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**UNDP/GEF PROJECT ENTITLED “REDUCING ENVIRONMENTAL STRESS IN THE  
YELLOW SEA LARGE MARINE ECOSYSTEM”**

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UNDP/GEF/YS/SPSC.2/3  
Date: 19 December 2011  
English only

**2<sup>nd</sup> Special Meeting of the Project Steering Committee  
for the UNDP/GEF Yellow Sea Project**  
*Beijing, China, 19 December 2011*

**Meeting Report**



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## **1. OPENING OF THE MEETING**

The representative from UNDP/GEF, Mr. Andrew Hudson opened the meeting, and welcomed all the participants. On behalf of the Project Steering Committee (PSC), he thanked the Government of China for hosting of and providing excellent arrangements to the meeting in Beijing.

Mr. Hudson noted that the UNDP/GEF Project on Reducing Environment Stress in the Yellow Sea Large Marine Ecosystem (YSLME) has a long history since the preparation and development of the project. The formal implementation started in 2004 following the appointment of the Project Manager and operation of the Project Management Office (PMO).

He noted that the YSLME project achieved excellent results, including the preparation of a textbook-type document of the Transboundary Diagnostic Analysis (TDA), with good co-operation and co-ordination among the scientists and experts in the participating countries. The joint efforts and creative co-operation among all relevant scientists ensured the successful production of all the science-based outcomes from the project.

Mr. Hudson also noted the successful conclusion of the political agreement reached by the participating countries on the formal adoption of the Strategic Action Programme (SAP) that set a new standard for other international waters projects around the world. As an example, he showed to the meeting the publication of the book entitled, "*Toward Recovery and Sustainability of the World's Large Marine Ecosystems during Climate Change*" jointly developed by NOAA, UNDP and IUCN. The major achievements of the YSLME project were included in the book as successful indicators. He further informed the meeting that another publication on environment financing will be published soon, and the YSLME experiences and achievements will be included as a case study.

Mr. Hudson informed the meeting that UNDP recognises the importance of SAP implementation, and will provide all necessary support to the participating countries to overcome current difficulties facing the approval of the project's next phase, and to obtain the GEF financial support.

### **1.1 Welcome Addresses**

On behalf of the Government of China, Mr. Fengkui Liang gave warmly welcomed all the participants to attend the special meeting of the PSC.

Mr. Liang noted that the year of 2011 was a transition period for the YSLME project from the current phase to the phase of SAP implementation. He indicated that the State Oceanic Administration (SOA) was happy with the performance of the project during the transition period, including the organisation of the regional workshop on economic valuation for protection of marine environment.

He stated that the government is very interested in and satisfied with the achievements of the YSLME project in enhancing regional co-operation in marine environment protection in the Yellow Sea, in particular the establishment of regional mechanisms for such co-operations and co-ordinations.

Mr. Liang informed the meeting that the government of China regretted to see the Project Identification Form (PIF) was not submitted to the GEF for inclusion in the work programme of the GEF Council meeting in November 2011. He indicated that it is important for the participating countries to view GEF's operation and project approval process in a more country-driven and transparent manner.

He informed the meeting that the governments of China and Republic of Korea have provided substantial financial support to cover the bridging phase of the project. It is extremely important for the project to maintain the momentum. He requested UNDP and UNOPS to ensure necessary support to the project to receive approval of the GEF Council on the project's next phase.

On behalf of the Government of Republic of Korea (ROK), Mr. Tong-Q Lee thanked the Government of China for hosting this special meeting of the PSC. He noted that he was happy to hear that the UNDP and the Government of China are willing to support the project's further efforts in getting the 2nd phase of YSLME project.

Mr. Lee expressed words of congratulation on the excellent achievements obtained by the YSLME project during the last 7 years' implementation of the project activities. As one of the most successful GEF projects, the YSLME project showed its importance in enhancing regional co-operation in the Yellow Sea, and producing meaningful results for the benefits of the participating countries. Mr. Lee expressed his confidence that with all the efforts of the participating countries, and support provided by UNDP/GEF and UNOPS, there is no doubt that the project will have its next phase for implementing the SAP.

