BMB - LDK
Programme Monitoring Consultants to the
Office of the Minister of State for Administrative Reform
Beirut - Lebanon

Memorandum

To: Dr Raymond Khoury, TCU Director, OMSAR
Mr. Atef Merhi, IDU Acting Director, OMSAR
Mrs Roula Kabbani, EU Project Coordinator, OMSAR

From: Dimitrios Sfikas, PMC Team Leader

Date: 25 March 2002

Subject: __Manual of Procedures.__

I am pleased to attach herewith a concise version of the Manual of Procedures (workplan, activity 2.1.1.5) as requested by H.E the Minister in his letter of 21 January 2002 and attached comments and kindly ask for your comments and / or approval.

Best regards,

Dimitrios Sfikas
PMC Team Leader

Cc: - Mr. Patrick Renauld, Head of the EU Delegation in Beirut.

ARLA Programme

Assistance to the Rehabilitation of the Lebanese Administration

OFFICE OF THE MINISTER OF STATE FOR ADMINISTRATIVE REFORM

GOVERNMENT OF LEBANON

PROGRAMME MONITORING CONSULTANCY

Manual of Procedures

Beirut, March 2002

1. Introduction

The purpose of the Manual of Procedures (ManProc) is to establish a framework for the management of the ARLA programme activities and to lay down the rules and regulations, governing the implementation of these activities. The raison d'être of the ManProc is the need felt by the stakeholders, involved in the day-to-day management and implementation of the programme, to have at their disposal a clear set of rules and policies to adhere to and documents to refer to.

The PMC has prepared a comprehensive draft for a Manual of Procedures and submitted it to OMSAR and the EC Delegation on 19 June 2001. In view of the massive number of relevant EU procedures, formats, reporting guidelines etc. that govern the implementation of ARLA, it was suggested by OMSAR to have a simple and concise document based on the reporting section currently used in the MSCs' TOR. The present document aims to provide for that, and it should be incorporated into the common framework for ARLA management.

2. The institutional context of the ARLA programme

The EU, in support of the Lebanese administrative modernisation process, developed the ARLA Programme, one of the prime interventions designed for the National Administrative Rehabilitation Programme. Its main goals are to rehabilitate the basic management capacities of targeted agencies within the Lebanese administration.

The European Commission (EC) finances ARLA through a grant and the Office of the Minister of State for Administrative Reform (OMSAR) is in charge of its implementation.

3. The objectives of the ARLA programme

ARLA is assisting in restoring essential functions of the Lebanese administration at large in order to strengthen the latter's institutional and managerial capacities to carry out the country's recovery process and is also helping to streamline the restructuring and reform processes aimed at re-establishing an efficient and modern administration. The project focuses on the following targets:

a. the re-organisation of the management functions of the various institutions concerned;
b. the improvement of the regulatory and procedural framework for public administration;
c. the development of the capacity of targeted institutions to identify, evaluate, design, implement and monitor projects;
d. the improvement of the planning, regulatory, supervisory and monitoring functions of these institutions;
e. the development of their capacity to better appraise sector issues and requirements, and to formulate, programme, implement and monitor appropriate, feasible, and cost-effective sector policies;
f. the promotion of the decentralisation process.

4. The programme's components

Conforming to the Financing Agreement (FA), the assistance through the ARLA programme will be directed at the following beneficiary organisations in conjunction with specific ARLA assistance to OMSAR itself:

- Core administrative agencies
- Central administration
- Public utilities and services networks
- Local administrations

5. The ARLA programme stakeholders

The stakeholders of the ARLA programme are:

- Government of Lebanon
- Council for Development and Reconstruction (CDR)
- European Commission (incl. Delegation in Beirut)
- OMSAR
- ARLA-Programme Monitoring Consultancy (Consortium ARCADIS BMB/LDK)
- Beneficiary organizations

6. THE ARLA PROGRAMME ORGANISATION & MANAGEMENT

The organisational set-up of the ARLA programme is composed of the two key players:

.1 The Office of the Minister of State for Administrative Reform (OMSAR)

OMSAR is responsible for coordinating all resources and efforts to meet the requirements of the rehabilitation and reform programme of the Lebanese administration. It ensures the overall coherence of the ARLA programme through:

a. Defining policies, procedures and reporting requirements related to the management of the ARLA programme;

b. Supervising overall ARLA programming, scheduling and budgeting, and the co-ordination of sector projects within beneficiary institutions concerned;

c. Developing a consistent and standardized approach to Information Technology (IT) issues within the public administration;

d. Coordinating the training requirements of public institutions within the framework of the ARLA programme;

e. Managing procurement and expenditures for all ARLA programme activities;

f. Guiding and coordinating all studies and actions required for the preparation and implementation of administrative reform measures and subsequent restructuring of public institutions;

g. Ensuring inter-ministerial coordination and setting up relevant steering committees;

h. Ensuring visibility and acceptance of the overall administrative reform and rehabilitation process through workshops and seminars;

i. Overall monitoring and reporting of administrative modernization activities.

.1 The Programme Monitoring Consultancy (PMC)

One of the projects under ARLA is the Programme Monitoring Consultancy (PMC). Its objectives are capacity building within OMSAR and the core agencies, as well as assistance to OMSAR in identification, preparation, tendering and monitoring of projects - Management Support Consultancy (MSC) - for support to sector ministries and other public institutions in their basic management and planning activities. The PMC assists OMSAR in the following tasks:

a. Design and implement appropriate programme management methods, tools and procedures;
b. Ensure a timely, effective and efficient management of the ARLA programme implementation;
c. Ensure a proper monitoring of the implementation of sector projects;
d. Develop a pragmatic approach to the modernisation of the public administration, viz. (i) accessibility of services to the public, and (ii) decentralisation and de-concentration;
e. Ensure the viability and overall coherence of the programme in bridging the gap between the short/medium-term and medium/long-term rehabilitation process.

Communication lines between OMSAR and PMC are indicated as follows:

Communication Flow Chart Key Actors OMSAR-PMC

Key actor	Main task		OMSAR-PMC key actors involved				
			Minister SAR	Director TCU	Director IDU	EC Coordinator	PMC Team Leader
Minister SAR	1 chairs ARLA Steering Committee and in accordance with decisions, instructs	⇨		X			
	2 chairs Supervisory Committee and instructs on programme to	⇨		X	X		
	3 determines Administrative Reform Policy and instructs	⇨		X	X		X
	4 delegates day to day coordination of the Programme to	⇨				X	
Director TCU	1 briefs/advises on Programme issues and reports on progress to	⇨	X				
	2 supervises Programme progress and instructs accordingly	⇨				X	X
	3 approves TOR for ARLA missions after consultation with	⇨			X	X	
	4 approves CVs of proposed PMC experts for above missions after consultation with	⇨			X	X	
	5 recommends TOR MSCs/IAPs for approval Minister after consultation with	⇨			X	X	
	6 approves technical outputs of PMC after consultation with	⇨			X	X	
	7 approves invoices of PMC/MSCs/IAPs	⇨					X
Director IDU	1 briefs/advises on Admin Reform issues	⇨	X	X			X
	2 supervises on PMC/MSCs/IAPs components of Admin Reform after consultation with	⇨	X	X			X
	3 consults on Substance Matter issues with	⇨				X	X
	4 advises TOR for missions on Admin Reform to	⇨		X		X	
	5 advises on CVs of proposed PMC experts for above missions to	⇨		X		X	
	6 recommends TOR MSCs/IAPs for approval Minister after consultation with	⇨		X		X	
	7 advises on technical outputs of PMC/MSCs/IAPs in areas of Admin Reform	⇨		X		X	
EC Coordinator	1 coordinates Programme in consultation with	⇨	X	X	X		X
	2 ensures inter-face between EC and OMSAR/PMC for	⇨		X	X		X
	3 recommends approval TOR for PMC expert missions after consultation with	⇨		X	X		
	4 recommends on CV for proposed PMC experts to	⇨		X	X		
	5 recommends approval of TOR for MSCs/IAPs to	⇨		X	X		
	6 reviews technical outputs as to procedures and recommends on this to	⇨		X	X		
	7 approves PMC invoices and forwards to	⇨		X			
PMC Team Leader	1 advises on Programme issues with	⇨	X	X	X	X	
	2 advises on Admin Reform issues	⇨	X	X	X		
	4 submits Quarterly Report to	⇨	X				
	5 submits Annual Report to	⇨	X				
	6 submits Annual Work Plan to	⇨	X				
	7 submits TOR and CVs for PMC expert missions to	⇨		X			
	8 submits TOR for MSCs/IAPs to	⇨		X			
	9 submits technical outputs to	⇨		X			
	10 submits PMC invoices to	⇨				X	

