



IWCAM Project Coordination Unit

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IWCAM Demonstration Project Guidance Document

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Introduction

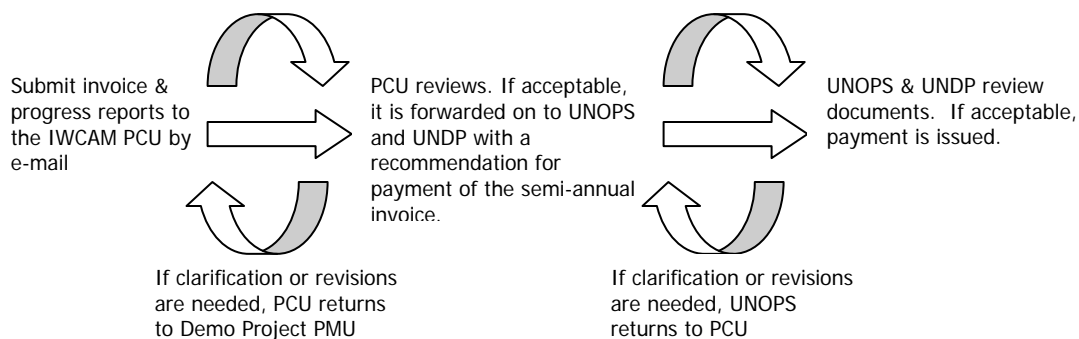
The purpose of this document is to assist Demonstration Project Management Units (PMUs) in the execution of IWCAM Demonstration Projects. This is a “living” document and will be updated periodically, based on revisions and additions suggested by the PMUs and others. Representatives of PMUs are asked to keep in touch with the IWCAM Project Coordinating Unit in Saint Lucia and make suggestions in order to improve on the document.

Project Background

In the Caribbean Small Island Developing States (SIDS), high population densities, combined with population growth, urbanization and increased development, particularly residential and tourist resort development, has led to the contamination of underlying aquifers and surface water, and deterioration of coastal water quality.

- **Name:** Integrating Watershed and Coastal Areas Management (IWCAM) in the Small Island Development States (SIDS) of the Caribbean
- **Project Value:** USD 112 Million
- **Funding Source:** Global Environment Facility (GEF) and counterpart funds from collaborating partners
- **Implementing Agencies:** United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP)
- **Executing Agencies:** Secretariat of the Cartagena Convention (UNEP-CAR/RCU), United Nations Office for Project Services (UNOPS) and the Caribbean Environmental Health Institute (CEHI)
- **Participating Countries:** Antigua & Barbuda, The Bahamas, Barbados, Cuba, Grenada, Dominica, Dominican Republic, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago.
- **Project Length:** 5 years, commenced in the last quarter of 2005
- **Project Coordinating Unit:** Located at the CEHI, as agreed by the Implementing and Executing Agencies and the participating countries and was established in May 2006, when the Regional Project Coordinator assumed duties.
- **Project Objective:** Strengthen the commitment and capacity of the participating countries to implement an integrated approach to the management of watersheds and coastal areas. The long-term goal is to enhance the capacity of the countries to plan and manage their aquatic resources and ecosystems on a sustainable basis.

Reporting



Financial Reports

Financial reports should be submitted every 6 months, in conjunction with semi-annual reports. Please send (financial reports) by e-mail to the IWCAM PCU at umm.uneprcuja@cwjamaica.com, with copies to sgottlieb@cehi.org.lc and vincent.sweeney@unep.org. A suggested format for the financial report is included as Annex One (Sample IWCAM Expenditure Report).

Invoices

Invoices should be submitted with the semi-annual reports by e-mail to the IWCAM PCU at umm.uneprcuja@cwjamaica.com, with copies to sgottlieb@cehi.org.lc and vincent.sweeney@unep.org. An original should also be sent to UNOPS at the address listed in Contact Information.