Mr. Lee confirmed that the roles of the secretariat are important for effective implementation of the project, and for co-ordinating of necessary efforts in making the project's 2nd phase possible. He informed the meeting that his delegation will closely work with all the partners of the project to find an appropriate solution to continue the operation of the PMO.

## **1.2 Introduction of the Members**

All participants were invited to give a self-introduction to the meeting, including their names, background and roles in the project.

The Project Manager, Mr. Yihang Jiang, informed the meeting that due to the short notice of the meeting, the Democratic People's Republic of Korea (DPRK) unfortunately could not complete all the necessary procedures to send a delegation to participate in this special meeting.

The list of participants is provided as [Annex I](#) to this report.

## **2. ORGANISATION OF THE MEETING**

### **2.1 Election of Officers**

In accordance with UN rules and procedures, Mr. Hudson invited members of the meeting to nominate a Chairperson and a Vice Chairperson for the meeting. He informed the meeting that the Project Management Office (PMO) will serve as secretariat for the meeting.

Mr. Tong-Q Lee, from ROK nominated Fengkui Liang from China to serve as the Chairperson for the Special Meeting of the PSC.

Mr. Yafeng Yang from China nominated Mr. Tong Q Lee from ROK as Vice Chairperson.

Mr. Liang and Mr. Lee were duly elected as the Chairperson and Vice Chairperson of the meeting, respectively.

### **2.2 Documentation Available to the Meeting**

The Chairperson invited the Secretariat to introduce the documents prepared for the meeting.

Mr. Jiang introduced the working and information documents for the meeting (Document UNDP/GEF/YS/SPSC.2/inf.1). The Working Documents were for the meeting to consider and make decisions, while the Information Documents were provided for reference.

He informed the meeting that the draft workplan (Document UNDP/GEF/YS/SPSC.2/6) was prepared by the PMO, and would be considered only in the case of the PSC agreeing to extend the current project.

The meeting noted the list of documents and it is attached as [Annex II](#) to this report.

### **2.3 Organisation of Work**

The Chairperson invited the Secretariat to introduce the documents prepared for the meeting.

Mr. Jiang informed the meeting that as this was a special meeting with specific agenda items; this will be only a one-day meeting. He invited all the meeting participants to provide all necessary assistance to the effective organisation of the meeting. He further informed the meeting that the meeting should be organised in plenary as far as possible. If deemed necessary, sessional working groups would be established for specific issues.

The meeting agreed on the proposed arrangements with no modification.

The meeting was conducted in English.

## **3. ADOPTION OF THE MEETING AGENDA**

The Chairperson introduced the Provisional Agenda (Document UNDP/GEF/YS/SPSC.2/1) and Provisional Annotated Agenda (Document UNDP/GEF/YS/SPSC.2/2), prepared by the Secretariat.

The meeting adopted the agenda without change, which is attached as [Annex III](#) to this report.

## **4. CONSIDERATION OF THE SECOND PHASE OF THE PROJECT**

The Chairperson invited the Project Manager to introduce this agenda item.

Mr. Jiang gave a presentation covering the following sub-agenda items:

- 4.1 Report of the application process and current status of the Project's second phase
- 4.2 Programmatic approach of the GEF
- 4.3 Arrangements for the project
- 4.4 Legal status of the Project Management Office (PMO)

Mr. Jiang provided the following information to the meeting:

- (i) the processes of applying for the 2<sup>nd</sup> phase of the project

He informed the meeting that following the instructions and advice from the Project Steering Committee (PSC) at its previous meetings, the PIF was finalised in close co-ordination with the National Project Co-ordinators (NPCs) and UNDP/GEF. This important document provided all necessary information for the implementation of the SAP, as required by the GEF.

With the endorsement of the SAP by the participating countries, the SAP with agreed tangible management targets, realistic management actions and activities would be duly implemented in the Project's second phase. The total budget requested from the GEF for the next four years was US\$ 9,529,412, including the fees for the Implementing Agency. The total co-financing budget was US\$ 2,450,783,273 that was mainly from the participating countries, UNDP, and the Worldwide Fund for Nature (WWF).