6.3 The management structure of the ARLA programme

6.3.1 The ARLA Steering Committee

The ARLA programme Steering Committee will ensure that all activities financed by the ARLA programme are in line with the terms of the Financing Agreement, which sets out the general terms and conditions, and the technical and administrative conditions of the project to be executed in accordance with the Framework Convention between the EC and Lebanon.

Mandate

➤ to interpret the Financing Agreement as applicable to project circumstances;
➤ to recommend modification of the Financing Agreement, if necessary;
➤ to decide on contractual issues related to PMC and MSCs.

Members

The Committee is composed of the signing parties of the Financing Agreement and is chaired by the Minister of State for Administrative Reform. Membership further includes:

➤ The Head of the EC Delegation in Lebanon
➤ A senior representative of the CDR

Meetings

The Committee meets quarterly and in extraordinary sessions at the duly justified request of any of its members.

6.3.2 The ARLA Supervisory Committee

As per decision No. 99/60 of 27/12/1999, the Minister of State for Administrative Reform, based on Decree No. 4 of 4/12/1998, has established a committee to supervise the implementation of the EC funded ARLA programme.

Mandate

➤ To decide or advise on operational issues raised by the OMSAR/PMC Operational Task Force;
➤ to review the PMC and MSC quarterly and annual progress reports;
➤ to approve inception reports and work plans & budgets of PMC and MSCs and recommend for their endorsement by the EC.

Membership

The Minister of State for Administrative Reform chairs the Committee. It further includes the following members:

➤ The Director of the TCU
➤ The Director of the IDU
➤ The EC Project Coordinator
➤ The PMC Team Leader
➤ A representative of the EC Delegation in Beirut (as observer)

Meetings

The ARLA Supervisory Committee meets monthly and in extraordinary sessions at the initiative of the Chairman. Meetings are minuted by a secretary and copies of the minutes approved by all members are made available to the ARLA Operational Task Force for execution and follow-up.

6.3.3 OMSAR/PMC Operational Task Force

The Task Force (earlier referred to as Executive Committee) is in charge of all operational matters concerning the ARLA programme and its constituent projects. The aim of this committee is to make operational decisions on issues related to the implementation of the ARLA programme.

Mandate

- to manage and co-ordinate all technical aspects of ARLA funded projects;
- to ensure the timely and effective implementation of the programme;
- to assess and monitor the programme's progress;
- to communicate effectively with MSC steering committees and their projects;
- to propose corrective measures for any problems arising during project implementation.

Members

The OMSAR TCU Director chairs the OMSAR/PMC Operational Task Force. It shall further include:

- the PMC Team Leader
- the IDU Senior Policy Analyst
- the TCU Procurement Team Leader
- the EC Project Coordinator
- the PMC Project Management Expert

Meetings

The Taskforce will meet every two weeks and as necessary. If agreements cannot be reached or when the need for a higher level decision is felt, matters are referred to the ARLA Supervisory Committee. The meetings, of which the working language shall be English, are minuted (by the PMC Project Management Expert) in order to ensure the required follow up/corrective actions. On initiative of the Chairman, others, including subject matter specialists, may be invited to attend meetings.

