



Protection of Maritime Resources in Central America III (Phase III)

BMZ No. 2017.6892.8

Project Operations Manual
for Grantees

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ABBREVIATIONS AND ACRONYMS

BMZ	Ministry of Economic Cooperation and Development of the German Federal Government
CMPA(s)	Coastal Marine Protected Area
CSO	Civil Society Organization
ESAP	Environmental and Social Action Plan
ESMS	Environmental and Social Management System
ICB	International Competitive Bidding
ISP	Invitation to Submit Proposals
ITB	Invitation to Bid
KfW	Kreditanstalt für Wiederaufbau
LCB	Limited Competitive Bidding
MAR	Mesoamerican Reef System
MAR Fund	Meso-American Reef Fund, Inc.
NCB	National Competitive Bidding
PDT	Project Development Table
PIU	Project Implementing Unit
PMS	Project Management System
POM	Project Operations Manual
PP	Project Proposal
RC	Regional Call
RfA	Request for Applications
STD	Standard Tender Documents
TOP	Triennial Operations Plan
ToR	Terms of Reference

INTRODUCTION

An effective way to address the different problems that threaten the Mesoamerican Reef System (MAR) ecoregion is by creating an interconnected and functional regional network of coastal marine protected areas (CMPAs). If properly managed, this network can protect biodiversity, critical habitats, ecosystems, and the services they provide, contribute to reducing the impacts of climate change, and generate opportunities for recreation, development, and growth.

Within the framework of the *Saving Our Protected Areas* program, the Mesoamerican Reef Fund, Inc. (MAR Fund) implemented the “Conservation of Marine Resources in Central America” projects, Phases I and II, during the 2012-2020 period. These projects were developed with the main focus on nine priority CMPAs of the MAR, with the financial support of the German Cooperation, through the German Development Bank (Kreditanstalt für Wiederaufbau [KfW]), for a total amount of EUR 10,000,000.

On December 8, 2021, the KfW awarded a new financial contribution of EUR 13,000,000 to MAR Fund (Financial contribution agreement BMZ.No.2017.6892.8) to implement the project “Protection of Maritime Resources in Central America III” (Phase III), which will provide continuity to the experiences of Phases I and II for a 5-year period.

Phase III will be implemented in the four MAR countries, Mexico, Belize, Guatemala, and Honduras. The supported projects will be selected through two calls for proposals. The First Call for Proposals will be aimed at the [14 CMPAs](#) selected in the second regional prioritization exercise conducted in 2016. The Second Call for Proposals will be aimed at all [CMPAs of the MAR](#), except for those areas whose proposals were selected in the first call for proposals.

The call for proposals will have two funding lines: 1. conservation of natural resources in the MAR, targeting Result 1 of Phase III, and 2. sustainable use of the MAR natural resources, targeting Result 2. In addition, it is expected to strengthen the cooperation among key stakeholders for biodiversity conservation in the MAR, including exchanges and/or collaborations with other CMPAs, targeting Result 3 of Phase III.

OBJECTIVES AND PROJECT OPERATIONS MANUAL STRUCTURE

This Project Operations Manual (POM) for Grantees was prepared based on the POM for MAR Fund as a management tool seeking to establish the procedures for the effective implementation of the projects approved stemming from the calls for proposals.

The POM for Grantees is intended to provide guidance to Grantees in Phase III and should therefore be considered a mandatory technical and administrative manual. The procedures outlined in the manual comply with international standards for transparent management and accountability.

This POM specifies roles and responsibilities, technical and administrative procedures, financial and technical information requirements, and environmental and social standards that must be implemented by the Grantees. If MAR Fund's Project Implementing Unit (PIU) updates the POM for Grantees to improve the implementation of Phase III, the new document will be shared with the Grantees in a timely manner.

The POM is divided into six sections:

- I. Description of Phase III
- II. Roles and Responsibilities
- III. Environmental and Social Standards
- IV. Planning, Implementation, and Monitoring
- V. Administrative and Financial Procedures
- VI. Specific annual audits

It also includes 6 annexes with complementary and supporting information.

I.DESCRPTION OF PHASE III

1.1. Objective

The objective of Phase III is the conservation and sustainable use of natural resources in and between targeted coastal marine protected areas (CMPAs) of the Mesoamerican Reef System (MAR).

1.2. Measures

Funds from the financial contribution will be used to finance the following:

- Measures for the conservation of natural resources in the MAR,
- Measures for the sustainable use of the MAR natural resources, and
- Measures to strengthen the cooperation among key stakeholders for biodiversity conservation in the MAR.

1.3. Expected Results and Phase III Logical Framework

Three results are intended to be achieved through the implementation of Phase III:

- *Result 1:* The CMPAs have better conditions for the conservation of their natural resources,
- *Result 2:* Measures implemented for the sustainable use of the natural resources of CMPAs with the participation of the local population, and
- *Result 3:* Strengthened cooperation among key stakeholders for biodiversity conservation in the MAR.

Achievement of the Phase III objective will be measured using three indicators:

- *Indicator O.1.* Area in hectares with better conservation. The criteria for more effective conservation is the application of measures to improve biodiversity monitoring, control, and surveillance measures, or measures for ecosystem restoration,
- *Indicator O.2.* Area of relevant ecosystems with more sustainable use,
- *Indicator O.3.* Number of initiatives that support the adaptation of populations vulnerable to climate change.

The achievement of the expected results will be measured using seven indicators:

- *Indicator R1.1.* Number of CMPAs implementing best conservation practices,
- *Indicator R1.2.* Number of people involved in the management of CMPAs with enhanced capabilities,
- *Indicator R1.3.* Number of selected CMPAs with at least 75% of management effectiveness,
- *Indicator R2.1.* Number of natural resource use plans developed with the local population under implementation,
- *Indicator R2.2.* Number of people directly supported by the project who benefit from the sustainable use of natural resources,
- *Indicator R3.1.* Number of exchange events organized by MAR Fund of which the results were published, and
- *Indicator R3.2.* Number of joint initiatives between CMPAs implemented within the framework of the project.

Results, indicators, means of verification, assumptions, and baseline and target values are detailed in the *Phase III Logical Framework* (Annex 1).

II. ROLES AND RESPONSIBILITIES

2.1. Phase III Implementing Unit

The implementation of Phase III is under the responsibility of MAR Fund. MAR Fund implements Phase III under the financial and technical principles and in compliance with the environmental and social standards required by the KfW. It also monitors and ensures that Grantees carry out the implementation in compliance with these standards. MAR Fund ensures compliance with the procurement and contracting rules established by the KfW at all times, and will ensure proper documentation of processes, facilitating the KfW's review of documents and products.