Official endorsement letters of the PIF from the participating countries were received from:

- DPR Korea on 6 August 2010;
- RO Korea on 13 September 2010; and
- China on 4 March 2011.

With all the endorsements received, the PIF was submitted to the GEF Secretariat through UNDP/GEF in March 2011 for the possible inclusion into the work programme of the GEF Council meeting in May 2011.

A review comment was received on 7th April 2011 from the GEF Secretariat. It indicated that:

*The project is not recommended for work program inclusion. Co-financing seems unbalance. The PIF should be revised with an annex to clearly outline (1) the Co-financing from both countries and UNDP and (2) what is intended to be funded that will improves the situation of the YSLME.*

Following receipt of review comments from GEF secretariat, PMO had a serious discussion with the governments of the participating countries and UNDP/GEF. To address the comments from the GEF Secretariat, the necessary information were provided in the revised document, in particular the co-financing contributions from the participating countries. The elements that would be addressed by the 2nd phase of the project were also added.

The revised PIF, with US \$ 10.8 billion co-financing from the participating countries, was submitted again to the GEF Secretariat through UNDP/GEF in May 2011, together with all the required information.

A review comment was received on 3rd June 2011 from the GEF Secretariat. It indicated that:

*The PIF is not yet recommended for Work Programme inclusion. The co-financing still needs more clarification and dialogue between the GEF SEC and the agency to distinct the co-financing from parallel financing in line with the GEF policy on co-financing (GEF/C.20/6/Rev.1).*

In close co-operation with UNDP/GEF and following the instructions from the review comment, PMO in consultation with the participating countries, revised the co-financing table. The "co-financing" and "parallel financing" were separated with clearly defined criteria description?.

The revised PIF was submitted to the UNDP/GEF, with a hope that the PIF would be included in the Work Programme of the GEF Council in November 2011.

(ii) Current status

Regarding the current status, Mr. Jiang informed the meeting that PMO received a message from UNDP/GEF, informing that even though UNDP/GEF was willing to re-submit the PIF to the GEF Secretariat, the document would not be submitted this time, as there was no hope that GEF Secretariat would include the PIF into the work programme of the forthcoming GEF Council meeting.

PMO has requested to be provided with “official reason(s)” why the PIF was not included in the work programme of the GEF Council meeting.

During the GEF’s 6<sup>th</sup> International Waters Conference, new information was received. The GEF Secretariat is welcoming a UNDP/GEF proposal on “Programmatic Approach” in the East Asian Seas region, which should be composed of 3 or more GEF IW projects, and possibly other focal areas. UNDP/GEF will take a leading role in managing this approach, including PEMSEA, YSLME, and the WPEA OFM project.

(iii) Proposed options

Following the explanation of project 2nd phase application process and current status, Mr. Jiang informed the meeting that a series of discussions and negotiations with the governments of the participating countries were carried out with the following options:

*Option 1:*

The participating countries provide all necessary financial support to continue the implementation of project activities, including the secretariat costs. The agreement to establish the YSLME Commission serves as a basis for this. However, the agreement was to start this operation in the end of the 2nd phase;

If this option is preferred by the participating countries and UNDP/UNOPS, it is necessary to solve the problem of the legal status of the PMO. This problem has been reported to the 6th and 7th PSC meetings, but more effort and agreements are required.

*Option 2:*

With agreement from all stakeholders of the project, the project takes a break at the end of this year. Whenever possible, the countries would re-submit the PIF to GEF.

*Option 3:*

During the negotiations & discussions with the governments of China and ROK, both countries expressed the wish for the project to be further extended to include new efforts (e.g. the programmatic approach for the East Asian Seas region), to make the 2nd phase of the project possible for SAP implementation.

The project should be continued to get support from GEF through the programmatic approach.

For better understanding of the format and implications of the Programmatic Approach, Mr. Hudson was invited to provide relevant information of the proposed programmatic approach

to the meeting. Mr. Hudson informed the meeting that GEF has a long history of a programmatic approach, such as the programmatic approaches in the Pacific Islands, and the Danube River and the Black Sea. The Programmatic Approach Document (PAD) builds on existing efforts, including the Sustainable Development Strategy for the Seas of East Asia (SDS SEA) and YSLME SAP.

