component 1 - Governance (*US\$1.50 million or 50 percent of Project costs*)**

10. Component 1 aims to promote dialogue, coordination, integration, and synergy among local, national, and regional stakeholders on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources). It will provide Training to the relevant stakeholders and carrying out of Studies for: (i) the review of the environmental management systems of the Beneficiaries; (ii) the review of the environmental issues at the sectoral and macroeconomic levels of the Beneficiaries; (iii) the promotion of private sector participation in environmental management; (iv) the involvement of local stakeholders in the environmental dialogue in the Beneficiaries; and (v) the regional environmental integration.

11. Environmental Management Systems review. It consists in the preparation of reviews of Environmental Management Systems (EMS) and best practices with an economic approach to environmental issues and policies, and in the organization of the related Trainings<sup>2</sup>. Within this set of activities, the Beneficiaries can request for example:

- The organization of Trainings among relevant stakeholders (Environmental Ministers and/or ministerial staff) on the finding of the EMS reviews and best practices;
- The organization of Trainings in support of cells for environment economic and policy analysis in the Ministry of Environment that would be able to sustain a dialogue with the Ministry of Finance and economic cabinets in general (i.e. through economic valuation studies and analyses, development and operation of expenditure and revenue instruments as well as economic instruments of environmental policy); and
- The strengthening of national knowledge centers, and government and non-government institutions involved in EMS.

Those activities will be complementary to other existing activities, i.e. those financed by the Mediterranean Action Plan under Barcelona Convention.

12. Interministerial dialogue. It consists in the preparation of reviews on environmental issues at a sectoral and macroeconomic level, and in the organization of the related Trainings. Within this set of activities, the Beneficiaries can request for example:

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<sup>2</sup> Workshops, seminars, meetings, and conferences.

- The preparation of reviews on environmental aspects in sectors' legislation and policies; and
- The organization of Trainings among relevant stakeholders (Ministers and/or ministerial staff) of the Ministry of Environment, Ministry of Finance, and others sector Ministries on the finding of the reviews.

13. Private sector engagement. It consists in the organization of (or the contribution to) Trainings with private sector stakeholders, promoting the idea of the environment as a business opportunity. Within this set of activities, the Beneficiaries can request for example:

- The organization of (or the contribution to) Trainings on innovative financial instruments to enhance private sector investments with positive environmental impacts (i.e. PPP, risk-sharing arrangements to leverage private sector participation);
- The organization of (or the contribution to) Trainings on commercially attractive investment opportunities in the field of environment; and
- The organization of (or the contribution to) Trainings on green business development, green jobs creation, and cleaner technology investments.

14. Local constituencies engagement. It consists in the organization of Trainings with local stakeholders and facilitating their involvement in the environmental dialogue. Within this set of activities, the Beneficiaries can request for example:

- The organization of capacity development activities at a local level for the generation and strengthening of the social demand for environmental protection; and
- The creation and/or strengthening of local organizations and/or institutes for information collection and sharing (i.e. observatories).

15. Regional integration. It consists in the organization of Trainings on environmental issues at regional level (including Beneficiaries, government programs, donors, partners, and/or regional initiatives) especially focused on South-South exchanges, in addition to the support to the Project Steering Committee and to the governing body of the Sustainable MED Program of which the Project is part. Within this set of activities, the Beneficiaries can request for example:

- The organization of Trainings for exchange of best practices on environmental issues, between them and developing countries, as well as with developed countries and international initiatives;
- The creation and/or strengthening of networks of experts and of centers of excellence on environmental issues related to the sustainability of the Mediterranean;
- The organization of Trainings among experts at regional level to promote cross-learning on environmental issues (i.e. staff of enforcement agencies - prosecutors, judges, and police –to discuss harmonized approaches to law enforcement); and
- The organization of Trainings to discuss the role and upgrade of regional knowledge centers, and government and non-government institutions (i.e. of the Mediterranean Commission for Sustainable Development, MCSD).

## **Component 2 - Knowledge generation (US\$1.26 million or 42 percent of the Project costs)**

16. Component 2 aims to produce innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources). It will provide Training to the relevant stakeholders and carrying out of Studies for: (i) the preparation of knowledge products for the Beneficiaries on the various aspects of environmental vulnerability pertaining to the most relevant economic sectors and most critical

locations at local, national and regional levels; and (ii) the dissemination activities for the Beneficiaries for the knowledge products produced, and the establishment of Project website.

17. Knowledge production. It consists in the preparation of Studies on the various aspects of environmental vulnerability pertaining to the most relevant economic sectors and most critical locations at local, national, and regional levels, with specific reference to water related topics. Within this set of activities, the Beneficiaries can request for example:

- The preparation of Studies on the degree of harmonization of relevant legislation (especially of EIA systems) *vis-à-vis* the use of country systems;
- The preparation of Studies on the cost of environmental degradation (COED);
- The preparation of environmental valuation Studies and cost-effectiveness analysis for mitigation actions; and
- The preparation of Studies on constraints to green private sector growth.

18. Knowledge sharing. It consists in the organization of Trainings for the Studies produced under the “Knowledge production” set of activities, and the establishment of a Project website.<sup>3</sup> Within this set of activities, the Beneficiaries can request for example:

- The organization of Trainings using traditional pedagogical practices (i.e. workshops, web pages, working tours with on-site visits);
- The organization of Trainings using innovative pedagogical practices (i.e. e-learning, use of Global Development Learning Network (GDLN) for just-in-time dialogs and consultations, practitioner to practitioner e-networks and platform, etc.); and
- The organization of joint initiatives with the Sustainable MED, MAP, and GEF (i.e. the GEF International Waters Learning Exchange and Resource Network, IW:LEARN); and regional Trainings (workshops, seminars, meetings, and conferences), such as the GEF bi-annual international waters conferences.

### **Component 3 - Project Coordination and Management (US\$0.24 million or 8 percent of Project costs)**

19. Component 3 will support the implementation of the Project by Plan Bleu, through the financing of Incremental Operating Costs associated with Project coordination and management and the carrying out of the audits for the Project. Incremental Operating Costs includes incremental costs incurred by Plan Bleu in connection with implementation of the Project, including: Plan Bleu staff salaries; strengthening of fiduciary capacities of the Plan Bleu staff and related travels; local and international travels in relation to the implementation of the Project; electricity, phone, office supplies and equipment, software licenses, rental and maintenance of photocopy machines and computer equipment. Incremental Operating Costs related to Plan Bleu staff salaries have been estimated in US\$180,000 over the whole duration of the Project, in function of the composition of the PMT, the indicative salary, and the time allocation to the Project. A lump sum of US\$15,000 will be withdrawn from the Designated Account, at the beginning of every quarter and for the 3-year duration of the Project, to cover these expenditures.

20. Incremental Operating Costs related to electricity, phone, office supply and equipment, software licences, rental and maintenance of photocopy machines and computer equipment have been estimated in US\$18,000 over the whole duration of the Project. A lump

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<sup>3</sup> During Project implementation, it will be decided if the website will be created *ad hoc* for the Project, or be hosted in Plan Bleu website, CMI website, or Sustainable MED website.

sum of US\$1,500 will be withdrawn from the Designated Account, at the beginning of every quarter and for the 3-year duration of the Project, to cover these expenditures.

21. Plan Bleu will send to the WB on a quarterly basis an incremental cash flow forecast for operating costs associated with the Project activities to be reviewed and approved by the WB prior to its financing. Incremental Operating Costs related to strengthening of fiduciary capacities of the Plan Bleu staff and related travels, and local and international travels in relation to the implementation of the Project; and the carrying out of the audits for the Project for a total amount of US\$42,000 will be disbursed on the basis of SOE and acceptable supporting documents (i.e. invoices).

### **Project Cost and Financing**

22. The proposed Project is financed by a GEF grant in the amount of US\$3.00 million. In-kind contribution for a total amount of US\$0.71 million is provided by Plan Bleu and other donors.

23. The GEF Grant will be entirely managed by Plan Bleu without prior allocation to Beneficiaries, sectors, or activities. Plan Bleu will be responsible for managing the Project funds and all related financial transactions, and there will be no transfer of funds to the Beneficiaries.