Progress Reports

Brief Quarterly Progress Reports should be submitted within two weeks of the end of the previous Quarter by e-mail to the IWCAM PCU at sgottlieb@cehi.org.lc, with a copy to vincent.sweeney@unep.org. These reports should consist of a summary of activities over the previous quarter, and should not exceed one page in length (or 100 words). The input from these will later be included in a comprehensive quarterly report for the larger IWCAM project. Please note, Quarterly Reports do not need to be prepared in December and July when Six Monthly Progress Reports are submitted. The format for Quarterly Progress Reports are attached as Annex Four.

Six Monthly Progress Reports shall be submitted to the IWCAM PCU in January and July each year after the start of the project, excepting for the final year where the final reports will replace the last scheduled semi-annual progress report. The PCU requests that these reports are submitted by January 15 and July 15, in order to facilitate their inclusion in the IWCAM Projects Progress Report to the Implementing Agencies and subsequently to the GEF. The format for the Sixth Monthly Progress Report is included as Annex Two. Demonstration Projects will be provided with an indicators template / outcome template, which should also be completed and submitted as part of the Six Monthly Progress Report. More information on indicators/outcomes will be made available shortly.

Detailed Workplan with Timeline and Budget¹

In order to receive the second disbursement of funds, each demonstration project must submit a detailed workplan with timeline and budget, as indicated in the Memorandum of Agreement with UNOPS. It is recognised, as a result of the time that has elapsed since demonstration project formulation and its execution, that some aspects of the workplan and budget may need modification. Some changes are feasible, assuming that the project output, outcomes, and budget remain constant. The PCU is available to work with Demonstration Project Management Units on this as needed. See Annex Two: Budget Format.

Substantive Reports

Drafts of all substantive reports produced as a result of the demonstration project should be submitted to the PCU for comments and clearance.

Communications Protocol

Routine (operational) communications will periodically be sent out to the country Focal Points and Demonstration Projects by the Regional Project Coordinator (RPC).

- Questions relating to demonstration project implementation should be addressed to the Technical Coordinator (TC) at sgottlieb@cehi.org.lc and copied to the RPC at Vincent.Sweeney@unep.org.
- Questions relating to communications and information should be addressed to the Communications, Networking and Information Specialist (CNIS) at dspencer@cehi.org.lc and copied to the RPC at Vincent.Sweeney@unep.org.
- Questions related to administration, budgeting and finance should be addressed to the Administrative Officer (AO) at umm.uneprcuja@cwjamaica.com and copied to the RPC at Vincent.Sweeney@unep.org.

Use of the IWCAM Project Logo

The official Project logo is attached (two versions: low resolution and high resolution) for your convenience. Please note that it includes the Project partners' logos. It should be used in all official communications about the project, either alongside your own demonstration project logo or contact information, or on its own. It cannot be altered in any way and is to be used only for Project communications. Questions related to use of the logo should be directed to the CNIS.

Media Releases

The PCU should review media releases prior to their release. Please send them to the CNIS allowing at least 48 hours for review. All releases should be accompanied by the IWCAM logo. In media releases the Project should always be referred to as **the GEF IWCAM Project**. While it is understood that the press will seldom publish the logo alongside the release, it is desirable that the releases be immediately identified as coming from the Project.

The IWCAM e-Bulletin

The Project Bulletin is published monthly on the IWCAM website, under Information and Publications, to update country Focal Points, Demonstration Projects and others on Project developments and progress with implementation. It is also distributed directly via e-mail. National Focal Points and Demonstration PMUs may provide information related to implementation to the CNIS for inclusion: dspencer@cehi.org.lc.

¹ More on Workplan later in document.

The IWCAM Quarterly Newsletter

The Project newsletter will be published quarterly (first issue was launched on World Water Day, 22nd March 2007) on the IWCAM website as well as in hard copy. The newsletter will provide project updates as well as information on integrated watershed and coastal areas management. It aims to be both educational and informative and submissions from Focal Points and Demonstration Projects are welcome. You are asked to submit articles of no more than one thousand words to the CNIS. Demonstration Projects and Focal Points are also asked to assist with distribution of the newsletter within their countries. For more information, please contact the CNIS.