The following questions were raised by the delegates of the meeting, to which Mr. Hudson provided respective answers to the questions. The major questions and answers were summarised below:

- (i) With regard to the reason that the YSLME PIF was not included in the work programme of the GEF Council meeting it was understood that lack of funds was one of them. Can the proposed programmatic approach help in solving the problem? Mr. Hudson informed the meeting that the reasons for not including the PIF into the work programme was not only because of limited financial resources. To have a programmatic approach will certainly streamline regional efforts in protection of marine environment in the Yellow Sea, and furthermore increase the possibility of approval by the GEF.
- (ii) In answering a question regarding the implementing mechanism following the approval of a programmatic approach, Mr. Hudson indicated that he is not expecting a big change in the implementing mechanism among the existing projects. He further informed the meeting there would not be a large change in the budget applied by the YSLME PIF.
- (iii) With regard to the timeframe of the proposed programmatic approach, it is expected the consultant hired by UNDP/GEF to prepare the PAD would complete the document before the end of February 2012. The deadline for inclusion into the GEF work programme is 13 April 2012, and the fully endorsed document needs to be submitted 7-10 days before the deadline. The GEF Council meeting will be held in June 2012.

Following the clarifications and information provided, the meeting supported the proposed programmatic approach in the East Asian Seas region as suggested by UNDP/GEF, and further agreed that the YSLME should share with other related projects the cost of US\$ 3,000 to hire a consultant in preparing the PAD.

The meeting recognised the importance of the establishment of the YSLME Commission as the effective co-operation mechanism among all the coastal countries of the Yellow Sea, and agreed that the establishment of a such commission should be a long term goal of the project.

Following all the considerations of the project development, the meeting agreed to have a 9-month extension of the project, with no additional financial requirement from GEF and the participating countries. The project current phase will be terminated by 30 September 2012.

With the agreement of the 9-month extension of the project, Mr. Jiang presented the workplan for the first 9 months of 2012, together with the proposed budget.

Mr. Sung-Jae Kim, from ROK Ministry of Land, Transport and Maritime Affairs suggested that a regional experts meeting should be organised to discuss the technical issues on establishing the YSLME Commission, including the necessary actions and a road map. Following the discussions, the meeting approved the workplan with the modification suggested. The approved workplan is attached as [Annex IV](#) to this report.

On behalf of the State Oceanic Administration of China (SOA), Mr. Yafeng Yang stated that it was regrettable to hear that the YSLME PIF was not included in the work programme of the GEF Council, despite the agreements from the coastal countries of the Yellow Sea and all required documents prepared and submitted according to GEF's requirements.

He informed the meeting that SOA highly recognised the important and active role that the YSLME Project played in promoting regional co-operation among all the coastal countries in the protection and sustainable use of the marine and coastal environment and resources. SOA hoped that UNDP/GEF and UNOPS would continue to provide support to the Project to ensure early approval by GEF for the implementation of the project's 2nd phase. He noted that the governments of China and ROK have provided substantial financial and in-kind support to the project's bridging phase. In this regard, he called upon the GEF Secretariat to give more consideration to the willingness, interest and benefits of a project 2<sup>nd</sup> phase to the participating countries during the decision-making process to provide the participating countries with positive results in the near future.

## **5. CONSIDERATION OF OTHER PROJECT MATTERS**

### **5.1 MPA Network**

The Chairperson invited the Project Manager to present the report of the MPA Network meeting together with the recommendations.

On behalf of the 2011 Annual meeting of the Yellow Sea MPA Network, Mr. Jiang presented the report. He informed the meeting:

- Brief background information regarding the MPA Network of the Yellow Sea;
- The major importance and achievements of the MPA Network since its establishment in 2009;
- The recommendation regarding establishment of a secretariat for the MPA network, with proposed logistic and financial support offered by the Government of Liaoning Province, China; and
- The suggestion made by the Korea Maritime Institute (KMI) on establishing secretariats in both China and Republic of Korea.

**The meeting adopted** the report **and approved** the recommendation of the meeting and the suggestions made by KMI.

### **5.2 Project Staffing**

The Chairperson invited the Project Manager to provide information regarding the staffing situation in the PMO.