6.3.4 MSC Steering Committee

To ensure the appropriate organization and management of each individual MSC, there is a need to set up a body that will focus on the macro framework within which the MSC activities are to be implemented. This is the role of the MSC Steering Committee. This Committee will focus on technical co-ordination inside the sector but is not involved in the day-to-day operation of the project.

The MSC Steering Committee reports on the progress of the project to the ARLA Supervisory Committee. The latter provides feedback and special advice whenever requested or required.

Mandate

- to provide general guidance regarding the establishment and the operation of the MSC project;
- to facilitate MSC intervention and assure appropriate co-ordination with other activities between different beneficiaries and stakeholders;
- to facilitate the monitoring and evaluation of the MSC's progress based on objective verifiable indicators, milestones and benchmarks;
- to review and recommend for approval (by the appropriate decision makers) inception reports, work plans and budgets.

Membership

The MSC Steering Committee is chaired by a senior representative of the beneficiary organisation and includes further:

- The MSC Project Director
- An OMSAR representative
- A representative of the EC Delegation (as observer).

Meetings

The MSC steering committee, of which the working language shall be English, will meet quarterly and may have additional meetings, as and when required. The minutes of the meetings and details of the decisions taken will be forwarded to the ARLA Supervisory Committee and copied to the EC Delegation.

ARLA PROGRAMME MANAGEMENT STRUCTURE

ARLA Steering Committee
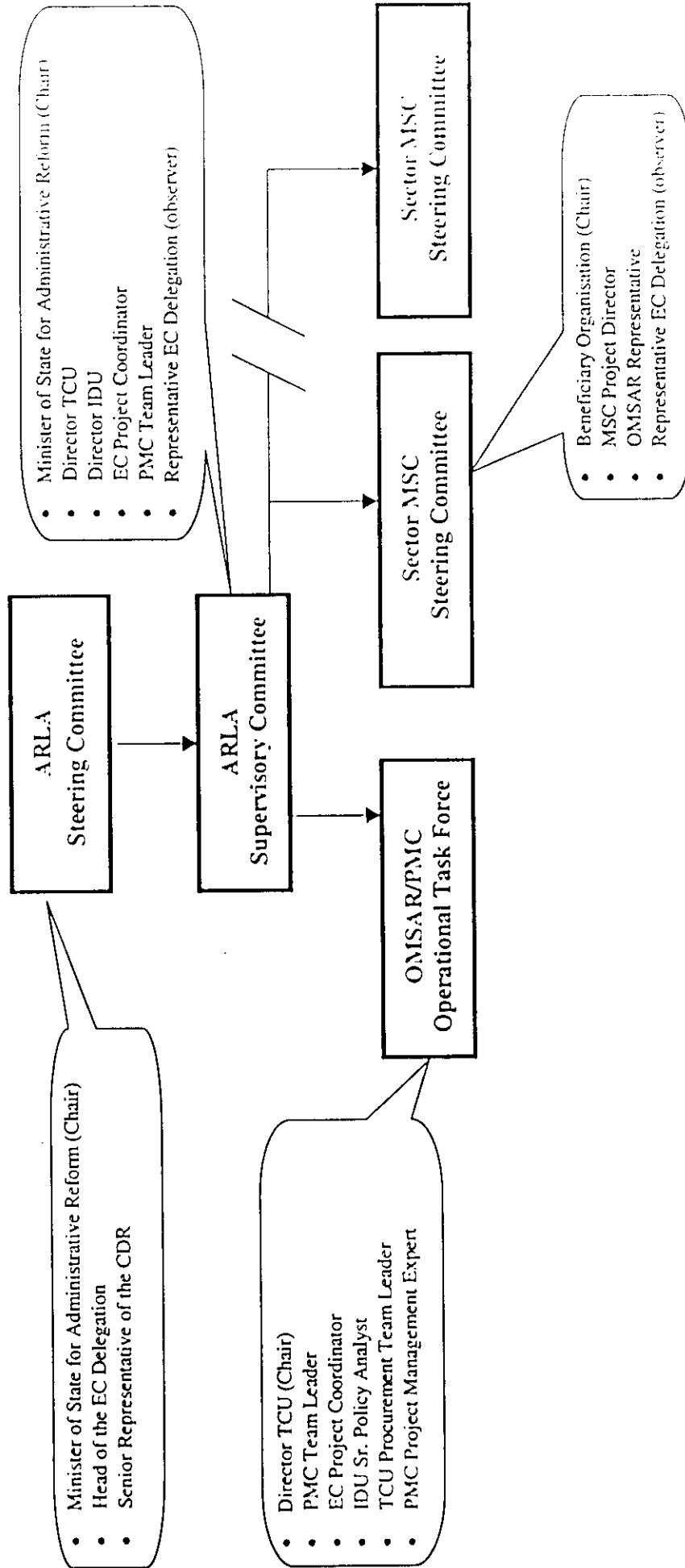
- Minister of State for Administrative Reform (Chair)
- Head of the EC Delegation
- Senior Representative of the CDR