Project Implementation

Administrative

Procedures

While specific guidelines regarding procurement and hiring are not prescribed, it is essential that the basic principles of transparency and impartiality be observed. Most likely these are already in place in the agency or organisation that the demonstration project is housed. Some example guidelines include:

Procurement of Goods and Services	Hiring
<ul style="list-style-type: none">- Orders valued over US\$1,000.00 must be opened to request for quotations, while orders valued at above \$20,000 must be opened to competitive bidding with at least three (3) companies. In the event 3 quotes cannot be obtained, a note should be made to the file indicating this.- Based on the fact that the Demonstration Projects fall under the auspices of the Government of each participating country, these goods and services should be obtained "duty/tax free".- Use of a Procurement committee (PC) for contracts or proposals over US\$1,500.- Maintain file with documentation such as decisions by the PC, quotes from suppliers, Purchase Orders, invoices and payment vouchers.	<ul style="list-style-type: none">- A recruitment or an interview panel should be formed.- For the interview, the job description as well as the advertisement for the position should be utilised, as these would assist in reminding the members of the panel of the criteria to be considered when conducting the interviews.- The questions should be carefully structured, taking into consideration the requirements for the position.- A report of the Panel should be done, indicating number of persons interviewed and the reason for choosing the candidate that was chosen.

Budget

Upon initiation, demonstration projects need to revisit the budget that was included in the Memorandum of Agreement and provide additional detail. Specifically, this budget should include the

coding categories in Annexes 1 and 2 and co-funding contributions to the project. Any revisions to the budget that include a change of more than 10% will require a written justification. It is suggested that columns be included illustrating the originally budgeted amount, new proposed amount, amount change, and percentage change. This budget should be kept up-to-date throughout the life of the project, and ideally be linked with the financial reports that are submitted to the PCU and subsequently to UNOPS and UNDP. The AO is available to work with demonstration projects on the development and refining of their budget.

Technical

Best Practices and Lessons Learned

The purpose of the demonstration projects, other than making a valuable contribution to the integrated management of coastal zones and watersheds in a participating country, is to demonstrate approaches and techniques for others to implement in the future. It is assumed that successful demonstration projects will be replicated in the future in other locations in the participating countries, in other IWCAM countries, in other SIDS, and elsewhere. As such, a careful and thorough recording of best practices and lessons learned is an essential deliverable of each project. When appropriate, best practices/lessons learned information can be included in Quarterly Progress Reports. It should also be included in the Semi-Annual Progress Report and the Final Report.

Workplanning

The workplan is an essential tool to ensure that all of the project components are being executed in a complete and precise manner. Some key points to keep in mind when developing and implementing the workplan include:

- Risk Management: Plan for uncertainty; prepare for the unexpected. Assess the outstanding risks, as they relate to completing the activities in the workplan, on a regular basis with the Project Management Unit and devise strategies to mitigate them.
- Communications: Develop a communications plan, and follow it so that you are in touch with all stakeholders throughout the project. Make sure everyone knows what they need to know to make decisions and get work done. Analyze status information to create status reports. Be prompt and decisive. Please contact the IWCAM CNIS for information, assistance and input related to the communications plan.
- Scope and Deliverables: It is essential to understand the scope of the demonstration project and the deliverables required. The deliverables (and the work required in their preparation) should be clearly identified in the workplan.
- Monitoring and Evaluation: The workplan is an excellent tool for continual monitoring of progress. Set milestones and monitor the project's progress towards achieving these milestones. As indicated above, Demonstration Projects will also be expected to report on indicators and outcomes on a semi-annual basis. The monitoring of these indicators and outcomes will help the IWCAM Project determine its impact on the targeted environment.
- Co-financing: All Demonstration Projects have committed to co-financing aspects of the project. It is important to be aware of this requirement and document such co-financing in all reports of the project. Further details on co-financing can be found under http://www.iwcam.org/information/reference_documents/.