Mr. Jiang presented a table which contained the staffing situation during the project's full operational period, current period and next year. He informed the meeting that during the project's full operational period, there were 4 internationally recruited professional staff and 5 supporting staff. The hard work of all the staff ensured the successful operation of the project, and effective delivery of the project outcomes, which has received high evaluation from GEF, UNDP/GEF, other relevant projects and the final evaluators.

As the project moved into the bridging phase, the number of staff working in the PMO was dramatically reduced. Under the current situation, there is only 1 internationally recruited professional staff, with 3 supporting staff. The current staffing situation implies that: (i) the

staffing costs have been dramatically reduced, that allows for a long transition period; and (ii) the workload for the remaining staff has been very heavy.

Regarding the staffing situation for the next year, he informed the meeting that the current Project Manager has decided not to extend his current contract when it expires at the end of this year. As the project is going to be extended for another 9 months, it is important for the PSC to consider the staffing situation in the project.

Mr. Jiang informed the meeting that relevant discussions have been carried out between the project office and UNOPS. There are 3 options to deal with the PMO's staffing situation:

- (i) Hire a new Project Manager to continue the implementation of project activities;
- (ii) Use a consultant for the same purpose; and
- (iii) Request the UNDP/GEF Regional Technical Advisor to co-ordinate the remaining activities.

The meeting considered the 3 options provided by the Project Manager, and decided to hire an international consultant to continue the implementation of the project activities in 2012.

Following the extensive discussions on the procedure and preferences of hiring a consultant, the meeting decided to send necessary requirements on qualifications of such a consultant to UNOPS and UNDP/GEF, such as good knowledge on project development and implementation, good understanding of the geopolitical situation, and well established negotiation skills. The meeting asked the representative of UNDP/GEF to inform UNOPS and UNDP the results of these discussions and preferences of the countries regarding the international consultant to be hired for project implementation.

Regarding the PMO, the meeting agreed that the office should be kept to a minimum size with 2 supporting staff to maintain office operations.

The meeting expressed appreciation to the Korea Ocean Research & Development Institute (KORDI) for the excellent support provided to the Project Management Office during the 7 years of project implementation.

The meeting expressed its deep appreciation to the out-going Project Manager, Mr. Yihang Jiang, for his excellent work leading the successful implementation of the project, and producing very high quality project outcomes.

Mr. Xiaodong Zhong, the Deputy Co-ordinator of NOWPAP mentioned that a good partnership between NOWPAP and YSLME has been developed since 2005, and with the signing of the letter of co-operation years ago, the two parties have carried out numerous joint activities. Based on the momentum established in the first phase of YSLME project, NOWPAP will continue its efforts to co-operate with YSLME if the 2nd phase is approved. With appreciation to the personal contribution to build the co-operative relationship between YSLME and NOWPAP, Mr. Zhong presented Mr. Jiang with a plaque signed by the Co-ordinator of NOWPAP, Mr. Alexander Tkalin.

## **6. ANY OTHER BUSINESS**

The Chairperson invited participants to raise any other issues that need to be considered by this meeting.

There were no additional issues raised during the meeting.

## **7. ADOPTION OF THE MEETING REPORT**

The Chairperson led the adoption of the draft meeting report prepared by the Secretariat (Document UNDP/GEF/YS/SPSC.2/3).

The draft report was reviewed screen by screen. The meeting made modifications to the draft report. The report was finally adopted by the meeting.

## **8. CLOSURE OF THE MEETING**

Following the closing statements made by the delegates and the Project Manager, the meeting was closed at 17:25 hours.