24. In-kind contribution for a total amount of US\$0.71 million is provided by other donors in parallel to the GEF Grant, and it will finance different activities than those financed by the GEF Grant. Specifically, this in-kind contribution finances:

- Two Studies (the 2012 Med Report and the Health and Environment Report): in-kind contribution is provided by Plan Bleu (US\$0.30 million in staff working time and consultants); AFD (US\$0.20 million in staff working time and missions costs); EIB (US\$0.03 million in staff working time and missions costs); and French Ministry of Ecology, Sustainable Development, Transport and Housing (US\$0.08 million in staff working time); and
- Logistics in Marseille: in-kind contribution is provided by CMI (estimated US\$0.09 million in conference rooms, equipment such as video-connections, and other logistic arrangements such as translation services) over the duration of the Project for the Trainings organized under the Project and taking place in Marseille.

### **In-kind contribution from the CMI**

25. At least one month prior to a Training taking place in Marseille, the PMT will inform the CMI of the event, the approximate number of participants expected, and the technical equipment needed, so that the CMI can make the necessary preparations and arrangements. To do so, Plan Bleu will address an e-mail to the WB Project Task Team Leader, specifying the above mentioned details. The CMI will then confirm the allocation of funds from the in-kind contribution via e-mail.

26. In order to report on the allocation of these funds, the WB Project Task Team Leader will communicate to Plan Bleu the equivalent amount of the in-kind contribution provided (in US\$ or Euro). Plan Bleu will track the amounts allocated in a separate file and then include the allocated amounts (both cumulative and per exercise) as an annex in the semi-annual IUFR (Interim Unaudited Financial Reports).

## **SECTION II: INSTITUTIONAL ARRANGEMENTS**

27. The Project will be implemented by Plan Bleu, where the Project Management Team (PMT) will be hosted. The Beneficiaries will be represented in the Project Steering Committee. The role and responsibility of Plan Bleu, the PMT, the Project Steering Committee, and donors is described below. The WB will carry out the supervision of the Project.

### **Description of Plan Bleu**

28. Plan Bleu is an NGO based in France, and created based on the law 1901 and existed for over 30 years. In a context of greater international response to the environment, the 21 countries bordering the Mediterranean and the European Community have developed a system of regional cooperation in the original environment of the Action Plan for the Mediterranean United Nations Environment Program (UNEP/MAP). Plan Bleu is one of the actors of this cooperation. An intergovernmental meeting held in Split in 1977 established the Plan Blue mandate, specifically assigning it with: (i) “putting at the disposal of political leaders and decision-makers all information that will enable them to develop plans likely to ensure sustained optimal socio-economic development without degrading the environment”; and (ii) “helping governments of coastal states in the Mediterranean region to increase their knowledge of the joint problems they have to face, both in the Mediterranean Sea and in their coastal areas”.

29. The choice of Plan Bleu is due to a number of reasons: (i) Plan Bleu has over 30 years of experience promoting environmental regional cooperation; (ii) its mandate is to address environmental issues in the Mediterranean basin, thus entirely aligned with the Project; (iii) its geographical scope is similar, and goes beyond, the Project; (iv) it has well known economic-analytical capacity on environmental issues and environmental policy discussions; (v) it has broad experience with other development agencies to conduct similar work (i.e. Agence Française de Développement (AFD), European Investment Bank (EIB), European Union (EU)); (vi) it is one of the Regional Activity Centers for the implementation of the Mediterranean Action Plan (MAP); (viii) it has a network of focal points in the Mediterranean basin; and (viii) it is located in the proximity to the Marseille Center for Mediterranean Integration (CMI) where part of the WB Project Task Team and the Sustainable MED Program Task Team are hosted.

30. As Plan Bleu’s organigram illustrates (Figure 1), Plan Bleu has about 25 staff members specialized on different aspects connected to the management of environmental projects. That is why, on top of the Plan Bleu staff involved in the PMT, Plan Bleu has the possibility to draw on other in-house staff for additional support and advice, as required.

### **The Project Management Team (PMT)**

31. The Project Management Team (PMT) will be housed in Plan Bleu. It will manage day-to-day implementation of the Project. Plan Bleu staff will ensure the following PMT roles: Project coordinator, procurement specialist, financial management specialist, Monitoring and Evaluation specialist, and communication specialist. If needed, consultants will be hired to carry out specific tasks. The Project coordinator will be based in the Marseille office of Plan Bleu to facilitate coordination with the WB; the other PMT members will be

based either in the Marseille or in the Sophia Antipolis<sup>4</sup> offices of Plan Bleu. Plan Bleu has communicated to the WB the list of staff who will be part of the PMT, their expertise, their role within the PMT, and the percentage of their time allocated to the Project. During implementation, Plan Bleu will promptly communicate to the WB for no objection any change in the composition of the PMT.

32. Expenses associated to part of salaries will be eligible for disbursement from the Grant proceeds. The PMT has provided the WB with an estimate of its staff time allocation and the related cost for the total Project duration which will be the basis for disbursement of salaries (Incremental Operating Costs) during the Project.

33. Plan Bleu staff receive training and assistance from the WB. Two training sessions have taken place prior to the effectiveness of the Project:

- A Procurement Training on November 10<sup>th</sup>, 2011 with a representative from the WB procurement department explaining WB procurement guidelines for the procurement of consultants as well as for goods and non-consultant services. Important procurement-related documents, such as a sample procurement plan, have been screened and discussed. Trainees from Plan Bleu were the PMT procurement specialist, the PMT financial management specialist and the PMT Project coordinator as well as the Plan Bleu Officer in charge. A representative from the Sustainable Med Program Task Team and a program assistant from the WB also participated in the training.
- A Financial Management Training on November 15<sup>th</sup>, 2011 with a representative from the WB financial management department explaining WB guidelines for financial reporting and audits, supervision missions and disbursement. Trainees from Plan Bleu were the PMT procurement specialist, the PMT financial management specialist and the PMT Project coordinator as well as the Plan Bleu Officer in charge. A representative from the WB Project Task Team and a program assistant from the WB also participated in the training.

Plan Bleu can request further trainings to the WB as needed and the WB may also suggest future trainings on the basis of the supervision missions.

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<sup>4</sup> Sophia Antipolis is a technology park located at 200 Km east of Marseille.

Figure 1: Organigram of Plan Bleu on December 13<sup>th</sup>, 2011<sup>5</sup>

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<sup>5</sup> The organigram of Plan Bleu can be viewed at <http://www.planbleu.org/planBleu/equipeUk.html>.

## **The Project Coordinator**

34. The Project Coordinator manages the everyday operations of the program. He/she will:
- Coordinate the preparation of the PIM and any update to the PIM, submit them to the WB for no objection and ensure the communication of all changes of the PIM to the Beneficiaries and co-financing donors;
  - Ensure that the latest version of the PIM is available on the Project website;
  - Hire, on contractual basis, consultants needed for specific temporary activities;
  - Monitor overall Project implementation with reference to agreed implementation plans, funding arrangements, details of contracts etc.;
  - In cooperation with the Monitoring and Evaluation (M&E) specialist, prepare and oversee preparation of quarterly Project reports for submission to the WB;
  - In cooperation with the Financial Management Specialist, prepare as required and oversee semi-annually Interim Unaudited Financial Reports (IUFR) and annually Financial Statements of the Project (FSP);
  - In coordination with the Procurement Specialist, prepare as required and oversee updates of the Procurement Plan and seek the WB's no objection on these updates.
  - Be responsible for managing, coordinating and supervising other team members of PMT;
  - Liaise with the WB;
  - Liaise with Beneficiaries and donors providing co-financing;
  - During Project Steering Committee meetings:
    - o Be the main focal point for participants;
    - o Summarize all proposed activities presented at the Project Steering Committee meeting in a table (see Annex 2) or delegate this to another Plan Bleu staff;
    - o Count votes during the selection process of activities to be carried out under the Project or delegate this to another Plan Bleu staff;
    - o Establish minutes, proceedings and a list of participants to be included in the Project Reports or delegate this to another Plan Bleu staff.