Section Five: Contact Information

The first point of contact for anything related to the IWCAM Project is the IWCAM Project Coordinating Unit (PCU). The members of the PCU and their contact information are:

Vincent Sweeney

Regional Project Coordinator (RPC)
United Nations Environment Programme
c/o CEHI
PO Box 1111, The Morne
Castries, Saint Lucia
Tel: 758-452-2501, Fax: 758-453-2721
E-mail: vincent.sweeney@unep.org
[Skype](#): vinceslu

Donna Spencer

Communications, Networking and Information
Specialist (CNIS)
Caribbean Environmental Health Institute
PO Box 1111, The Morne
Castries, Saint Lucia
Tel: 758-452-2501
Fax: 758-453-2721
E-mail: dspencer@cehi.org.lc
[Skype](#): dsuespencer

Sasha Beth Gottlieb

Technical Coordinator (TC)
Caribbean Environmental Health Institute
PO Box 1111, The Morne
Castries, Saint Lucia

Tel: 758-452-2501
Fax: 758-453-2721
E-mail: sgottlieb@cehi.org.lc
[Skype](#): sbgottlieb

Una McPherson

Administrative Officer (AO)
United Nations Environment Programme
c/o CEHI
PO Box 1111, The Morne
Castries, Saint Lucia
Tel: 758-452-2501
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[Skype](#): umcpherson

Magnalia Goldson

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[Skype](#): magnaliagoldson

Two executing agencies for IWCAM are the Caribbean Environmental Health Institute (CEHI) and the United Nations Environment Programme Caribbean Regional Coordinating Unit (UNEP CAR-RCU).

Patricia Aquing

Executive Director (Ag.)
Caribbean Environmental Health Institute
PO Box 1111, The Morne
Castries, Saint Lucia
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Christopher Corbin

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Assessment and Management of
Environmental Pollution
United Nations Environment Programme
Caribbean Regional Coordinating Unit
14-20 Port Royal Street
Kingston, Jamaica
Tel: 876-922-9267
Fax: 876-922-9292
E mail: cjc.uneprcuja@cwjamaica.com

The Demonstration Projects are being administered through the United Nations Office for Project Services (UNOPS). For information related to the status of financial disbursements, please contact one or both of the following persons, copying the IWCAM PCU:

Andrew Menz PhD
UNOPS
Senior Portfolio Manager
Midtermolen 3, P.O. Box 2695
DK-2100 Copenhagen
Denmark
Tel: 45 3546 7660 (direct)
Fax: 45 3546 7501
E-mail: andrewm@unops.org
[Skype](#): Andrewm212

Alexandra Fedorova
UNOPS – EUO IW-Unit
Midtermolen 3, P.O. Box 2695
DK-2100 Copenhagen
Denmark
Tel: +45 3546 7664 (direct)
Tel: +45 3546 7500 (switchboard)
Fax: +45 3546 7501
Email: alexandraf@unops.org

The Demonstration Project Focal Points are listed below. Any updates or changes to this list should be sent to the TC at sgottlieb@cehi.org.lc with a copy to the RPC at Vincent.sweeney@unep.org. A change in the actual Demonstration Project Focal Point should be sent through the National Focal Point.

Antigua and Barbuda

Hastin Barnes
Antigua Public Utilities Authority (APUA)
Water Division
Cassada Gardens, P.O. Box 416
Antigua and Barbuda
Tel: 268-480 7000
Fax: 268-480 7338
E-mail: hastin@apua.ag,
kemba_barnes2000@yahoo.com

Bahamas

Rochelle Newbold
Bahamas Environment, Science and
Technology Commission (BEST)
Nassau Court
P.O. Box N-4849
Nassau
Tel: 1-242-322-4546
Fax: 1242 326 3509
E-mail: bestnbs@hotmail.com,
rnewbold@best.bs