Within MAR Fund, a PIU was set up, composed of one coordinator, two project officers, one administrative assistant, and up to four focal points, one for each MAR country. The role of the PIU is to develop and implement the technical and administrative processes for the effective and transparent implementation of Phase III through its Grantees. In addition, MAR Fund's strategic advisor has been designated as responsible for the environmental and social safeguards. Figure 1 below shows the Project's organization chart.

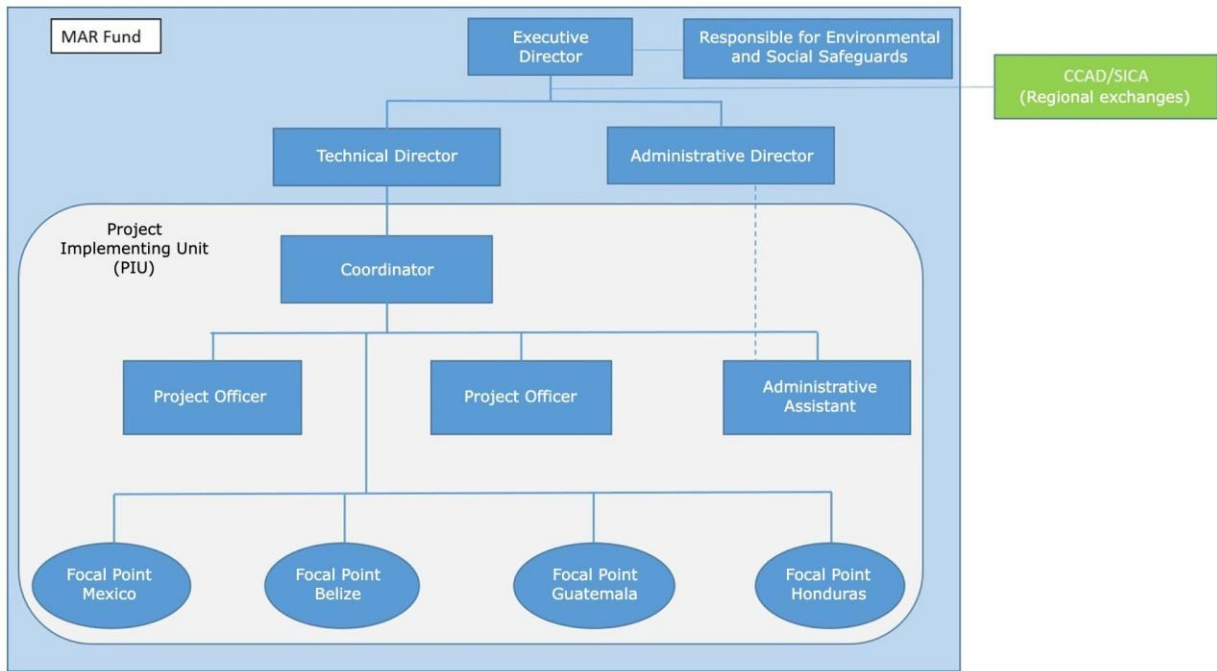


Figure 1. Organization Chart of the Project “Protection of Maritime Resources in Central America III”.

2.1.1. Project Coordinator

The coordinator is responsible for the technical, administrative, and financial execution management to implement Phase III effectively. She is in charge of directing and overseeing the PIU.

2.1.2. Project Officers

The project officers are responsible for collaborating and facilitating Phase III technical processes for its effective and transparent operation. They provide the technical support required to contribute to the successful development of the approved projects in the CMPAs.

2.1.3. Administrative Assistant

The administrative assistant facilitates the administrative and financial processes of Phase III, for its effective and transparent operation. In addition, the administrative assistant provides the administrative and financial support required to contribute to the successful development of the approved projects in the CMPAs.

2.1.4. Focal Points

The focal points work from the four countries of the MAR and are in charge of providing technical follow-up to the CMPAs with approved projects in their respective countries. They advise the Grantees on the effective implementation of their projects and enable them to achieve the results and contribute to Phase III indicators.

2.2. Grantees

Phase III Grantees are the proponents whose project proposal (PP) have been selected in the call for proposals. Eligible Phase III proponents are the managers and co-managers of CMPAs of the MAR, as well as the Civil Society Organizations (CSOs) managing the funds of the projects of CMPAs if required. The responsibilities of the Grantees will be formalized through the grant agreement to be signed with MAR Fund (see section 4.1). Among other things, Grantees must:

- Always follow the processes and requirements of this manual,
- Sign an agreement with the CSO managing the funds, if applicable,
- Prepare and implement a triennial operations plan (TOP),
- Implement activities according to the approved proposal,
- Manage project funds for the implementation of scheduled activities,
- Annually update the project budget and procurement plan in accordance with the TOP,
- Execute the approved budget in accordance with the guidelines in this manual,
- Prepare quarterly financial reports, biannual, annual, and final technical reports within the indicated timeframes (see section 4.3.2),
- Procure goods and services to be financed with project funds as specified in this manual (see section 5.4),
- Achieve the expected results and indicators outlined in the approved proposal,
- Deliver the products established in the approved proposal,
- Keep and safeguard the original and/or signed copy of the accounting entries, quarterly expenses, and other accounting documents required in this manual,
- Submit a letter certifying the matching funds annually, including means of verification for cash contributions as an annex to the annual technical and financial report, and
- Comply with MAR Fund's Environmental and Social Management System (ESMS), among others.

III. ENVIRONMENTAL AND SOCIAL STANDARDS

Phase III Grantees must comply with the provisions of MAR Fund's [Environmental and Social Management System \(ESMS\)](#).

The ESMS will provide procedures to avoid or minimize adverse environmental and social impacts and enhance the positive impacts of Phase III investments. It consists of the following elements:

- Exclusion List,
- Environmental and Social Policy,
- National Legislation Overview for the four MAR countries,
- Maritime Authorities in the MAR countries,
- 10 environmental and social safeguards,
- Management and evaluation procedures,
- Tools, including the Environmental and Social Screening Questionnaire and the Environmental and Social Action Plan (ESAP), and
- Grievance mechanism.

Grantees must comply with the environmental and social commitments described in the ESAP attached to their grant agreement.

Each Grantee (and CSO, if applicable) must have a grievance mechanism in place. This mechanism should be tailored to the local context of the project. If Grantees do not have a grievance mechanism, they must implement one. Grantees must monitor their grievance mechanisms on a monthly basis. Complaints received (if any) must be addressed and reported in a timely manner to MAR Fund.