## **The Procurement Specialist**

35. The responsibilities of the Procurement Specialist are to carry out all procurement activities of the Project in accordance with the PIM, and with the WB Procurement Guidelines. The procurement specialist will:
- Ensure that all procurement is in compliance with the PIM as well as with WB procurement guidelines;
  - Contribute to the PIM procurement section updates;
  - Review and update the agreed Procurement Plan as required and communicate any changes to the Project coordinator;
  - Maintain a coherent filing and recording system to include procurement preparation and contract management, correspondence, claims, reports, etc.
  - Monitor procurement processing in close collaboration with the financial specialist and maintain a realistic planning allowing proper budgeting;
  - Inspect goods and services and ensure they are in compliance with specifications and quantities with purchase orders and contracts or delegate this to another Plan Bleu staff or a hired consultant/consulting firm;
  - Prepare procurement and physical progress reports as required and contribute to other reports.

## **The Financial Management Specialist**

36. The responsibilities of the Financial Management Specialist are to carry out all financial management activities of the Project in accordance with local law and regulations, with the PIM, and with the WB Guidelines for Financial Management. The Financial Management Specialist will:

- Manage and supervise daily financial activities of the Project;
- Monitor disbursement to ensure schedules are met, and adjust schedules as necessary;
- Act as a focal point for any dialogue on financial management matters relating to the Project as required;
- Report and update the PMT Project Coordinator systematically on the status of financial activities and issues, and follow-up with all parties on financial and other Project issues as may be required;
- Contribute to the establishment and future revisions of the Financial Management related sections of the PIM;
- Be responsible, in cooperation with the Project Coordinator and Procurement Specialist, for the establishment of IUFR;
- Ensure that the Project is audited annually in accordance with Project requirements as set out in this manual and cooperate fully with the auditors;
- Manage the Designated Account movement and the direct payment from the WB;
- Receive from Crédit Agricole monthly and annual reports for internal reporting, tracking, reviewing and ensuring financial performance monitoring;
- Track allocated funds from the CMI's in-kind contribution for Trainings in Marseille in a separate file and include the cumulative and per exercise amounts as an annex in the IUFR.

## **The Monitoring and Evaluation (M&E) Specialist**

37. The M&E Specialist will:

- Contribute to the establishment and future revisions of the M&E related sections of the PIM;
- Monitor and evaluate, on a continuing basis, the effective implementation and reporting of the Project;
- Collect data needed to keep track of Trainings, Studies and the overall advancement of the Project (as specified in the section M&E and Project Reporting);
- Collect data needed to assess the indicators from the results framework;
- Ensure that evaluation sheets are distributed, collected, and analyzed;
- In cooperation with the Project coordinator, prepare quarterly Project Reports.

## **The Communication Specialist**

38. The Communication Specialist is:

- Responsible for all communications related to the activities of the Project;
- Responsible for all communications related to Project reports;
- Responsible for any press releases;

Responsible for sending to Plan Bleu web IT specialist any website updates related to the project activities.

## **The Project Steering Committee**

39. The Project Steering Committee will be composed by one representative from the environment sector of each of the Beneficiaries. The representatives will be the GEF Focal points, unless the Beneficiaries decide otherwise as the Project evolves, in agreement with the WB. The Project Steering Committee will be responsible for the following activities: (i) identification of the specific activities to be carried out under the Project, taking into account national and regional priorities; (ii) preparation of the annual work plan to be carried by Plan Bleu under the Project for each calendar year; (iii) facilitation of the communication and access between Plan Bleu and the Beneficiaries; and (iv) review of the Project Reports.

40. The Project Steering Committee will be meeting approximately twice a year, and it will be chaired by a representative of each of the Beneficiaries in rotation, in order of the date of the countries' endorsement letters. Thus, Lebanon will be the first Beneficiary to chair (endorsement letter dated 09/08/2011), followed by Tunisia (endorsement letter dated 08/10/2011) and Morocco (endorsement letter dated 26/10/2011). Upon reception of the endorsement letter and validation by the WB of other eligible Beneficiaries, these Beneficiaries will be added into the rotational chairing scheme.

41. Plan Bleu will act as the secretariat of the Project Steering Committee. As part of the Project supervision, the WB will attend the Project Steering Committee meetings. The Beneficiaries can decide to invite to the meetings of the Project Steering Committee partners (i.e. UNEP/MAP) as observers.

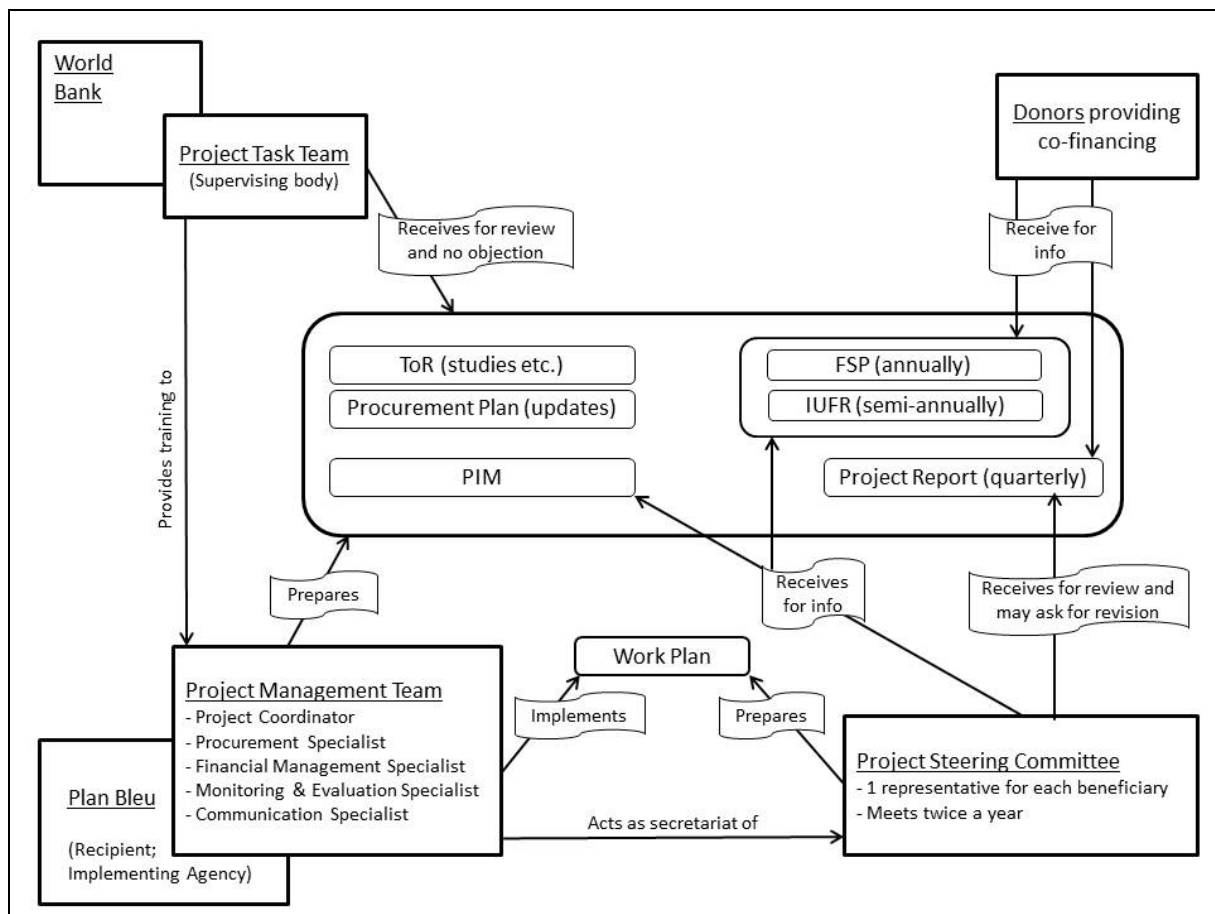
42. At least one month prior to the Project Steering Committee meetings, the PMT will send a draft agenda to the members of the Project Steering Committee, who are invited to make comments and suggestions within two weeks. The PMT will then prepare the final agenda and send it to all participants of the Project Steering Committee meetings at least one week prior to the meeting. A sample agenda for a Project Steering Committee meeting is illustrated in Annex 1. If required by the Beneficiaries, the agenda will be made available in English and French.