Cuba

Dr Carlos Alonso
Director
Center for Environmental Studies of Cienfuegos
(CEAC)
E-mail: carlos@ceac.cu

Dominican Republic

Lic. Zoila Gonzalez de Gutierrez
Sub-Secretary of Environmental Management
Secretary of State for the Environment and
Natural Resources (SEMARN)
Tel: 809-472-0626
Fax: 809-472-0631
E-mail: sga@ceiba.gov.do

Jamaica

Sheries Simpson
Manager - Projects Monitoring & Planning
Branch
National Environment and Planning Agency
10 Caledonia Avenue
Kingston 5
Jamaica W.I.
Tel: 876-754-7540 ext. 2336
Fax: 876-754-7594
E-mail: sasimpson@nepa.gov.jm

Saint Kitts and Nevis

Ellis Hazel
Department of Physical Planning and
Environment
Ministry of Sustainable Development
Bladen Commercial Development
Wellington Road
P.O. Box 597
Basseterre
Tel: 869 465 2277
Mobile: 869 663 0421
Fax: 869 465 5842
E-mail: phyplskb@sisterisles.com;
ehazel55@hotmail.com

Saint Lucia

Cornelius Isaac / Laverne Walker
GPA and LBS FP
Ministry of Agriculture, Forestry and Fisheries
Coordinator
Coastal Zone Management Programme
Tel: 758-450 2078
Mobile - (758) 461-6359
(758) 453 1062
Fax: 758-461 6359
(758) 459 0492
E-mail: Cornel_isaac@yahoo.com;
lwalker@planning.gov.lc

Trinidad and Tobago

Owen Day

Director

Buccoo Reef Trust

Cowie's Building

Carnbee Junction

Auchenskeoch Road

Carnbee, Tobago

Trinidad and Tobago

Tel: (868) 635 2000

Fax: (868) 639 7333

E-mail: o.day@buccooreef.org

Annex

Annex One: Sample IWCAM Expenditure Report

United Nations Environment Programme

Quarterly project statement of allocation, expenditure and balance (in US\$) covering the period ----- to -----

Project number:

Name of the agency (or organization):

Project title:

Project commencing (date):

Project ending (date):

		Expenditure incurred				Cumulative Expenditures for the Year	Project Budget Unspent Balance for year
		Project Budget Allocation for year	Jan-Mar Qtr 1	Apr-Jun Qtr 2	Jul-Sep Qtr 3	Oct-Dec Qtr 4	
1100	Personnel						
1200	Individual Consultant						
1300	Administrative support						
1600	Official Travel						
1301	Administrative support						
2101	Sub-Contracts – Org.						
3200	Group Training						
3300	Meetings/Conferences						
4101	Office supplies						
4201	Non expendable equipment						
4300	Premises – Power/water						
5100	Operation and Maintenance of Equipment						
5200	Reporting Csts						
5300	Sundry - Communication						
GRAND TOTAL							

Name and title of official of cooperating agency/ supporting organization:	Name of project coordinator:
Name of the agency (organization):	
Signature: Date:	Signature: Date:

Annex Two: Budget format

		Year	Year	Total
Project No:		US\$	US\$	US \$
10	Project personnel component			
1100	Project Personnel Title Grade w/m			
	1101			
	1102			
	1103			
	1104			
	1181- UNEP participation component ^{2*}			
	1187			
	1188 Prior years' adjustment			
	1199 Total			
1200	Consultants (Description of activity/service) w/m			
	1201			
	1202			
	1203			
	1220 Unspecified (no terms of reference available)			
	1281- UNEP Participation component			
	1287			
	1288 Prior years' adjustment			
	1299 Total			
1300	Administrative support Title Grade w/m			
	1301			
	1302			
	1303			
	1304			
	1320 Overtime			
	1321 Temporary Assistance			
	1322 Conference Services			
	1381- UNEP participation component ^{**}			
	1387			
	1388 Prior years' adjustment			
	1399 Total			

* This component is directly controlled by UNEP headquarters.