ARLA Supervisory Committee

- Minister of State for Administrative Reform (Chair)
- Director TCU
- Director IDU
- EC Project Coordinator
- PMC Team Leader
- Representative EC Delegation (observer)

Sector MSC Steering Committee

Sector MSC Steering Committee

- Beneficiary Organisation (Chair)
- MSC Project Director
- OMSAR Representative
- Representative EC Delegation (observer)

OMSAR/PMC Operational Task Force

- Director TCU (Chair)
- PMC Team Leader
- EC Project Coordinator
- IDU Sr. Policy Analyst
- TCU Procurement Team Leader
- PMC Project Management Expert

7. ARLA PROJECT CYCLE

The mechanism by which OMSAR/PMC manage the activities under the ARLA programme follows a concept, which in the context of the ARLA programme comprises three critical activities:
   (1) implementation of the project delivery mechanism;
   (2) contract management and administration;
   (3) monitoring and evaluation of contract implementation.

Since most of projects implemented within the scope of the ARLA programme have a large technical assistance component, the rules for selection, mobilisation and replacement of experts are of major importance to ensure timely mobilisation of experts. These rules are summarised in a matrix of responsibilities presented in the table below:

	Expert	Mission incl. in	PMC/MSC	OMSAR	EC
1	**LT International**				
1.1	CV in contract	Contract	RFA: starting date	Approval	CC
1.2	CV not in contract	Contract	RFA: - & CV	Approval	Endorsement
1.3	CV not in contract	Work Plan	RFA: TOR & CV	Approval	CC
1.4		Neither	RFA: TOR & CV	Approval	Endorsement
1.5	Replacement		General Conditions	GenCon	Endorsement
2	**ST International**				
2.1	Name in contract	Work Plan	RFA: TOR	Approval	CC
2.2	Name not in contract	Work Plan	RFA: TOR & CV	Approval	CC
2.3	Name in contract	Not in WP	RFA: TOR	Approval	CC
2.4	Name not in contract	Not in WP	RFA: TOR & CV	Approval	CC
2.5	Replacement		RFA: with justification	Approval	CC
3	**LT Local**				
3.1	CV in contract	Contract	RFA: starting date	Approval	CC
3.2	CV not in contract	Contract	RFA: - & CV	Approval	Endorsement
3.3	CV not in contract	Work Plan	RFA: TOR & CV	Approval	CC
3.4		Neither	RFA: TOR & CV	Approval	Endorsement
3.5	Replacement		According to GC	GC	Endorsement
4	**ST Local**				
4.1	Name in contract	Work Plan	RFA: TOR	Approval	CC
4.2	Name not in contract	Work Plan	RFA: TOR & CV	Approval	CC
4.3	Name in contract	Not in WP	RFA: TOR	Approval	CC
4.4	Name not in contract	Not in WP	RFA: TOR & CV	Approval	CC
4.5	Replacement		RFA: with justification	Approval	CC

RFA – Request for Approval

The matrices hereafter describe the different phases, steps and target dates for (7.1) Project identification and formulation, (7.2) Procurement of service contracts and (7.3) Finance Administration.