43. During meetings, Plan Bleu will be responsible for preparing the minutes the meetings. The minutes will be transmitted to the Beneficiaries for approval not later than one month after the Project Steering Committee meeting. No response from the Beneficiaries within two weeks will be deemed to mean that the Beneficiaries approve the minutes. Proceedings and approved minutes will be included as annexes in the quarterly Project Reports. If required by the Beneficiaries, the minutes will be made available in English and French.

## **Co-financing partners**

44. Partners providing co-financing (CMI, AFD, French Ministry of Ecology, Sustainable Development, Transport and Housing, EIB, Plan Bleu) will receive periodical updates on the Project. Plan Bleu will be responsible of providing them all reports produced (Project Reports; Interim Unaudited Financial Reports, IUFR; Financial Statements of the Project, FSP) in a timely manner.

**Figure 2: Organigram of institutional arrangements<sup>6</sup>**



### Implementation support from the WB

45. Regular supervision missions by the WB Project Task Team will be carried out at least semi-annually to monitor progress per the results indicators and to provide necessary assistance. Given expected effectiveness by January 1, 2012, a mid-term review will be scheduled for July 2013. Whenever possible, supervision missions will: (i) take place back-to-back with Project’s trainings; and (ii) include site visits of Plan Bleu and the field. In addition, thanks to the proximity between the CMI (where part of the Project Task Team is located) and Plan Bleu, regular exchanges will be fostered. As part of the Project supervision, the Project and the Sustainable Med Program Task Teams will attend the Project Steering Committee meetings.

46. The Financial Management Specialist, the Disbursement Specialist, and the Procurement Specialist will provide regular support to Plan Bleu, in particular during the first period of implementation of the Project. Technical inputs are required to review bid documents, monitor quality of data and reports generated by consulting firms, and ensure fair competition through proper technical specifications and fair assessment of the technical aspects of bids. All selections of consultants, and procurement procedures for non-consultant

<sup>6</sup> This organigram has been designed by Plan Bleu. For the sake of clarity, this does not include supervision missions and articulation with Sustainable MED.

services and goods, will be subject to prior review during the first year and a half of the Project. Whenever possible, the Financial Management Specialist, the Disbursement Specialist, and the Procurement Specialist will join supervision missions. From a Financial management perspective, the mission will: (i) ensure that strong financial management systems are maintained for the Project throughout its implementation; and (ii) review semi-annual IUFs, annual audited FSP, and management letters.

47. Through the review and no objection of all Terms of Reference, the Project Task Team will provide technical inputs in order to facilitate the achievement of high quality products. In addition, the Project Task Team will remain available to act as peer reviewer at Plan Bleu request.

### **Coordination with the Mediterranean Environmental Sustainable Development Program - “Sustainable MED”**

48. The Mediterranean Environmental Sustainable Development Program - “Sustainable MED” was conceived by the WB and the GEF with the objective to help governments in the Mediterranean region to ensure the sustainability of their natural resource base in support to their economic development programs and actions. The Sustainable MED is one of the foundational programs of the Environmental and Water cluster of the CMI. In its first phase, Sustainable MED focuses on water resources and coastal zone management, while future phases will ideally broaden the spectrum of focal areas.

49. The Regional - Governance and Knowledge generation Project has been conceived and prepared and will be implemented under the Sustainable MED Program. The project will enhance the delivery and impacts of the Sustainable MED Program, and thus of the Environmental and Water cluster of the CMI. This will require coordination between the Project and the Program at two levels:

- Strategic level: Trainings organized by the Project will be functional to the Policy dialogue fostered by the Program, and the Studies completed under the Project will provide the technical base of discussion for this Policy dialogue.
- Operational level: Beneficiaries will be informed of the Sustainable MED Program work plan, so that they can take this work plan into consideration when preparing and approving the Project work plan.

50. For this reason, the WB Project Task Team and the WB Sustainable Med Program Task Team will work in strong collaboration to maximize the synergies between the Project and the Program and to identify opportunities to leverage on the Project and the overall Sustainable MED Program, allowing more budget to be available throughout Project implementation.

### **SECTION III: SELECTION OF ACTIVITIES**

#### **Work plan**

51. The selection of activities to be carried out under the Project will be made during meetings of the Project Steering Committee. Activities selected during these meetings will be included in the annual work plan to be carried out by Plan Bleu under the Project for each calendar year.

52. In order for activities to be selected, they need to be eligible and within the scope of the Project (see Component 1 and 2 in SECTION I: PROJECT DESCRIPTION) and they need to be pertinent with the PDO. The chosen activities should allow achieving the objectives from the results framework but can exceed the number and type of planned activities mentioned in the results framework (Figure 6).

53. Activities can be proposed by any of the Beneficiaries or suggested by other stakeholders present at the Project Steering Committee meetings. However, activities need to be agreed upon and selected by the Project Steering Committee, which is the decision making organ for the establishment of the annual work plan.

54. Activities carried out under the Project can take into account regional or national priorities, seeking a balance that allows for the achievement of the PDO.

#### **The decision making process of the Project Steering Committee**

55. During meetings of the Project Steering Committee, each Beneficiary and other stakeholder present at this meeting has the possibility to make a presentation (approximately 15 minutes) proposing national and regional activities to be carried out under the Project. This presentation should include:

- The title and a brief description of the proposed activity/activities;
- The type of the proposed activity (Study: report, review, analysis; Training: workshop, seminar, meeting, conference)
- An indication of how and where the proposed activity/activities fit/s into the eligible set of activities of the Project;
- An approximate timeframe;
- The approximate cost of the requested activity/activities;
- The parties involved in the proposed activity/activities;
- An indication of the geographical scope of the activity and of how the proposed activity/activities fit/s into national and regional priorities;
- An indication about expected social, economic and/or environmental gains created by the activity;
- An indication about how the proposed activity is expected to help fostering the integration of environmental concerns into sectoral and development policies (PDO).

56. In order to inform other participants of the Project Steering Committee meeting about the activities they are planning to propose during the Project Steering Committee meeting, participants may prepare information material to be distributed to all participants prior to the meeting. This documentation must not exceed one page per proposed activity and should be

sent to Plan Bleu not later than two weeks prior to the Project Steering Committee meeting. Plan Bleu will then include this documentation as annex of the final agenda to be sent to all participants at least one week prior to the Project Steering Committee meeting.

57. Plan Bleu will summarize all proposed activities presented at the Project Steering Committee Meeting in a table (see Annex 2) and present this to the Project Steering Committee. In this table, Plan Bleu may indicate any concerns they might have about the feasibility and/or eligibility of the proposed activities. At the end of its meetings, the Project Steering Committee will vote the work plan which will include the activities that have been selected. In order for the work plan to be voted, a 2/3 majority approval is required from the Project Steering Committee.

58. The work plan includes a description of each activity (title, scope, duration, and content), the date for each activity (specified in calendar week or dd/mm/yyyy if possible) and the parties involved in the activity.

59. Once the Project Steering Committee has agreed upon a work plan, the PMT needs to translate this work plan into a revised procurement plan. Dates from the annual work plan should be respected in the procurement plan but are subject to feasibility, considering procurement procedures and PMT workload. The revised procurement plan needs to be submitted to the WB for review and no objection.

## **SECTION IV: PROCUREMENT**

### **General Conditions of Procurement**

60. The WB Guidelines for the Procurement of Goods, Works, and Non-consulting Services under IBRD Credits & Grants (January 2011) and the WB Guidelines for the Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants (January 2011) are the key reference documents for all procurement carried out under the Project. These Guidelines place emphasis on obtaining a high quality service through ensuring economy and efficiency, providing equal opportunity for qualified consultants, encouraging development of local consulting capabilities and creating transparency in the selection process. Furthermore, these Guidelines stress the need to eradicate fraud, bribery and corruption in Procurement; and they are applicable to all contracts for Goods, Non-consulting Services and Consulting Services that may take place under the Project. Beyond these Guidelines that Plan Bleu will closely follow, Plan Bleu whenever possible will take into account environmental impacts of products and services.

61. It is emphasized that the procedures used need to fulfill obligations that allow for the Project to be carried out diligently and efficiently, and that the Goods, Non-Consulting Services and Consulting Services procured are satisfactory, compatible with other Projects, delivered and completed on a given timeframe, reasonably priced and have no adverse impact of economic and financial viability of the Project.