** These lines should also be used to budget for administrative support costs like UNOG and so on.

	Project No:	Year	Year	Total
		US\$	US\$	US \$
1400	Volunteers w/m			
	1401			
	1402			
	1481- UNEP participation component			
	1487			
	1488 Prior years' adjustment			
	1499 Total			
1600	Travel on official business			
	1601			
	1602			
	1681- UNEP participation component			
	1687			
	1688 Prior years' adjustment			
	1699 Total			
1999 Component Total				

20 Subcontract component

2100	Sub-contracts (MOUs/LOAs for cooperating agencies)			
	2101			
	2102			
	2103			
	2104			
	2181- UNEP participation component			
	2187			
	2188 Prior years' adjustment			
	2199 Total			
2200	Sub-contracts (MOUs/LOAs for supporting organizations)			
	2201			
	2202			
	2203			
	2204			
	2281- UNEP participation component			
	2287			
	2288 Prior years' adjustment			
	2299 Total			
2300	Subcontracts (for commercial purposes)			
	2301			
	2302			
	2303			

		Year	Year	Total
	Project No:	US\$	US\$	US \$
2381-	UNEP participation component			
2387				
2388	Prior years' adjustment			
2399	Total			
2999 Component total				

30 Training component

3100	Fellowships			
3101	Total stipend/fees/etc.			
3102	Total travel costs			
3181-	UNEP participation component			
3187				
3188	Prior years' adjustment			
3199	Total			
3200	Group training (Title)			
3201	Group training (study tours, field trips workshops, seminars)			
3220	Unspecified			
3281-	UNEP participation component			
3287				
3288	Prior years' adjustment			
3299	Total			
3300	Meetings/conferences (Title)			
3301	Meetings/conferences, etc.			
3302	Expert group meetings			
3303	Intergovernmental meetings			
3381-	UNEP participation component			
3387				
3388	Prior years' adjustment			
3399	Total			
3999 Component Total				

40 Equipment and premises component

4100	Expendable equipment (items under \$1,500 each)			
4101	Office supplies			
4102	Library acquisitions			
4103	Computer Software			
4120	Unspecified			
4181-	UNEP participation component			
4187				
4188	Prior years' adjustment			

		Year	Year	Total
Project No:		US\$	US\$	US \$
4199	Total			
4200	Non-expendable equipment (see items listed on budget worksheet)			
4201	Computer hardware			
4202	Office equipment			
4220	Unspecified			
4281-	UNEP participation component			
4287				
4288	Prior years' adjustment			
4299	Total			
4300	Premises (rent)			
4301	Office rental			
4302	Maintenance of premises			
4381-	UNEP participation component			
4387				
4388	Prior years' adjustment			
4399	Total			
4999	Component Total			

50 Miscellaneous component

5100	Operation and maintenance of equipment			
5101	Rental and maintenance of computer equipment			
5102	Rental and maintenance of photocopying equipment			
5103	Repair and maintenance of vehicles and insurance			
5104	Rental and maintenance of other office equipment			
5105	Rental of meeting rooms and equipment			
5181-	UNEP participation component			
5187				
5188	Prior years' adjustment			
5199	Total			
5200	Reporting cost			
5201	Publication of news letter			
5202	Printing of Thematic maps			
5220	Unspecified			
5281-	UNEP participation component			
5287				
5288	Prior years' adjustment			
5299	Total			

		Year	Year	Total
Project No:		US\$	US\$	US \$
5300 Sundry				
5301	Communications (telex, telephone, fax)			
5302	Postage and pouch charges			
5303	Freight and port clearance charges			
5304	Other			
5381-	UNEP participation component			
5387				
5388	Prior years' adjustment			
5399	Total			
5400 Hospitality and entertainment				
5401	Hospitality reception			
5481-	UNEP participation component			
5487				
5488	Prior years' adjustment			
5499	Total			
5500 Monitoring and Evaluation *				
5501	Evaluation Consultant (fees, travel & DSA)			
5502	Administrative support			
5581-	UNEP participation component			
5587				
5588	Prior years' adjustment			
5599	Total			
5999 Component Total				

* This subline should be used to cover evaluation cost of internal projects (if any) while lines 5581-5587 should be used for external projects as appropriate.