IV. PLANNING, IMPLEMENTATION, AND MONITORING

4.1. Grant agreements and cooperation agreements with CSOs

The grant agreement between MAR Fund and the entity that manages the funds for each approved project is the regulatory framework for the implementation of Grantees' projects. Upon signing the grant agreement, the implementation period of the project begins.

The CMPA managers or co-managers receiving project funds through a CSO must also sign a cooperation agreement with it. It is required to sign this specific agreement before MAR Fund's first disbursement. The format of the cooperation agreement with the CSO will be defined by the CMPA manager or co-manager, and must include at least: 1. objectives, 2. project period, 3. roles and responsibilities of the CMPA manager/co-manager and the CSO, 4. expected results, 5. indicators and 6. environmental and social commitments included in the ESAP. The duration of the agreement with the CSO should not exceed the term of the grant agreement between MAR Fund and the entity that will manage the funds (CSO). The agreement with the CSO must be approved by MAR Fund before signing it to ensure it contains the minimum required information.

4.2. Planning instruments

CMPA projects will be planned through a [Triennial Operations Plan \(TOP\)](#), which the Grantees must develop based on the approved PP and after signing the grant agreement. During the initial planning workshops, Grantees will be trained on how to develop this plan.

The TOP of Grantees will contain the following:

- Executive summary,
- Introduction,
- Direct and indirect target group,
- Objective, specific objectives, and expected results,
- Scheduled expenses per year,
- Scheduled activities and expenses,
- Procurement plan (brief description),
- ESAP (brief description), and
- Attention points or sensitive points.

It will also include the following annexes: Budget, Project Development Table (PDT), Procurement Plan, and ESAP.

The TOP will be prepared at the beginning of the implementation of each approved project and will only need to be updated in case of major changes at the beginning of the following year. Grantees will update the budget and the PDT annually and must submit a narrative document explaining changes in activities or budget, if any.

4.3. Implementation of Grantee projects

4.3.1. Initial planning workshops

Once the grant agreements have been signed, Grantees must take part in the initial planning workshops organized by the PIU with the aim of being trained in:

- Implementation of the technical and administrative procedures described in this document,
- Development of the TOP,
- Application of MAR Fund's ESMS to ensure adequate compliance,
- Preparation of technical and financial reports,
- Procedure for requesting disbursements, and
- Use of the online Project Management System (PMS) for recording expenditures and reporting, among others.

Workshops will be held in each of the four MAR countries, with representatives of the beneficiary CMPAs, as well as with the CSOs that will manage the approved project funds.

4.3.2. Technical and financial implementation by Grantees

Within the framework of the implementation of their approved projects, Grantees must:

- Implement all project activities in the field,
- Update their PDTs, budgets, and procurement plans on an annual basis,
- Deliver periodic technical and financial reports,
- Prepare budget and/or activity modification requests, if applicable.

Grantees are responsible for reporting to MAR Fund on the implementation, progress, and results of their projects. To this end, they must prepare the following reports:

- [Quarterly financial reports](#),
- [Biannual technical reports](#),
- [Annual technical and financial reports](#), and
- [Final technical and financial report](#).

The biannual and annual technical reports should include a description of the implementation of actions, plans, or protocols established in the ESAP, as well as the challenges faced in this regard.

Updated PDTs must be included in the technical reports as annexes. Financial reports must provide details of financial execution, including: overall financial execution, detailed expenditures, and cash flow.

To consolidate the expenditure information to be included in the financial reports, the online PMS administrative tool will be used, which is a tool (administrative, not accounting) that enables to record all expenditure records of MAR Fund and the Grantees in one place.

Focal points will advise the Grantees as required so that technical and financial reports are completed in due time and form. However, Grantees will be responsible for the preparation of said reports.

Technical and financial reports must be submitted through the online PMS no later than 10 business days after the end of the reporting period. The PIU will review each report for approval. If necessary, the Grantees must make the requested adjustments.

Reports must be prepared in Word format (except annexes, which are in Excel format). Biannual reports should be limited to a maximum of 20 pages and annual reports to 30 pages.

Regardless of the established technical and financial reports, it will be necessary for the Grantees to inform MAR Fund in a timely manner of any circumstance that prevents or jeopardizes the implementation of their projects. Events, incidents, or accidents should be reported using the [incident report form](#).

Grantees will also be responsible for achieving the expected results and indicators outlined in their proposals and complying with the ESMS.

4.3.3. Project closure

Upon reaching the end date of the grant agreement, the project implementation by the Grantee will be evaluated by the PIU. The Grantee will receive a letter of project closure detailing the successful delivery and approval of the final technical and financial reports and indicating that no disbursements are pending. The Grantee must acknowledge receipt of the closing letter.

4.4. Field monitoring

A schedule will be set so that focal points can visit each CMPA and monitor the projects in the field. This schedule will be agreed with the Grantees. Grantees' projects will be monitored using the PDT –included in the TOP–, ensuring compliance with:

- Specific objectives,
- Expected results,
- Activities,
- Impact/performance indicators, and
- Percentage of project development.

Phase III focal points will periodically monitor ESAP compliance in the field through scheduled visits with grantees using a [checklist](#).

4.5. Communication

4.5.1. Public Communication

- Publications and posts produced by Grantees for social media or web pages must include the following hashtags:
 - #MARFund (only in this case the words MAR Fund are written together, in all other contexts in which it is used, words must be separated, and only the word MAR must be fully capitalized),
 - #MesoamericanReef,
 - #MAR, and
 - If, for example, it is about an ecosystem associated with the MAR, use #mangroves, #MangroveEcosystem, #oceans, #reef, depending on the topic addressed in the publication.
- Experiences and lessons learned from the Grantees' projects will be systematized by MAR Fund. Grantees must provide the required support during the systematization process.
- Grantees must include the logo of the KfW and the German Cooperation (following the indications established in the [Design and Application Guidelines/ Rules for the use of the cooperation iso-logotype](#)) and the MAR Fund logo (following the [graphic identity manual](#)) in the different printed, written, electronic, or audiovisual publications produced as part of their project. Before printing/publishing, they must be approved by MAR Fund. Each case will be analyzed if a statement in the technical documents (products) prepared by the Grantee is necessary, such as: *“the contents of this document are the sole responsibility of the author(s) in their capacity as XXXXXXXX and should not be considered in any way as necessarily a reflection of the views of the KfW or MAR Fund.”*

4.5.2. Communication between MAR Fund and the Grantees

Initial communications between MAR Fund and CMPA managers and co-managers to inform about Phase III implementation, the introduction of the PIU, and the notification about the launch of the call for proposals will be carried out by MAR Fund's technical director and the Phase III coordinator. Subsequent communications to provide support and technical advice during the call for proposals will be carried out by the focal points in each country.