### **Procurement Methods**

62. There are several methods of procurement, both for procurement of Goods and Non-consulting services and for procurement of Consulting Services. The following figure specifies the methods that Plan Bleu may use for the procurement of Goods, Non-consulting Services and Consulting Services for the individual activities.

**Figure 3: Procurement methods to be used under the Project**

<b><u>Methods of Procurement of Goods and Works</u></b>	<b><u>Methods for Selection of Consulting Services</u></b>
International competitive bidding	Quality and cost based selection (QCBS)
Shopping	Quality based selection (QBS)
Direct contracting	Selection under a fixed budget
	Least-cost selection (LCS)
	Selection based on consultants' qualification
	Single-source selection (SSS)
	Selection of individual consultants

## **Procurement Procedures**

63. Procurement of Goods, Non-consulting Services and Consulting Services financed by the WB Grant will be undertaken in accordance with WB Procurement Guidelines.

64. Training (Expenditures incurred in connection to workshops, seminars, meetings, and conferences carried out under the Project, including: air tickets, local transportation, per diem, hotel, coffee breaks, meals, exchange and wire transfer fees, visa, and participants' insurance; and conference rooms, equipment such as video connections, and other logistic arrangements such as translation services for the workshops, seminars, meetings, and conferences trainings organized not in Marseille) will be procured according to Plan Bleu administrative rules and is not included in the Procurement Plan.

65. Whenever possible, items will be bulked into sizeable bid packages to make procurement more cost-effective.

66. As one of the selection criteria, Plan Bleu will whenever possible include and reward the use of environmentally sound products and procedures that help to keep the Project's carbon footprint low.

## **The Procurement Plan**

67. The Project Steering Committee will define the activities to be carried out under the Project and establish work plans that schedule these activities. Plan Bleu will revise the Procurement Plan on the basis of each work plan or revision of a work plan. The Procurement Plan illustrates the planning of each Procurement of Goods, Non-consulting Services and Consulting Services. The Procurement Plan will provide an outlook and a detailed planning of activities to be procured during at least 18 months.

68. The Procurement Plan identifies in reasonable details (a) the various contracts of Goods, Non-consulting Services and Consulting Services required to implement the Project; (b) the proposed methods of procurement for such contracts that are permitted, and (c) the related WB review procedures.

69. The Procurement Plan includes for each activity:

- A serial number;
- An indication as to the Project component the activity relates to;
- A title/brief description of the activity and an indication about the geographic scope of the activity;
- The estimated cost of the activity;
- The Procurement method to be used;
- A proposed timeline indicating the necessary steps to be completed for Procurement of the activity.

Plan Bleu has provided a sample Procurement Plan to the WB prior to Project effectiveness.

70. All revisions and updates of the Procurement Plan need to be submitted to the WB for approval. The Procurement Plan is to be updated as needed, after every Project Steering Committee meeting, but at least annually to cover the subsequent 18-month period of the duration of the Project.

71. Within the bi-annual IUFRR that Plan Bleu will submit to the WB (see section “Financial Reporting”), a budget statement indicating forecasts and deviations from planned implementation will be included. This will be derived from the Procurement Plan and, if required, from other financial documents.

### **Review of Procurement Decisions**

72. Procurement is fundamentally the responsibility of Plan Bleu. However, supervision by the WB involves three main tasks in relation to Procurement:

- Review of the Procurement Plan;
- Prior review of Procurement transactions;
- Post review of contracts, on a sample basis, to be conducted yearly and to review contracts that were not reviewed by the WB prior to be signed; and
- Review of Terms of References (ToR), short-listed bidders, Request for Proposal (RFP) documents, technical evaluation reports and contract awarding drafts.

### **Standard Procurement Documents and Forms**

73. During the first months of the Project, Plan Bleu will create, use and test standard procurement documents and forms, such as the Request for Expression of Interest, different sample contracts, acceptance of deliverables, invitation for the evaluation committee to meet, etc. These documents and forms will be included in this PIM as annexes, once they have been used and tested during the first semester of the Project.

## **SECTION V: FINANCIAL MANAGEMENT AND FINANCIAL REPORTING**

### **Organization of bank account and bank statement**

74. Plan Bleu has created a separate Designated Bank Account at Crédit Agricole, to be used only for the payments related to the Project. The details of the Designated Account have been communicated to the WB on December 1<sup>st</sup>, 2011. The currency of the account is euro. In case of change of the bank account during the Project, the Plan Bleu must inform immediately the WB and justify the need of this change.

75. The interest accrued under the account of the Project is reported in the financial report.

### **Accounting System**

76. Plan Bleu will maintain regular and exact accounts for the Project implementation using an appropriate accounting system with double-entry book-keeping. Plan Bleu is applying the accrual accounting that is governed by the rules applicable to accounting in France. Plan Bleu has an appropriate accounting software that manages its general and cost accounting data. The software allows the extraction of financial data per project. The general principles adopted for the Project accounting will be: (i) Project accounting will cover all sources and all uses of funds for all donors; and (ii) Project transactions and activities will be distinguished from other activities carried out by Plan Bleu. The cost accounting is administered through 3 axes: (i) Financier axis: It reports all costs that are not eligible to donor's funds or are not related to projects; (ii) Project axis: All Project costs regardless of their financing sources; and (iii) Allocation according to UNEP (United Nation Environment Program) chart of accounts axis: It accounts for costs by nature and by usage. This axis allows flexibility toward donor's reporting requirements. The Project financial information will be administered under this axis.

77. The accounts must show detailed information as well for the interest rates, received on the granted funds.

### **Budget and eligibility**

78. The budget of each component of the Project is part of the signed Grant Agreement, as follows:

**Figure 4: Budget by Components**

<b>Project Components</b>	<b>Project cost (M US\$) Inclusive of taxes <sup>7</sup></b>
Component 1 – Governance	1.50
Component 2 - Knowledge generation	1.26
Component 3 - Project Coordination and Management	0.24
<b>Total Project costs</b>	<b>3.00</b>
Co-financing	0.71

It is allowed to make changes between component 1 and 2, respecting the total amount of US\$ 2,760,000, depending upon decisions of the Project Steering Committee concerning activities to be carried out under the Project.

79. The table attached below describes the categories of eligible expenditures that will be financed by the Grant’s financial funds:

**Figure 5: Eligible expenditures by category**

Category	Amount of the Grant Allocated (in USD)	Percentage of Expenditures to be financed (inclusive Taxes)
(1) Goods, non-consulting services, consultants’ services, Training and Studies under Parts 1 and 2 of the Project	2 760 000	100%
(2) Incremental Operating Costs and audits under Part 3 of the Project	240 000	100%
Total Amount	3 000 000	

- The eligible expenses are VAT included.

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<sup>7</sup> Local taxes on services, and other local taxes, such as VAT and sales tax on the goods procured, have been assessed by the Team and found reasonable. Indicative VAT rate in France is 19.6 percent.

- Withdrawals up to an aggregate amount not to exceed \$300,000 equivalent may be made for payments made prior to Project effectiveness but not before November 1, 2011, for Eligible Expenditures.
- Concerning the amounts disbursed for financing the component 3 of the Project, they will be directly transferred from the designated Project account to the regular Account of Plan Bleu in order to pay Incremental Operating Costs.

## **Financial Reporting**

80. The financial report presents the financial progress of the Project for the reporting period and cumulative. The financial report has to present information about all budget modifications (if any); the spent amount for the reporting period and its cumulative amount for each budget line (components) and sub line (consulting services, goods and non-consulting services, and Trainings).

81. Plan Bleu will produce 2 types of reports:
- periodic progress reports, IUFR- every 6 months; and
  - annual audited reports.

## **IUFR**

82. Plan Bleu will prepare semi-annual Interim Unaudited Financial Reports (IUFR) for the Project in form and content satisfactory to the WB, which will be submitted to the WB within 45 days after the end of the period to which they relate. The first IUFR will be established by Plan Bleu together with the WB Financial Management Specialist. This format will serve as model for further IUFR.