99 GRAND TOTAL

PREVIOUS BUDGET SCHEDULE

INCREASE/DECREASE

NOTE

:

- A budget worksheet should be attached to all budgets of new projects and project budget revisions.
The budget worksheet should provide detailed breakdown for sub-contracts, fellowships, group training, meetings, non-expendable equipment, and reporting costs.
- A project budget summary should be included at the end of the budget indicating the total commitments for each year under each source(s) of funding.

Annex Three: Six Monthly Progress Report

SECTION 1 - BACKGROUND INFORMATION

- 1.1 Project Title:**
- 1.2 Project Number:**
- 1.3 Responsible Office:** (PAC/Unit/Branch)
- 1.4 Coordinating Agency or Supporting Organization** (if relevant):
- 1.5 Reporting Period:** (the six months covered by this report)

SECTION 2 - PROJECT STATUS

- 2.1 Status of the Implementation of the Activities and Outputs Listed Under the Work plan in the Project Document** (check appropriate box)

☐ Project activities and outputs listed in the Project work plan for the reporting period have been materially completed and the responsible Office is satisfied that the project will be fully completed on time (give reasons for minor variations as Section 3 below).

☐ Project activities and outputs listed in the Project Work plan for the reporting period have been altered (give reasons for alterations: lack of finance; project reformulated; project revisions; other at Section 3 below).

☐ Project activities and outputs listed in the Project Work plan for the reporting period have not been fully completed and delays in project delivery are expected (give reasons for variations in Section 3.1 and new completion date in Section 3.2 below).

☐ Insufficient detail provided in the Project Work plan.

- 2.2 List Actual Activities/Outputs Achieved in the Reporting period:**
(please tick appropriate box)

(a) **MEETINGS**

☐ Inter-governmental (IG) mtg ☐ Expert Group Mtg. ☐ Training Seminar/Workshop
☐ Others

Title:

Venue and dates

Convened by Organized by
Report issued as doc. No/Symbol Languages
Dated

For Training Seminar/Workshop, please indicate: No. of participants and attach **annex** giving names and nationalities of participants.

(b) **PRINTED MATERIALS**

☐ Report to IG Mtg. ☐ Technical Publication ☐ Technical Report ☐ Others

Title:

Author(s)/Editor(s)

Publisher

Symbol (UN/UNEP/ISBN/ISSN)

Date of publication

(When technical reports/publications have been distributed, **attach distribution list**)

(c) ☐ **TECHNICAL INFORMATION**

☐ **PUBLIC INFORMATION**

Description

Dates

(d) TECHNICAL COOPERATION

- ☐ Grants and Fellowships ☐ Advisory Services
☐ Staff Missions ☐ Others (describe)

Purpose

Place and duration

For Grants/Fellowships, please indicate:

<u>Beneficiaries</u>	<u>Countries/Nationalities</u>	<u>Cost (in US\$)</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

(e) SERVICES

Description

Dates

(f) OTHER OUTPUTS

For example, Centre of excellence, Network, Environmental Academy, Convention, Protocol, University chair, etc.

SECTION 3 - PROJECT DELIVERY

3.1 Summary of the Problems Encountered in Project Delivery (if any)

3.2 Actions Taken or Required to Solve the Problems (identified in Section 3.1 above)

Annex Four: Quarterly Operating Report

QPR/QOR

Description (150 words):

<u>Delivery Rate:</u>	
Annual Budget for current calendar year	\$
Budget expenditures to date	\$
Delivery rate (budget expenditure/annual budget)	%