All official communications between MAR Fund and the proponents and grantees will be conducted by the Phase III coordinator. Technical and financial communications will be handled by the Phase III focal points. The administrative assistant may also communicate with the Grantees to provide advice on financial matters, if necessary.

V.ADMINISTRATIVE AND FINANCIAL PROCEDURES

5.1. Financial Management

5.1.1. Operating Accounts

Each Grantee must have two special operating accounts in their operating country, which will be exclusively for managing funds of their approved project. One account will be managed in US dollars to receive approved MAR Fund disbursements and issue payments that may arise in US dollars, and the other account will be managed in local currency to make payments in local currency as approved in their project budget. Transfers from the special account in US dollars to the local special account should not exceed the amount of expected expenses for a one-month period.

• Obligations regarding Phase III bank accounts

- Grantees will ensure that all Phase III bank accounts are used exclusively for Phase III funds,
- Grantees will ensure that all Phase III bank accounts will be kept in positive balance at all times,
- Grantees should keep an updated list of all accounts where Phase III funds are deposited, and
- All Phase III bank accounts must accrue interest. If this is not possible, Grantees should explain to MAR Fund in a timely manner.

5.1.2. Accounting

Grantees must keep records of all income and expenditures of their approved projects in their accounting system. The accounting records of Grantees' bank accounts must be reconciled monthly and supported by bank financial statements and the corresponding expense documents. Bank reconciliations will be audited annually as part of the annual Phase III external audit conducted by MAR Fund (see section VI).

5.1.3. Petty cash

Grantees may maintain and manage petty cash. The funds allocated for petty cash may not exceed US\$250 or its equivalent in local currency. A petty cash balance should be maintained and presented in the accounting reports, including the corresponding outlays in accordance with the monthly expenditure lists. The use and supporting documentation must comply with the same provisions of this POM.

Petty cash will be used so Grantees may have cash available to cover minor expenses that require immediate payment. Petty cash expenditures must be included in the budget approved by MAR Fund. Petty cash may also be used to cover office logistical expenses (e.g., transportation payment) attributable to approved project activities. Under no circumstances should petty cash be used for personal loans or check cashing.

For minor expenses for which no invoice or receipt can be issued (e.g., cab transportation and expenses of an equivalent nature), a simple receipt will be used. Expenses justified through simple receipts should not exceed US\$50 each or its equivalent in local currency. The maximum monthly amount to be justified by simple receipts must not exceed US\$200 or its equivalent in local currency.

5.2. Disbursement Procedure to Grantees

Disbursements to Grantees will be made based on the progress of expenditure execution and project's technical progress. For this purpose, Grantees will submit quarterly financial reports to MAR Fund, reporting actual execution and a realistic estimate of expenditures for the next three months. Technical progress should be reflected in technical reports. The procedure for disbursement to Grantees will be the following:

- The first disbursement will be 15% of the total approved project budget. It will be made after signing the grant agreement and also the cooperation agreement (if applicable).
- For subsequent disbursements, Grantees will submit quarterly financial reports (see section 4.3.2) using a format that includes an exclusive section to reflect the balance available at the end of the period versus the projected expenditures for the next quarter. MAR Fund will only disburse funds to the Grantee for the difference between the expenditure projection and the balance in bank accounts, provided that the previous disbursement has been executed by at least 70%. Financial reports must include proof of expenditures for the reporting period.

- When the quarterly financial report coincides with the biannual or annual technical report, the disbursement will be made until both reports (technical and financial) have been approved.
- The PIU will review the financial reports (and technical reports, if applicable) to ensure that: 1) the technical and financial implementation and expenditure projections correspond to what was projected in the approved PP and the TOP for each project, 2) the financial implementation reflects a proper use of funds and corresponds to the technical implementation, and 3) that the activities are being carried out in a timely manner, in accordance with the approved PP and the TOP. In the quarters in which the financial report does not include a technical report –since technical reports are requested on a biannual and annual basis– the focal points will be responsible for evaluating said aspects based on meetings with the Grantees and the follow-up of the projects under their responsibility.
- The PIU may request adjustments to the reports and will approve them.
- Upon approval of financial reports, the project coordinator will request the next disbursement to the Grantees according to their disbursement request. A new disbursement may only be made once the previous disbursement has been executed by at least 70%.
- MAR Fund's technical director will approve the disbursements.
- The administrative assistant will proceed to disburse the funds and notify the Grantees of the transfer confirmation, requesting them to submit the corresponding grant receipts.
- Grants receipts must be issued with the amount of each disbursement and must also include the disbursement dates.