The Financial report of the IUFR reports will include:

- A consolidated Financial Statement (resources and expenditures);
- A Statement of Cash receipts; and
- A Statement of Expenditures (SOE) by component and by category for the period covered and in aggregate cumulative value.

83. The financial reporting will be made in Euro, respecting the values registered in Plan Bleu accounting, according to the balance sheet of the Project. Sample documents required for the financial reporting are detailed in Annex 3.

84. Plan Bleu will provide annual financial statements audited in accordance with standards on auditing acceptable to the WB. An external auditor will be appointed according to terms of references acceptable to the WB and will conduct the audit in accordance with international auditing standards. The auditor should produce:

- an annual audit report including his opinion on the Project's annual financial statements; and
- a management letter on the Project internal controls. Each audit of these financial statements shall cover the period of one fiscal year of Plan Bleu.

85. Plan Bleu shall ensure that the audited annual financial statements for each period shall be:

- furnished to the WB not later than six months after the end of the period; and

- made publicly available on the Project website in a timely fashion and in a manner acceptable to the WB.

The Auditor is selected according to WB guidelines for the selection of consultants. Plan Bleu is allowed to entrust this mission to its usual independent external auditor after presentation of his credentials to the WB for no objection.

## **SECTION VI: MONITORING AND EVALUATION AND PROJECT REPORTING**

### **Monitoring and Evaluation**

86. The Monitoring and Evaluation (M&E) system of the Project has been designed to represent the underlying logic of how the activities implemented will help to achieve the Project Development Objective (PDO). The M&E system has been conceived taking into consideration the GEF International Water Tracking Tool, which will be submitted at Project start, mid-term, and closure. The M&E is an operational management instrument from which Plan Bleu can benefit, evaluating and improving their performances throughout the Project implementation, and helping to achieve the PDO. It will provide a basis for regular interaction with the WB, the Project Steering Committee, and other donors. The following Figure 6 presents the Results Framework and Monitoring.

87. The Project Development Objective (PDO) is to foster the integration of environmental issues into sectoral and development policies of the Beneficiaries, through the production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources) and the organization of Trainings during which this knowledge will be used to strengthen the capacity of key stakeholders at a local, national, and regional level.

88. The results indicators at PDO level is the Effectiveness of Trainings and Studies for the policy making process as assessed by the Beneficiaries (final target: 80 percent): An evaluation sheet developed by Plan Bleu is part of this PIM in Annex 4. The evaluation sheet allows assessing the usefulness and pertinence of Trainings and Studies for the policy making, according to Project Beneficiaries. This will be considered a proxy for the contribution of the Project to the integration of environmental issues into sectoral and development policies of the Beneficiaries. No core indicator of environmental policies and institutions could be included in the Results Framework and Monitoring of the proposed Project, as these core indicators are currently under development and are expected to be finalized by the end of FY12. One or more appropriate core indicators could be added during Project implementation, in agreement between Plan Bleu and the WB.

89. The evaluation sheets needed for the results indicator at PDO level will be distributed to all participants during each Training. If a consultant or a consulting firm is hired for the organization of a Training, the ToR will specify that the consultant or the consulting firm is going to be responsible for the distribution of the evaluation sheets, their filling in by the participants, and the transmission to the PMT. In order to transmit the evaluation sheets to the PMT, the consultant or the consulting firm needs to send the scanned evaluation sheets and a summary table (Annex 5) to the PMT, not later than four weeks after the Training. If the PMT organizes a Training without hiring a consultant or a consulting firm for the organization, the PMT will be responsible for the distribution and the filling in by the participants of the evaluation sheet.

90. Evaluation sheets will be needed to evaluate the relevancy of Studies and Trainings. In order to ensure a satisfactory return rate, the evaluation of Trainings and Studies will be an integral part of each Training, figuring as the next-but-last item on the agenda, just before the closure. The evaluation sheet can be found in

91. Annex 4. With respect to the results framework (Figure 6), Trainings and Studies are considered “relevant”, if average ratings on the content and the relevancy of contents (item two and three of the Evaluation Sheet in Annex 4) are equal or higher than 3,5 on a scale of 1 to 4. The results framework targets 50% of Trainings and Studies to be relevant during year 1, a cumulative 65% during year 2, and a cumulative 80% during year 3.

92. The intermediate results indicators for Component 1, Governance are the following:

- Trainings<sup>8</sup> targeting stakeholders from the Ministry of Environment (final target: 7): Stakeholders include both technical and high-level staff. These trainings are held at Beneficiary (nor regional) level. Trainings can qualify as Training targeting stakeholders from the Ministry of Environment if at least three stakeholders from a Ministry of Environment are present at the Training.
- Trainings targeting stakeholders from at least two Ministries (final target: 4): Stakeholders include both technical and high-level staff. These trainings are held at Beneficiary (nor regional) level. Trainings can be both bilateral and multilateral. Stakeholders from the Ministry of Environment should be always present. Trainings can qualify as Training targeting stakeholders from at least two Ministries if at least two stakeholders from a Ministry of Environment and two stakeholders from a different Ministry are present at the Training.
- Trainings with private sector participation (final target: 3): These trainings can be both at Beneficiary and regional level. Trainings can qualify as Training with private sector participation, when at least one private entity is present at the Training.
- Trainings at local level (final target: 10): These trainings are held at Beneficiary level.
- Trainings at regional level (final target: 6): Trainings are defined as regional when joint by at least two Beneficiaries. These trainings cannot include those accounted under private sector participation.

93. In order to track these intermediate results indicators, details about the number of events, the geographical scope and the type of participants (organization/ministry, country) need to be recorded. This data will be obtained from the lists of participants of Trainings organized under the Project, which contain the participants’ name, function, institution, country, language and e-mail address (Annex 6), as well as from the attendance list which contains the name, institution and signature of Training attendees (Annex 7). The attendance list will be signed by each participant during registration at the beginning of the Training.

94. In order to keep a written record of the Trainings organized under the Project, minutes of the Trainings will be established either by the PMT or by a consultant or consulting firm hired for the organization of the Training. If a consultant or a consulting firm is hired, the consultant or the consulting firm will be responsible for establishing the minutes and proceedings as well as the list of participants. The consultant or consulting firm will also provide at least two pictures taken during the event, which will be transmitted in a separate high definition file, together with the minutes and the list of participants to the PMT. The PMT will then analyze the data to track the intermediate results indicators in a training tracking sheet (Annex 8). If the PMT does not hire a consultant or a consulting firm, it will be the PMT who is responsible for the establishment of the minutes, the list of participants and the photos to be taken. Minutes and the lists of participants will figure as annexes of the quarterly Project Reports.

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<sup>8</sup> Trainings include workshops, seminars, meetings, and conferences.

95. The intermediate results indicators for Component 2, Knowledge generation are the following:

- Studies completed (final target: 8): Studies include reports, reviews, and analyses. Studies do not include minutes, proceeding, notes, newsletters, webpages. In order for a study to be completed, it has to be delivered to the PMT who will assess if the Study complies with its ToRs, it has to be published on the Project website, and it needs to be submitted for information to the Beneficiaries and the WB. The PMT will monitor these steps with the help of a Study monitoring sheet (see Annex 9).
- Hits to the Project website (final target: 10,000): The Project website is to be intended as the website where all the information on the Project will be uploaded, including electronic version of the Studies and background material on trainings organized.