7.1 Matrix of activities, indicating responsibilities, outputs & target dates for project identification & formulation of MSC

#	Activity	OMSAR	PMC	Benef.	EU	Output	Target date	Ref. Doc.
1.	**Identification phase**					**Project outline**		
1.1	Establishment Taskforce	Resp	Part	Part	CC	• Functional Taskforce		
1.2	Identification needs Benef.	Part	Part	Resp		Draft project outline		MoU
1.3	Concensus on project outline	Resp	Part	Part	Cons	Approval project outline		MoU
1.4	Notification concensus	Resp	✓	CC	CC	Approved project outline rcvd.		MoU
2.	**Mobilisation phase**					**ST Expert approved**		
2.1	Request OMSAR formulation ProDoc	Resp	✓	CC	CC	Request rcvd.	Day 1	
2.2	Submission TOR STE mission	✓	Resp		CC	Draft TOR submitted	Day 4	
2.3	Approval TOR	Resp	✓		CC	TOR approved	Day 2	
2.4	Identification ST Expert		Resp			Candidate(s) identified	Day 30	
2.5	Submission CV ST Expert	✓	Resp		CC	CV submitted	Day 31	
2.6	Approval ST Expert	Resp	✓		CC	ST Expert approved	Day 36	TOR
3.	**Formulation phase**					**Approved Project Document**		
3.1	Mobilisation ST Expert	CC	Resp	CC	CC	ST Expert fielded	Day 1	TOR
3.2	Preparation 1st Draft ProDoc	Part	Resp	Part	Cons	1st Draft ProDoc	3 wks	TOR
3.3	Submit 1st Draft ProDoc	✓	Resp			1st Draft submitted	Day 22	
3.4	Concensus 1st Draft ProDoc	Resp	Part	Part	Cons	Concensus reached 1st Draft	2 wks	
3.5	Notification concensus 1st Draft ProDoc	Resp	✓	CC	CC	Approved 1st Draft, PIN	Day 36	TOR
3.6	Finalisation Draft ProDoc		Resp	Part		Draft ProDoc available	3 wks	
3.6.1	Technical content		Resp					
3.6.2	Check consistency LFA		Resp					
3.6.3	Logistics & budget prep		Resp					
3.6.4	Quality control		Resp					
3.7	Comments/review draft ProDoc							
3.7.1	Submission draft to	✓	Resp			Draft received	Day 57	
3.7.2	Forward for comments to	Resp		✓	✓	Draft received	Day 58	
3.7.3	Comments on draft to OMSAR	Resp		Part	Part	Comments	2 wks	
3.7.4	Request to review	Resp	✓				Day 73	
3.7.5	Review		Resp				1 wk	
3.7.6	Multi-partite meeting on comments	Resp	Part	Part	Part	Concensus on comments	Day 76	
3.7.7	Submission reviewed draft	✓	Resp				Day 80	
3.7.8	Forwarding reviewed draft to	Resp		✓	✓		Day 81	
3.7.9	Final review & comments	Resp		Part	Part	Comments	1 wk	
3.7.10	Request for final review	Resp	✓			Comments received	Day 83	
3.7.11	Final review	✓	Resp			Final ProDoc	0.5 wk	
3.7.12	Submission final version	✓	Resp				Day 92	
3.8	Request for approval ProDoc	Resp	Resp	✓	✓	ProDoc signed	Day 92	MoU

✓ = adressee   MoU – Memorandum of Understanding OMSAR/Beneficiary

7.4 Monitoring and evaluation tools

The main tools for monitoring the progress of the projects in the ARLA programme comprise:

- MEDAT, the Monitoring and Evaluation Database for ARLA, with its log-frame structure for the registration of plans, progress, indicators and achievements at the level of ARLA as a whole, the projects in it, their components, sub-components and individual activities. MEDAT has provisions for inclusion of information on staff, budgets, problems, solutions proposed, lessons learned, and hyperlinks to the main documents. Data will be archived within the system every 3 months. MEDAT will enable the close monitoring also of deadlines for activities, through 'early warning messages' and lists of due and overdue activities / outputs.
- ARLA log-frame, PMC log-frame, and log-frames for each individual MSC.
- Quarterly and Annual Reports submitted by PMC to the ARLA Supervisory Committee
- Bi-annual reports submitted by MSCs to the ARLA Supervisory Committee.
- OMSAR / PMC Monitoring Reports on special occasions and submitted to the Operational Task Force for its review.
- Staff Attendance Sheets
- Project Accounts.

The evaluation tools to be used encompass:

- The performance-rating module in the MEDAT at 5 levels: (a) the level of the programme as a whole, (b) each project under it, (c) each component, (d) each sub-component, and (e) each activity. Each stakeholder can register his own 'satisfaction rating' to each output/result achieved, while providing explanatory factors, which are pre-classified. This can be aggregated / analysed by the programme subsequently. A smaller module for rating performance has also been included linked to each milestone indicator.
- The evaluative sections in the progress reports discussed above under monitoring tools (quarterly and annual reports), and in monitoring reports. These are reflected especially in executive summaries, and in discussions of problems and solutions.
- Special reviews conducted by OMSAR/PMC in preparation of a Mid-Term Evaluation of the MSC's.
- Public service delivery studies and surveys, organised through the PMC, with ARLA funds from the local account. These surveys and studies will address impact issues, comparing the situation before ARLA intervention in a number of ARLA sectors, and afterwards.

8. Reporting Procedures and Formats

Reporting structures and procedures are laid down in the following tables according to the five types of projects identified: PMC, MSC, IAP, equipment contract, and other contracts.

Table 8.1. Overview of documents required

#	Document category	for PMC	for MSC	for FC IAP**	for other IAP	for Equipm. contract	for other contract
	columns:	A	B	C	D	E	F
1	Terms of Reference for project	n.a.	Y	Y	Y	Y	Y
2	Technical proposal by bidder	n.a.	Y	N	Y	Y	Y
3	Log-frame in technical proposal	n.a.	In 2B	N	N	N	N
4	Tender evaluation document	n.a.	Y	N	N	Y	Y
5	Contract document	n.a.	Y	Y	Y	Y	N
6	Inception report	Y	Y	(Y)	Y	N	
7	Project work plan	Y	Y	Y	Y	in 7A	Tbd
8	Annual work plan	Y	Y	N	N	in 8A	N
9	Monthly reports	N	Y	N	N	in 9A	Tbd
10	Quarterly reports	Y	N	N	N	in 10A	N
11	Half-yearly reports	N	Y	N	N	N	Tbd
12	Annual progress report(s)	Y	Y	N	N	in 12A	In 12A
13	Monitoring report by OMSAR/PMC	N	Y	N	N	N	N
14	ToR short term experts / RFA	Y	Y	N	N	Y	Tbd
15	Staff attendance sheets	Y	Y	Y	Y	n.a.	Tbd
16	Mission report short term experts	Y	Y	Y	Y	n.a.	Tbd
17	Technical reports/outputs	(y)*	Y	Y	Y	n.a.	Tbd
18	Completion report	Y	Y	N	N	in 18A	N

Y = Yes, N = No, n.a. = not applicable;

Tbd = to be determined

(Y) sometimes Yes

* technical outputs mainly as part of the PMC activities

** FC = Framework Contract; Direct Agreement Operations are also included in this column

Deadlines to reporting and reactions / approvals to documents are summarised below in table 8.2.