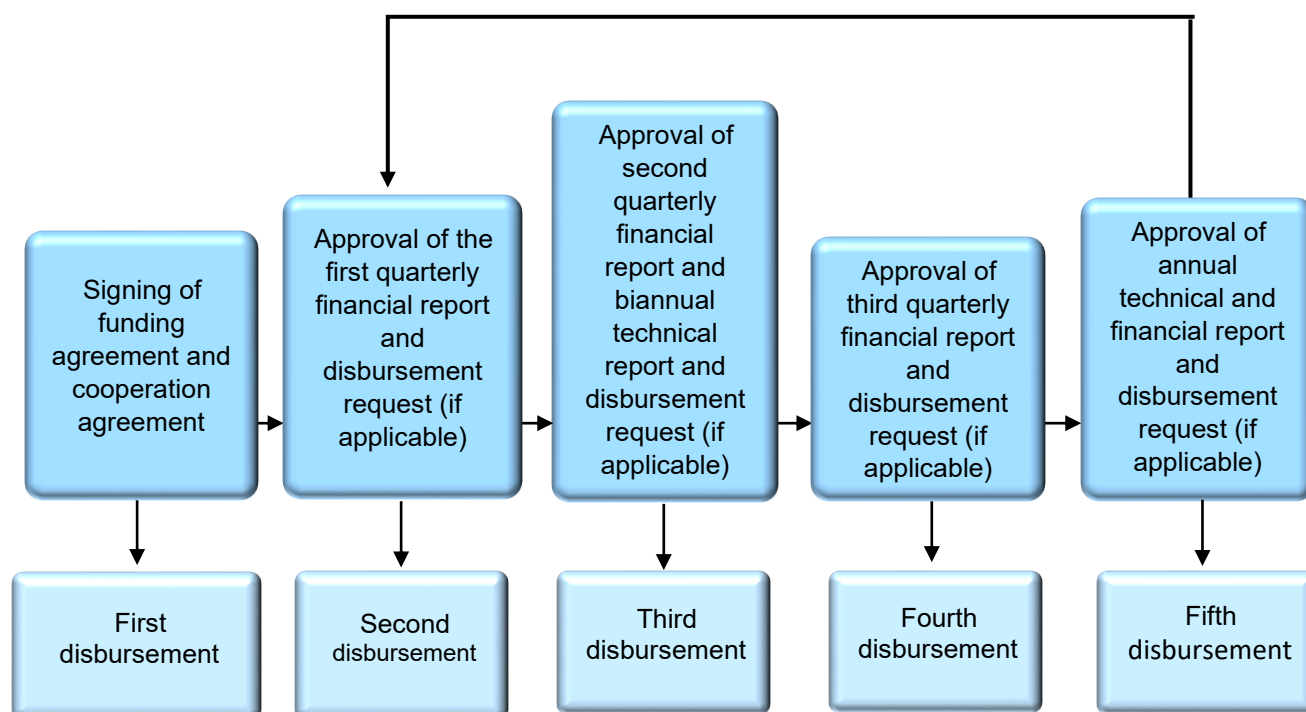


Figure 2. Flow chart of the disbursement process for the first year.

5.3. Financial documentation filing system

Once the implementation of their projects begins, Grantees must implement a filing process of financial documentation in digital or printed form (as applicable in their internal controls), which will consist of the following:

- The binder must bear the consecutive number of each folder, the name of Phase III, and the reference numbers of both the Phase III contract (BMZ No. 2017.6892.8) and the grant agreement, according to the filing plan of each organization,
- The binder containing accounting vouchers should include the dates and numbers of the vouchers included in each folder,
- An exclusive file with all documentation will be kept for each bank account,
- Before filing, each request for payment of international or local special accounts is verified to ensure that it includes the signatures of the corresponding authorized representatives,
- The documents corresponding to the payments must have the Phase III identification stamp and reference number (BMZ No.2017.6892.8). Documents will be filed and stored with the following supporting documents: payment request, payment voucher, invoice, and any other document supporting the payment.
- Contracts for professional services (consulting and non-consulting), works, and procurement, together with their respective selection/procurement processes, will be coded and filed separately,
- A chronological record of the expenses related to each contract will be kept separately, and
- Each filed contract for professional services should include the corresponding ToR attached, the bid for the service provision, and the documents related to the selection process.

5.4. Recruitment and Procurement

5.4.1. General Terms and Conditions

- **Applicability**

Grantees will follow the procedures described in this POM for all procurements made with Phase III funds.

The processes (consulting services, works, goods, and non-consulting services, as applicable) to be contracted by the Grantees will be supported by MAR Fund, which will issue the corresponding approval when required. The PIU will monitor the Grantee's compliance with the POM during the procurement and recruitment processes, as outlined in Table 1.

The procurement rules described in this POM will apply without prejudice to national procurement rules or other applicable national laws and regulations. In case of conflict between the POM and the applicable local regulations, Grantees should inform MAR Fund in a timely manner, which will undertake to inform the KfW in order to agree prior to any procurement on the provisions that best preserve the basic principles of competition, equality, transparency, confidentiality, economic efficiency and sustainability, and proportionality.

- **Responsibility for procurement and implementation**

Grantees will undertake to keep and make available to MAR Fund and the KfW the records and documents related to the procurement process and contract implementation, particularly the documents that are subject to MAR Fund's approval, for a period of at least six (6) years from the date of execution or rescission of a contract.

- **Declaration of Undertaking**

Grantees must comply with the strictest ethical standards, respecting economic, social, and environmental standards throughout the procurement process and the implementation of the contract. Bidders will be required to submit a signed declaration of undertaking with their bid, which will also be included again in any signed service contract entered as per Annex 2.

- **KfW Standard Tender Documents**

For acquisitions above EUR 200,000, Grantees must follow the rules that the KfW has established through a set of [Standard Tender Documents \(STD\)](#) to be used in the case of International Competitive Bidding (ICB) and Limited Competitive Bidding (LCB).

5.4.2. Preparation of the procurement plan

Grantees will prepare a procurement plan (Annex 3) as part of the TOP, describing the goods and services to be procured, as well as the category of expenditure and the estimated amounts. The procurement plan will also identify the procurement processes for all goods, works, and service contracts. The procurement plan should be updated annually and submitted to MAR Fund.

5.4.3. Review of recruitment and procurement by MAR Fund

• Approval - Prior review

For procurement processes exceeding the established thresholds (see Table 1. Procurement Rules), a prior review by MAR Fund will be mandatory. Prior to publication or notification to third parties, and preferably prior to any communication for approval by a public procurement regulatory or national oversight body, Grantees must submit the documents detailed below to MAR Fund:

- Tender announcement(s),
- Invitation to submit applications, including evaluation details,
- Prequalification evaluation report, including opening minutes,
- Invitation to submit proposals (ISP) or invitation to bid (ITB), including the evaluation method and criteria,
- Offers/proposals evaluation report, including the opening minutes. In case of separate evaluation of technical and financial offers/proposals, the technical evaluation report must be sent to MAR Fund for approval prior to the opening of financial offers/proposals,
- If applicable, a request for pre-award discussions with the bidder ranked in the next position and, if there is a cancellation of the procurement process with due justification and proposal of the document to be used for the next pre-award,
- Prior to awarding the contract, the draft contract including again the declaration of undertaking, which should have been submitted by the bidder also with its bid, and
- If applicable, any further modification of the contract prior to its signature.

• Approval - Simplified review

For procurement processes that require it, MAR Fund may accept a simplified review in lieu of a prior review, provided it is satisfied with the applicable bidding documents and modalities.

In a simplified review, MAR Fund will issue approval to the procurement process upon submission of the draft contract. In the case of serial procurement using the same bidding documents and the same contract template, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.

• Approval - Subsequent review

MAR Fund will not issue an approval based on a subsequent review of the procurement process after contract award, except in the case of special modalities, for example, in the case of pre-funded contracts. In these cases, Grantees may have awarded and fully or partially financed a contract without any prior involvement of MAR Fund. MAR Fund may agree to finance or reimburse the Grantee for payments made under such a contract. In such a case, Grantees will be required to demonstrate to MAR Fund's satisfaction that the contract to be financed or

reimbursed has been acquired in accordance with the general terms and conditions that apply to this POM. Furthermore, Grantees should submit a formal statement on the absence of cases of sanctionable practice during the procurement process or the execution of the contract, as well as on the eligibility of the contracted party under the POM. In the event that complaints have been raised by bidders during the procurement process or the contracted party has raised claims during the execution of the contract, funding will only be awarded by MAR Fund if the Grantees provide written evidence that such complaints have been handled to MAR Fund's complete satisfaction and that the claims of the contracted party are reasonable.