**Figure 6: Results Framework**

<b>Project Development Objective (PDO):</b> To foster the integration of environmental issues into sectoral and development policies of the Beneficiaries.										
PDO Level Results Indicators ***	Core	Unit of Measure	Baseline	Cumulative Target Values			Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition etc.)
				YR 1	YR 2	YR3				
Effectiveness of Trainings and Studies for the policy making process as assessed by the Beneficiaries	<input type="checkbox"/>	Percentage	0	50%	65%	80%	Quarterly	Evaluation sheets	PMT	The evaluation sheet will be developed in the PIM and distributed to the Beneficiaries. Trainings include workshops, seminars, meetings, and conferences. Studies include reports, reviews, and analyses; they do not include minutes, proceeding, notes, newsletters, and webpages.
<b>INTERMEDIATE RESULTS</b>										
<b>Intermediate Result (Component 1): Governance</b>										
Trainings targeting stakeholders from the Ministry of Environment	<input type="checkbox"/>	Cumulative no.	0	1	3	7	Quarterly	Minutes / Proceedings	PMT	Trainings include workshops, seminars, meetings, and conferences.
Trainings targeting stakeholders from at least	<input type="checkbox"/>	Cumulative	0	1	2	4	Quarterly	Minutes /	PMT	Trainings include workshops, seminars,

\*\*\* No core indicator of environmental policies and institutions could be included in the Results Framework and Monitoring of the proposed Project, as these core indicators are currently under development and are expected to be finalized by the end of FY12. One or more appropriate core indicators could be added during Project implementation, in agreement between Plan Bleu and the WB.

two Ministries		no.						Proceedings		meetings, and conferences. They can be both bilateral and multilateral. Stakeholders from the Ministry of Environment should be always represented.
Trainings with private sector participation	<input type="checkbox"/>	Cumulative no.	0	1	2	3	Quarterly	Minutes	PMT	Trainings include workshops, seminars, meetings, and conferences.
Trainings at local level	<input type="checkbox"/>	Cumulative no.	0	2	6	10	Quarterly	Minutes	PMT	Trainings include workshops, seminars, meetings, and conferences.
Trainings at regional level	<input type="checkbox"/>	Cumulative no.	0	2	4	6	Quarterly	Proceedings	PMT	Trainings include workshops, seminars, meetings, and conferences. Regional trainings should be joint by at least two of the Beneficiaries.
<b>Intermediate Result (Component 2): Knowledge generation</b>										
Studies completed	<input type="checkbox"/>	Cumulative no.	0	1	5	8	Quarterly		PMT	Studies include reports, reviews, and analyses; they do not include minutes, proceeding, notes, newsletters, and webpages.
Hits to the Project website	<input type="checkbox"/>	Cumulative no.	0	1,000	5,000	10,000	Quarterly	Website automatic monitoring	PMT	During Project implementation, it will be decided if the website will be created <i>ad hoc</i> for the Project, or be hosted in Plan Bleu website, CMI website, or Sustainable MED websites.

## Reporting

96. Plan Bleu will have the overall responsibility for the reporting (Project Reports; Interim Unaudited Financial Reports, IUFR; Financial Statements of the Project, FSP). Plan Bleu will establish a clear procedure for information flow, i.e. with reference to country-based activities, to be detailed in the PIM, and it will have the responsibility to consolidate the information.

97. Plan Bleu will have the overall responsibility for the reporting, which include:
- Project Reports: prepared each quarter and reporting on the activities implemented and on the result indicators. They will be transmitted to the WB within 45 days after the end of each period for review and no objection. They will be transmitted within the same delay to the Project Steering Committee, which members will have 15 days to review the Project Reports and in case require the revision of the documents. In case no objection is raised within this delay, the documents will be considered approved by the Project Steering Committee. Projects report will be transmitted also to other donors for information. A sample table of contents for a Project Report is provided in Annex 10.
  - Interim Unaudited Financial Reports (IUFR): prepared each semester and reporting on financial management issues. They will be transmitted to the WB within 45 days after the end of each period for review and no objection. IUFR will be transmitted also to the Project Steering Committee and to other donors for information.
  - Financial Statements of the Project (FSP): prepared each year and reporting on financial management issues. They will be transmitted to the WB within six months after the end of each period for review and no objection. FSP will be transmitted also to the Project Steering Committee and to other donors for information.
98. Plan Bleu shall prepare a Completion Report at the end of the Project, which will be furnished to the WB not later than six months after the closing date.

## **SECTION VII: DISBURSMENT**

99. The proceeds of the Grant will be disbursed in accordance with the Disbursement Letter and will be used to finance Project activities through the disbursement procedures currently used:

- Advances,
- Direct Payment,
- Reimbursement,
- Special Commitment.

100. Applications for withdrawal will be submitted by Plan Bleu either electronically via the WB client connection web-based portal or in paper form. Applications need to be signed by the officials authorized to sign these applications. Their names and specimen signatures have been provided to the WB.

101. Withdrawal applications and reporting for the use of advances will be accompanied by appropriate supporting documentation (Summary Sheets, and/or records and/or Statement of Expenditures (SOE's) in accordance with the procedures described in the Disbursement Letter and the WB's "Disbursement Guidelines", dated May 2006. Templates for the establishment of summary sheets and SOE have been provided by the WB in annex of the Disbursement Letter.

102. Given the recurrent and regular disbursement of expenditures under component 3, Plan Bleu does not need to prepare withdrawal applications for this component. A lump sum of US\$15,000 is transferred to the designated account and then directly withdrawn onto the regular Plan Bleu account at the beginning of each quarter, and for the 3-year duration of the Project. The first payment will be made January 1<sup>st</sup>, 2012.

103. Eligible Expenditures paid from the designated account will be reported on a monthly basis. In order to do so, Plan Bleu will send to the WB a copy of the bank statement as produced by Crédit Agricole for the Designated Account.

104. The advance ceiling amount of the account is 225,000 Euros. The Minimum Value of Applications will be the equivalent of 20% of this Advance ceiling amount.

105. The Disbursement Deadline Date is October 31, 2015 - 4 months after the Closing Date specified in the agreement, which is June 30, 2015. Any changes to this date will be notified by the WB.

## ANNEXES

### Annex 1: Draft Agenda for Project Steering Committee meetings

<u>#</u>	<u>Item</u>	<u>Responsible organization/entity</u>
1	Reception and registration of the participants	Plan Bleu or hired consultant
2	Opening Words	Plan Bleu and/or WB (optional)
3	Presentations of progresses (results indicators), past events and quick overview of disbursements followed by discussion	Plan Bleu
4	Optional key note speech	As required
5	Presentation of requests for national and regional activities to be carried out under the Project	Beneficiaries
6	Presentation of suggestions for regional activities to be carried out under the Project	Plan Bleu and/or WB
7	Discussion (questions and answers) of proposed activities	Moderated by Plan Bleu or hired consultant
8	Presentation of a summary table containing all proposed activities	Plan Bleu
9	Voting of activities to be carried out under the Project	Moderated by Plan Bleu/ hired consultant, only Beneficiaries can vote
10	Definition of the work plan	Moderated by Plan Bleu/ hired consultant or by the chairing Beneficiary
11	Other business (also comments on Project and Financial Reports)	Moderated by Plan Bleu/ hired consultant or by the chairing Beneficiary

**Annex 2: Project Steering Committee meeting - Sample summary table of proposed activities**

REGIONAL - GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

[#] Project Steering Committee Meeting  
 [date]  
 [location]

Summary table of proposed activities

Proposed activity number	Title	Type and sub-type*	Component and sub-component**	Geographical scope	Approx. timeframe	Approx. cost	Parties involved	Comments on feasibility
2012-1								
2012-2								
2012-3								

\*) I) Study: (i) report, (ii) review, (iii) analysis;

II) Training: (i) workshop, (ii) seminar, (iii) meeting, (iv) conference

\*\*) I) Governance: (i) review of environmental management systems of the Beneficiaries; (ii) review of environmental issues at the sectoral and macroeconomic levels of the Beneficiaries; (iii) promotion of private sector participation in environmental management; (iv) involvement of local stakeholders in the environmental dialogue at the Beneficiaries' level; and (v) regional environmental integration

II) Knowledge: : (i) preparation of knowledge products for the Beneficiaries on various aspects of environmental vulnerability pertaining to the most relevant economic sectors and most critical locations at local, national and regional levels; and (ii) dissemination activities for the Beneficiaries for the knowledge products produced

**Annex 3: Sample documents for financial reporting**

Regional - Governance & Knowledge generation Project  
Grant N° .....

Table 1

**Resources and Expenditures for the Semester ending .././..**

(in Euro)

	Semester		Cumulative		Planned for next semester
<b>Total receipts</b>		0		0	0
World Bank financing					
Government					
<b>Total of expenditures by Category</b>		0		0	0
1. Goods					
2. Consulting services					
3. Training					
<b>Receipts less expenditures</b>		0		0	0
<b>Net cash change</b>		0		0	
<b>Opening cash balance</b>					
World Bank Special/Designated Account					
Opening cash balance					
Add net cash change					
<b>Net cash provided</b>		0		0	
<b>Closing cash balance</b>					
World Bank Designated Account					
<b>Total closing cash balance</b>		0		0	

**Regional - Governance & Knowledge generation  
Project**

**Table  
2**

Grant N° .....