Table 8.2 Submission, response and approval deadlines for documents under ARLA

Document Category	1st Submission Deadline	Response Deadline	2nd submission Requirement	Approval Requirement
columns:	A	B	C	C
Concept paper for assistance through ARLA	Within 3 weeks from request	Within 2 weeks of submission	Within 2 weeks	Within 2 weeks
Terms of Reference for project	Depends on work plan	1 month	2 weeks after response	Within 1 month of 2nd subm.
Inception report (where requested)	2 months after start of project, generally (except for IAPs)	1 month after submission	Max. 3 weeks after response	Max. 2 weeks after 2nd submission
Project workplan (PMC - MSCs)	with Inception Report	1 month after submission	Max. 2 weeks after response	Max. 2 weeks after 2nd submission
Annual workplan (PMC – MSCs)	1st with Inception Rep., later reports 3 weeks before start of workplan year	1 month after submission	Max. 2 weeks after submission	Max. 2 weeks after 2nd submission
Monthly reports (PMC – MSCs)	Within 7 days of end of month	1 week after submission	Address comments in 2 days	No approval required
Quarterly reports PMC	Within 3 weeks of end of quarter	2 weeks after submission (about planning part)	Max 2 weeks after response issues to be addressed	No approval required, except for planning part (2 weeks)
Half-yearly reports MSCs (second report to be replaced by annual report)	Within 4 weeks of end of period	1 month after submission	Max. 2 weeks after response, issues are to be addressed	Approval of planning part required within 2 weeks
Annual progress report(s) PMC & MSCs	Within 4 weeks of end work plan year	1 month after submission	Max. 3 weeks after response	Approval within month
Monitoring report by OMSAR/PMC for MSCs	One per year per MSC (tentative)	Month after submission	Address issues within 2 weeks	No approval required
ToR short term experts / RFA	3 weeks before arrival expert	Within 2 weeks of submission	Within 2 weeks	Within 2 weeks of 2nd subm.
Staff attendance sheets	Once per month, within 2 weeks	Within 1 month of submission	Within 2 weeks	Within 1 month of 2nd subm.
Mission report short term experts	Within 3 weeks after end of mission	Within 1 month of submission	Within 2 weeks	Within 2 weeks of 2nd subm.*
Technical reports/outputs	Depends on work plan	Within 1 month of submission	Within 1 month	Within 2 weeks of 2nd subm.*
Project Completion report	Within 1 month after end of contract	Within 1 month of submission	Within 2 weeks of response	Within 2 weeks of resubmission

* depending on availability of short term expert and expertise within PMC LT team.

The preparation and approval process for MSC/IAP document products is outlined in Table 8.3 below.

Table8.3: Preparation and approval matrix of responsibilities for MSC/IAP documents

#	Item	MSC	PMC	SSC	Benef.	OM-SAR	EC	CDR
	Technical documents							
1	MSC Inception Report	P	C	C	A	E	E	I
2	MSC Work Plan incl. Budget	P	C	C	A	E	I	I
3	MSC Revised work plan incl. Budget	P	C	C	A	E	I	I
4	MSC Annual workplan/budget	P	C	C	A	E	I	
5	MSC Revised annual workplan / budget	P	C	C	A	E	I	
6	MSC Annual Report	P	C	C	A	E	I	
7	MSC Half Yearly Report	P	A	C	A*	I		
8	MSC Monthly Report	P	C		I	I		
9	Minutes of joint meetings incl. Contractors	P	C		A	A	A	
10	MSC Mission Report STE/LE	P	C		A	I		
11	MSC Technical Report Output	P	C		A	E	I	
12	MSC Completion Report	P	C	C	A	E	E	I
	Financial/Admin. documents							
13	Monthly staff attendance sheets for MSC	P	C		A	E		
14	Advance payment to MSC	P				I	A	
15	Interim payment invoice for MSC	P	C			A	E	
16	Final payment invoice for MSC	P	C		C	A	E	

P = Prepares (is responsible for)
C = is Consulted on (comments / advises)
A = Approves (substantively; first approval)
E = Endorses (procedurally; approval of an earlier approval)
I = for Information (to be notified)
SSC= Sector Steering Committee