- **Approval - Renewed**

Any amendments, modifications, or clarifications to contracts (only price changes to a proposal/offer due to arithmetic adjustments are allowed), etc., after MAR Fund's approval, require a second approval by MAR Fund if the changes have major implications to the budget, contract cost estimates, competition, the overall technical concept agreed upon, the time frame of a task, or the schedule of the procurement process or contract implementation.

5.4.4. Procurement

a) Types of procurement

- **Consulting services:** These are consultancy/professional services, including expert/strategic advice, management services, coaching, policy development, implementation, and communication services, as well as project-related consulting services (e.g., feasibility studies, project management, engineering services, construction supervision, and financial and accounting services, as well as training and organizational development).
- **Works:** They include the construction, repair, rehabilitation, dismantling, restoration, and maintenance of civil works, as well as other related services (e.g., transportation, installation, commissioning, and training).
- **Goods:** These are products, raw materials, machinery, equipment, vehicles, and related services (e.g., transportation, insurance, installation, putting into service, training, and initial maintenance).
- **Non-consultancy services:** These are all services other than consulting services. As a general rule, non-consulting services are offered and contracted on the basis of measurable performance results, for which it is possible to clearly identify and systematically apply performance standards (e.g., topographical and geotechnical surveys, soil surveys, aerial surveys, and remote sensing, drilling, aerial photography, satellite imagery, mapping, and similar operations, transportation, and distribution of goods).

b) Applicable tender procedures

The following is a description of the different types of bidding available, for which the [Guidelines for the Procurement of Consulting Services, Works, Plant, Goods, and Non-Consulting Services in Financial Cooperation with Partner Countries](#) should be used at all times.

- **International Competitive Bidding (ICB)**

When the tender announcement is published internationally to attract international legal entities and individuals to participate in the procurement process. The PIU will guide and support the Grantees in the coordination of the bids throughout the entire tender process.

- **Regional Call (RC)**

When the tender announcement is published only in the MAR countries to attract legal entities and individuals from the region to participate in the procurement process.

- **National competitive bidding (NCB)**

When the tender announcement is published at a national level, without excluding international legal entities and individuals from participating in the procurement process.

- **Limited competitive bidding (LCB)**

When the procurement process is restricted to a limited number of preselected qualified legal entities and individuals, who are invited to submit an offer/proposal. A minimum of three qualified legal entities and individuals will be invited to submit offers/proposals.

- **Price quotation**

In the case of price quotation, at least three preselected qualified legal entities and/or individuals are requested to submit an offer/proposal. The request for quotation will specify the technical requirements, the evaluation method, and other relevant information. The selection of the contracted party is generally based on the lowest price evaluation method.

Price quotation may only be chosen for the procurement of highly standardized and commercially available generic goods and non-consulting services that do not require elaborated specifications/task descriptions by the PIU nor elaborated technical offers/proposals by the bidders (e.g., standard vehicles, office supplies, standard hardware and software, transportation and distribution of goods, topographical surveys, food supplies). The composition of the invited

bidders should ensure fair competition, that is, preferably only local or only international bidders.

- **Direct award**

When a single preselected qualified legal entity and individual is invited to submit an offer/proposal based on a job description, specification, or ToR, as the case may be.

Grantees will verify the appropriateness and competitiveness of the offer/proposal and the contract to be entered into and will attest to the qualification of the selected bidder. The outcome of this verification process should be documented in writing.

Direct award applies in the following cases:

1. Amendment of existing contracts, that is, if:
 - The total aggregate amount of the amendments is significantly lower than the initial contract value (as a general rule, less than 25% of the initial contract value), or if, in the Grantee's judgment, the amendment does not justify a new competitive procurement process, and
 - The nature and scope of the amendment do not result in a substantial modification of the initial contract objective.
2. In subsequent phases of a project, if all the following criteria are fulfilled:
 - In the event that in the preceding tender documents the possibility of implementing a subsequent phase has been indicated,
 - Provided that the first contract was awarded on a competitive basis,
 - If the performance of the contracted party in the previous phase has been satisfactory, and
 - If specifications or ToR are basically identical.
3. After the cancellation of a procurement process, provided that:
 - No fundamental changes have been made to the original terms and conditions of the contract, and
 - A further competitive bidding procedure is unlikely to yield appropriate results.
4. For reasons of extreme urgency:
 - Caused by unforeseeable events not attributable to the Grantee (e.g., in cases of natural disaster, crisis, or conflict), and
 - In case it is impossible to comply with the time limits established for the other stipulated procedures.
5. When there is a unique selling point, that is, if due to a specific combination of the experience and expertise required, technical features/reasons, or the protection of exclusive rights (e.g., patent, copyright), and when the contract can only be performed by a specific legal entity and person.

6. Contracts with an estimated amount below EUR 20,000.

c) Selection Methods

- **Two-stage selection (applicable to ICB tenders)**

In the first pre-qualification stage, applicants will be required to demonstrate their qualifications in terms of experience, capacity, and resources to perform the contract based on a Request for Applications (RfA). Applicants who meet the requirements under the ISP will be considered prequalified.

In the second stage, prequalified applicants will be invited to submit a technical and financial offer/proposal.

- **Single-stage selection (applicable to RC, NCB, LCB, price quotation, and direct award)**

In a single-stage selection process, the procurement process will take place in a single phase, such that bidders must submit their evidence of qualification together with the technical and financial offer/proposal.

Apart from that, the same criteria will be applied to the two-stage selection.

d) Types of contracts

The types of contracts that can be used are as follows:

- The contract format suggested by the KfW as part of the STD for ICB and LCB processes, and
- The contract format of each project implementing organization for recruitment under RC, NCB, LCB, price quotation, and direct award procedures must include the checklist corresponding to the procurement category (See Annex 4 for consulting contracts and Annex 5 for works, goods, and non-consulting services contracts) the first time it is used in Phase III.

e) Procurement rules

For the procurement of consulting services, works, goods, and non-consulting services, the instructions indicated in Table 1 will apply.