**Statement of expenditures by Activity and Component (For the Semester Ending .././.)  
(In Euro)**

Component	Initial Forecast			Semester						Cumulative-To Date					
				Planned			Paid			Planned			Paid		
	B	WB	Total	B	WB	Total	B	WB	Total	B	WB	Total	B	WB	Total
I <u>Governance</u>															
A Review of EMS															
B Interministerial dialogue															
C Private sector engagement															
D Local constituencies engagement															
E Regional environmental integration															
II <u>Knowledge</u>															
A Knowledge production															
B Knowledge sharing															
III <u>Project Coordination &amp; Management</u>															
A Incremental operating costs															
B Audits															
<b>Total project</b>															

**Regional - Governance & Knowledge generation Project**

**Table 3**

Grant N° .....

**Cash payment by Component for Semester ending .././..  
(In Euro)**

Components	Allocated Amount	Commitments (Contracts signed)				Payments				
		B	WB	Total	% All. Amount	B	WB	Total	% All. Amount	% Commitment
<u>I Governance</u>										
A Review of EMS										
B Interministerial dialogue										
C Private sector engagement										
D Local constituencies engagement										
E Regional environmental integration										
<u>II Knowledge</u>										
A Knowledge production										
B Knowledge sharing										
<u>III Project Coordination &amp; Management</u>										
A Incremental operating costs										
B Audits										
<b>Total project</b>										

**Regional - Governance & Knowledge generation Project  
Grant N°**

**Table 4**

.....

**Cash payment by Category for Semester ending .././..  
(In Euro)**

Category	Initial Allocation	Payments 1st Semester	Payments Cumulative (2)	Payments/Grant (2)/(1) (en%)
1. Goods				
2. Consulting services				
3. Training				
<b>Total</b>				

## Annex 4: Evaluation Sheet

### REGIONAL- GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

[TITLE, PLACE AND DATE OF THE TRAINING]

#### Evaluation form

*Could you please complete the two pages of this form to contribute to the improvement of our performance.*

*In the case where, in addition to today's event, one or more Studies have been realized under the Project and made available lately, please also consider these Studies in your evaluation.*

Item	Evaluation			
	1 Mediocre, it has to be completely reviewed	2 Acceptable, some points have to be improved	3 Satisfying, good	4 Very satisfyi ng
1. Organization				
• Venue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Accommodation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Meals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Information / Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Simultaneous translation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Documents availability before the meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Animation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Content of Events/Studies				
• Presentations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Background documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Clarity and comprehensibility of key messages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Open questions have been answered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Relevancy of contents	Evaluation			
	1 Not at all	2 I don't think so	3 I think so	4 I am sure
<ul style="list-style-type: none"> <li>Do you think that the Event/Study can promote dialogue about sustainable development among stakeholders?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, on which level (local, national, regional) and how? If not, why? _____ _____ _____ _____				
<ul style="list-style-type: none"> <li>Do you consider the information received useful/relevant for policy making in your country?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, on which level? If not, why? _____ _____ _____ _____				
<ul style="list-style-type: none"> <li>Do you think that you will use the information received, in your everyday work?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, which specific piece(s) of information and how? If not, why? _____ _____ _____ _____				
<ul style="list-style-type: none"> <li>Do you think that the information received can have an impact on sectoral and development policies in your country?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, what kind of impact and how? If not, why? _____ _____ _____ _____				

Comments or improvement ideas

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Thank you!

## Annex 5: Summary Evaluation Table

REGIONAL - GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

SUMMARY EVALUATION TABLE

TITLE OF THE TRAINING: XXX

Please number all evaluation sheets (1 to n).  
Please use this table to calculate average scores.

DATE AND PLACE OF THE TRAINING: XXX

Number of Training participants:	
Number of completed questionnaires:	
Return rate:	#DIV/0!

Evaluation sheet N°	Organization								Content					Relevancy					COMMENTS
	Venue	Accommodation	Meals	Info / Communication	Simultaneous translation	Documents availability before the meeting	Animation	Total Organization	Presentations	Background docs	Clarity and comprehensibility of key messages	Open questions have been answered	Total content	Event/ Study can promote dialogue	Info relevant for policy making	Info will be used	Info can have an impact	Total Relevancy	
1								#DIV/0!					#DIV/0!					#DIV/0!	
2								#DIV/0!					#DIV/0!					#DIV/0!	
...								#DIV/0!					#DIV/0!					#DIV/0!	
n								#DIV/0!					#DIV/0!					#DIV/0!	
Overall average	#DIV/0!	#DIV/0!	#####	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	<b>#DIV/0!</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	<b>#DIV/0!</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	<b>#DIV/0!</b>	

**Annex 6: Training – Sample List of participants**

REGIONAL – GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

TRAINING “XYZ”

DATE, PLACE

TOTAL NUMBER OF PARTICIPANTS:

#	Name	Function	Institution	Country	Language	E-mail	Phone	Fax number
1								
2								
...								
n								

**Annex 7: Attendance List**

REGIONAL – GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

TRAINING “XYZ”

DATE, PLACE

TOTAL NUMBER OF PARTICIPANTS:

#	Name	Institution	Signature
1			
2			
...			
n			

**Annex 8: M&E – Tracking of Trainings – Intermediate Results Indicators**

**REGIONAL - GOVERNANCE AND KNOWLEDGE GENERATION PROJECT**

**TRAININGS: TRACKING OF INTERMEDIATE RESULTS INDICATORS**

Training N°	Date of the Training	Title of the Training	Targeting stakeholders from the Ministry of Environment		Targeting stakeholders from at least two Ministries			Private sector participation		At local level	At regional level (cannot be accounted as training with private sector participation)	
			Number of stakeholders from Ministry of the Envir.	At least 3? (1=yes; 0=no)	Number of stakeholders from Ministry of the Envir.	Number of Stakeholders from other Ministries	At least 2 and 2? (1=yes; 0=no)	Number of private entities represented	At least 1? (1=yes; 0=no)		Number of beneficiaries	At least 2? (1=yes; 0=no)

<b>Intermediate results indicators/ cumulative targets</b>	Number 2012	Target 2012	Number 2013	Target 2013	Number 2014	Target 2014
Trainings targeting stakeholders from the Ministry of Environment		1		3		7
Trainings targeting stakeholders from at least two Ministries		1		2		4
Trainings with private sector participation		1		2		3
Trainings at local level		2		6		10
Trainings at regional level		2		4		6

**Annex 9: M&E – Tracking of Studies – Intermediate Results Indicators**

**REGIONAL - GOVERNANCE AND KNOWLEDGE GENERATION PROJECT**

**STUDIES: TRACKING OF INTERMEDIATE RESULTS INDICATORS**

Study N°	Title of Study	Scheduled delivery date	Received by Plan Bleu	PMT approves compatibility with ToR	Study published on the Project website	Info sent to Beneficiaries and WB	Study completed*
1	xyz	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	

\* A study is considered as completed when all steps indicated in this table are accomplished.

**Intermediate results indicators, cumulative number of studies:**

Number of studies realized 2012	Scheduled number of Studies 2012	Number of studies realized 2013	Scheduled number of Studies 2013	Number of studies realized 2014	Scheduled number of Studies 2014
	1		5		8

## **Annex 10: Project Report - Sample table of contents**

- 1.) Project Progresses and Calendar
  - a. Past events (Trainings and Studies that took place throughout the last three months)
  - b. Upcoming Events (Trainings, Studies; as scheduled in the latest procurement plan)
  - c. Description of problems encountered and issues that need to be addressed
- 2.) Intermediate results indicators
  - a. Trainings (as in Annex 8)
  - b. Studies (as in Annex 9)
  - c. Hits to the Project website
  - d. Explanation of deviations from the targets
- 3.) If relevant: Update on the Beneficiaries
  - a. New parties joining the Project
  - b. Personnel changes in the Project Steering Committee
- 4.) Annexes:
  - a. Minutes, Proceedings and Lists of Participants of Trainings (last three months)