Table 1. Procurement rules

Consulting services	Works	Goods	Non-consulting services
>EUR 200,000 International Competitive Bidding (ICB) (*)	>EUR 200,000 International Competitive Bidding (ICB) (*)	>EUR 200,000 International Competitive Bidding (ICB) (*)	>EUR 200,000 International Competitive Bidding (ICB) (*)
• Selection method: Two-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement will be published internationally to attract international legal entities and persons to participate in the procurement process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, invitation for applications, prequalification evaluation report, invitation for proposals, offer/proposal evaluation report, draft contract, as well as any other document that applies to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.	• Selection method: Two-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement will be published internationally to attract international legal entities and persons to participate in the procurement process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, invitation for applications, prequalification evaluation report, invitation for proposals, offer/proposal evaluation report, draft contract, as well as any other document that applies to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.	• Selection method: Two-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement will be published internationally to attract international legal entities and persons to participate in the procurement process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, invitation for applications, prequalification evaluation report, invitation for proposals, offer/proposal evaluation report, draft contract, as well as any other document that applies to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.	• Selection method: Two-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement will be published internationally to attract international legal entities and persons to participate in the procurement process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, invitation for applications, prequalification evaluation report, invitation for proposals, offer/proposal evaluation report, draft contract, as well as any other document that applies to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.

Consulting services	Works	Goods	Non-consulting services
EUR 100,000 – 200,000 Regional Call (RC)/ National Competitive Bidding (NCB)	EUR 100,000 – 200,000 Regional Call (RC)/ National Competitive Bidding (NCB)	EUR 100,000 – 200,000 Regional Call (RC)/ National Competitive Bidding (NCB)	EUR 100,000 – 200,000 Regional Call (RC)/ National Competitive Bidding (NCB)
• Selection method: Single-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, terms of reference, offer/proposal evaluation report, draft contract, as well as any other documents that apply to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.	• Selection method: Single-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, terms of reference, offer/proposal evaluation report, draft contract, as well as any other documents that apply to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.	• Selection method: Single-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, terms of reference, offer/proposal evaluation report, draft contract, as well as any other documents that apply to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.	• Selection method: Single-stage. • MAR Fund's involvement: Prior review. Requires MAR Fund's involvement. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ Grantees should submit the following bidding documents to MAR Fund for approval: announcement, terms of reference, offer/proposal evaluation report, draft contract, as well as any other documents that apply to the process to be carried out. ○ In case of impossibility to bid, Grantees should request MAR Fund for approval.
EUR 40,000 – 100,000	EUR 40,000 – 100,000	EUR 40,000 – 100,000	EUR 40,000 – 100,000

Consulting services	Works	Goods	Non-consulting services
Regional Call (CR) / National Competitive Bidding (NCB)	Regional Call (CR) / National Competitive Bidding (NCB)	Regional Call (CR) / National Competitive Bidding (NCB)	Regional Call (CR) / National Competitive Bidding (NCB)
• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ MAR Fund should be satisfied with the documents and modality that apply to the tender. Grantees should submit the draft contract to MAR Fund for approval. ○ In the case of a serial procurement, using the same bidding documents MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.	• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ MAR Fund should be satisfied with the documents and modality that apply to the tender. Grantees should submit the draft contract to MAR Fund for approval. ○ In the case of a serial procurement using the same bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.	• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ MAR Fund should be satisfied with the documents and modality that apply to the tender. Grantees should submit the draft contract to MAR Fund for approval. ○ In the case of a serial procurement using the same bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.	• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ The tender announcement should be published at regional or national level. However, international legal entities and persons are not excluded from participating in the bidding process. ○ MAR Fund should be satisfied with the documents and modality that apply to the tender. Grantees should submit the draft contract to MAR Fund for approval. ○ In the case of a serial procurement using the same bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.

Consulting services	Works	Goods	Non-consulting services
EUR 20,000 – 40,000 Limited Competitive Bidding (LCB)	EUR 20,000 – 40,000 Limited Competitive Bidding (LCB)	EUR 20,000 – 40,000 Price quotation	EUR 20,000 – 40,000 Price quotation
• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ The procurement process will be limited to a minimum of 3 preselected qualified legal entities and persons. ○ Grantees should submit to MAR Fund a list of proposed legal entities and persons from whom offers/proposals will be requested, together with a cost estimate, and will accredit their qualification for the planned activity in terms of overall experience, human resources, financial resources, and knowledge related to the contract objective. ○ MAR Fund should be satisfied with the documents and modality that apply to the tender.	• MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ The procurement process will be limited to a minimum of 3 preselected qualified legal entities and persons. ○ Grantees should submit to MAR Fund a list of proposed legal entities and persons from whom offers/proposals will be requested, together with a cost estimate, and will accredit their qualification for the planned activity in terms of overall experience, human resources, financial resources, and knowledge related to the contract objective. ○ MAR Fund should be satisfied with the documents and modality that apply to the tender. ○ Grantees will submit the draft contract to MAR Fund for approval. ○ In the case of a serial procurement using the same	• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ A minimum of three preselected qualified legal entities and persons will be asked to submit an offer/proposal. ○ The price quotation request will specify the technical requirements, the evaluation method, and other relevant information. As a general rule, the selection of the bidder is based on the lowest price evaluation method. ○ The price quotation may only be chosen for the procurement of highly standardized and commercially available, generic non-consulting goods and services, which do not require elaborated specifications/task descriptions by the Grantees or elaborated technical bids/proposals by the bidders. The composition of the invited	• Selection method: Single-stage. • MAR Fund's involvement: Simplified review. MAR Fund's involvement in model bidding documents. • Procedure: ○ A minimum of three preselected qualified legal entities and persons will be asked to submit an offer/proposal. ○ The price quotation request will specify the technical requirements, the evaluation method, and other relevant information. As a general rule, the selection of the bidder is based on the lowest price evaluation method. ○ The price quotation may only be chosen for the procurement of highly standardized and commercially available, generic non-consulting goods and services, which do not require elaborated specifications/task descriptions by the Grantees or elaborated technical bids/proposals by the bidders. The composition of the invited

Consulting services	Works	Goods	Non-consulting services
- Grantees will submit the draft contract to MAR Fund for approval. - In the case of a serial procurement using the same bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.	bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.	bidders should ensure fair competition, that is, preferably only local or only international bidders. - For the evaluation of the offers/proposals, a comparative table will be prepared with the justified evaluation of their choice, approved, and signed by 3 representatives of the selection committee made up by Grantees for this purpose. - MAR Fund should be satisfied with the documents and modality that apply to the tender. - Grantees will submit the draft contract to MAR Fund for approval. - In case of a serial procurement, using the same bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.	bidders should ensure fair competition, that is, preferably only local or only international bidders. - For the evaluation of the offers/proposals, a comparative table will be prepared with the justified evaluation of their choice, approved, and signed by 3 representatives of the selection committee made up by Grantees for this purpose. - MAR Fund should be satisfied with the documents and modality that apply to the tender. - Grantees will submit the draft contract to MAR Fund for approval. - In case of a serial procurement, using the same bidding documents, MAR Fund may, after reviewing and approving the first procurement process, accept the replacement of the approval with regular procurement audits or reviews.
< EUR 20,000 Direct award (single offer)	< EUR 20,000 Direct award (single offer)	< EUR 20,000 Direct award (single offer)	< EUR 20,000 Direct award (single offer)

Consulting services	Works	Goods	Non-consulting services
● Selection method: Single-stage. ● MAR Fund's involvement: MAR Fund's involvement is not necessary. ● Procedure: ○ Grantees will invite a single preselected qualified legal entity and person to submit an offer/proposal, based on a prepared role description, specification, or terms of reference. ○ Grantees will verify the appropriateness and competitiveness of the offer/proposal, as well as the contract to be entered into, and will accredit the qualification of the selected bidder. The result of this verification process must be documented in writing.	● Selection method: Single-stage. ● MAR Fund's involvement: MAR Fund's involvement is not necessary. ● Procedure: ○ Grantees will invite a single preselected qualified legal entity and person to submit an offer/proposal, based on a prepared role description, specification, or terms of reference. ○ Grantees will verify the appropriateness and competitiveness of the offer/proposal, as well as the contract to be entered into, and will accredit the qualification of the selected bidder. The result of this verification process must be documented in writing.	● Selection method: Single-stage. ● MAR Fund's involvement: MAR Fund's involvement is not necessary. ● Procedure: ○ Grantees will invite a single preselected qualified legal entity and person to submit an offer/proposal, based on a prepared role description, specification, or terms of reference. ○ Grantees will verify the appropriateness and competitiveness of the offer/proposal, as well as the contract to be entered into, and will accredit the qualification of the selected bidder. The result of this verification process must be documented in writing.	● Selection method: Single-stage. ● MAR Fund's involvement: MAR Fund's involvement is not necessary. ● Procedure: ○ Grantees will invite a single preselected qualified legal entity and person to submit an offer/proposal, based on a prepared role description, specification, or terms of reference. ○ Grantees will verify the appropriateness and competitiveness of the offer/proposal, as well as the contract to be entered into, and will accredit the qualification of the selected bidder. The result of this verification process must be documented in writing.

(*) For procurements to be made through the Grantees with the guidance of MAR Fund, the “KfW Standard Tender Documents,” available through the following link, will be used: <https://www.kfw-entwicklungsbank.de/Service/Procurement-Regulations/>

5.4.5. Other aspects to consider

- Grantees that, for institutional reasons, cannot abide by the provisions set forth in the POM and that have institutional procurement guidelines may apply them upon evaluation and approval by MAR Fund. The procurement processes for goods and services will be verified through the Phase III audit that MAR Fund will conduct annually.
- The selection of offers will be made taking into account the quality/cost ratio, the observance of national and international standards, delivery times, and by applying the principles of transparency and equality of conditions to potential suppliers, regardless of the purchase amount.
- Procurement will be carried out in accordance with the provisions of the corresponding contracts/agreements. In addition, they will be governed by the procurement law of the States in which the expenditure originates, and the rules set forth in this POM.
- In the event that a selection committee is required for the procurement of goods or services, the committee should consist of at least three people appointed by the senior management of the Grantees. The selection committee members will be identified prior to the tender process to ensure their impartiality and ability to evaluate the offers.
- Dividing the total amount indicated in the budget and referring to the same item of expenditure will not be allowed in order to avoid the purchase procedure regulated in this manual.
- Advance payments must be justified and secured with sufficient guarantees in accordance with national practices. In contracts for consulting and non-consulting services, a first payment may be made as an advance payment, which should not exceed 40% of the total contract value, without guarantee, ensuring that the approved budget is applied in all cases. This rule applies only to contracts awarded under NCB, LCB, price quotation, and direct award processes. For contracts signed under ICB processes, the payment conditions established by the KfW in the forms provided for this type of procurement apply.

5.5. Inventory of procured goods and services

- The Grantees will be responsible for sending to the PIU's administrative assistant every six months, together with the financial report, an updated inventory record detailing the final recipient of the procured goods and their location. In the event that the inventory includes assets that the Grantee will donate to a third party, Grantees must include the detail in their list and attach copies of the corresponding deeds of gift in perpetuity.
- In case of handing over the movable assets or equipment to another unit of the same institution or another organization, the Grantee must draw up a deed of gift and reception, which must include all relevant information, especially the details of the condition of the asset, in a manner appropriate to its nature. In addition, the Grantee should send a copy of the deeds to MAR Fund.

- The inventory record of the Grantees will document, at least, the characteristics of the asset, model, serial number, invoice value, number(s) of the payment voucher(s) in the accounting system, and the code assigned in the inventory and its final destination.
- Grantees must code all procured assets with funds from the approved project to distinguish them from other goods procured with their own funds or from other projects.
- All procurement of movable assets should be part of the Grantee's inventory, with the corresponding physical coding to be recorded in the inventory system. Upon entry of a movable assets into the inventory, Grantees will code them with indelible paint. In the case of assets comprising several components (e.g., computers), all components will be coded with the same code.

5.6. Procurement of vehicles

Vehicles procured by the Grantees with funds from their approved projects must be purchased under the Grantee's name, and MAR Fund or the KfW will not be responsible for their use in any case.

Grantees that plan to procure vehicles must ensure their proper use and maintenance, and must send the internal regulations for use to the PIU before proceeding with their purchase.

5.7. Per diem

Travel expenses incurred by the Grantees can only be reimbursed if they are incurred within the framework of the implementation of Phase III.

Per diem reimbursements will be governed by the policies established and authorized by the Grantees.

VI.SPECIFIC ANNUAL AUDITS

Phase III requires specific annual audits that will be coordinated by MAR Fund and commissioned to an auditing firm that will verify the proper administration of the funds.

The annual audit will review the Grantees' special accounts and local special accounts. Grantees will be informed in a timely manner when the audit begins so that they can provide all the information required, as well as be ready to attend to possible verification visits by the auditing firm.

The PIU will follow up with the Grantee to address possible findings or recommendations resulting from the audit. If necessary, further information will be requested to resolve such findings within no more than one week prior to the delivery of the final audit report.

LIST OF ANNEXES

1. [Phase III Logical Framework](#)
2. [Declaration of Undertaking](#)
3. [Procurement Plan Format](#)
4. Checklist for consulting contracts
5. Checklist for works, goods, and non-consulting services contracts