## Annex I

### List of Participants

(Participants listed alphabetically by last name)

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## Annex II

### List of Documents

#### Working Documents

UNDP/GEF/YS/SPSC.2/1	Provisional Agenda
UNDP/GEF/YS/SPSC.2/2	Provisional Annotated Agenda
UNDP/GEF/YS/SPSC.2/3	Report of the Meeting ( <i>to be prepared at the meeting</i> )
UNDP/GEF/YS/SPSC.2/4	Current Status of the Application of the Project's Second Phase
UNDP/GEF/YS/SPSC.2/5	Report of the 2011 Annual Meeting of the MPA Network
UNDP/GEF/YS/SPSC.2/6	Proposed Workplan

#### Information Documents

UNDP/GEF/YS/SPSC.2/inf.1	Provisional List of Documents
UNDP/GEF/YS/SPSC.2/inf.2	Provisional List of Participants



## **Annex III**

### **Agenda of the Meeting**

**1. OPENING OF THE MEETING**

- 1.1 Welcome addresses
- 1.2 Introduction of the members

**2. ORGANISATION OF THE MEETING**

- 2.1 Election of Officers
- 2.2 Documentation Available to the Meeting
- 2.3 Organisation of Work

**3. ADOPTION OF THE MEETING AGENDA**

**4. CONSIDERATION OF THE SECOND PHASE OF THE PROJECT**

- 4.1 Report of the application process and current status of the Project's second phase
- 4.2 Programmatic Approach of the GEF
- 4.3 Arrangements for the project
- 4.4 Legal status of the Project Management Office (PMO)

**5. CONSIDERATION OF OTHER PROJECT MATTERS**

- 5.1 MPA Network
- 5.2 Project Staffing

**6. ANY OTHER BUSINESS**

**7. ADOPTION OF THE MEETING REPORT**

**8. CLOSURE OF THE MEETING**



## Annex IV

### Work Plan for YSLME Project in the First half of 2012

Following the current status of the YSLME project, and with assumption that the Special PSC meeting would approve a 6-month extension of the project, the following activities are considered to be implemented by the project:

**1. *Regional Workshop to discuss the proposal of the Programmatic Approach of the GEF Efforts in the East Asian Seas Region***

As suggested by the GEF Secretariat, the UNDP/GEF is taking initiatives to prepare a proposal for the Programmatic Approach of the GEF efforts in the East Asian Seas region for better management of the marine and coastal environment. Under the current efforts, the Strategic Action Programme for the Yellow Sea Large Marine Ecosystem (SAP-YSLME), and Sustainable Development Strategy for the East Asian Seas (SDS-SEA) have been prepared and endorsed by the relevant governments of the participating countries. To coordinate all the relevant efforts in the East Asian Seas region will provide more benefits to the countries involved in these projects.

The proposed workshop will involve the national and regional experts to discuss the proposal prepared by the consultant identified by UNDP/GEF, and provide comments and suggestions to the document. It is also expected the national experts will consult with respective governmental agencies for possible approval if necessary.

Participants:

It is expected 5 national experts from each participating countries and 3-4 regional experts to be identified as the participants. The regional experts should cover the expertise of the regional governance (e.g. YSLME Commission), regional co-operation and co-ordination, economic valuation and regional marine environment.

The representatives from other relevant organisations and projects who have good experiences and knowledge on the marine environment protection and sustainable uses of marine and coastal resources should be invited, such as NOWPAP, WWF, and other research institutions and NGOs.

Budget:

The estimated budget for the workshop is \$ 15,000.

**2. *Negotiations and Discussions with the Governments of the Participating Countries on the Revision and Submission of the Project Identification Form (PIF)***

Following the preparation of the proposal on the Programmatic Approach for the GEF Efforts in the East Asian Seas region, and comments and suggestion from the above-mentioned workshop, a regional expert should be identified to negotiate and discuss the detailed approaches with the governments and relevant institutions on the implementation of the programmatic approaches.

The objectives of the negotiation and discussion are (i) to identify all necessary technical details and necessary implementing arrangements for the programmatic approach; (ii) seek political agreements from the participating governments; and (iii) incorporate the programmatic approaches with the agreed PIF and the Project Document.

Budget estimation:

Detailed actions: If 3 working days in each participating countries, and 4 days for preparing the final outcome document, the total consulting fee plus travel costs, the estimated cost will be \$ 9,700.

**3. Meeting of the National Experts in Finalising the PIF (or the final document to be submitted to the GEF)**

Following the proposal and outcomes of the negotiation, a meeting of national experts to finalise the final document, either the PIF, or similar document to be submitted to GEF would be necessary.

Objectives: (i) to discuss the comments and suggestions for the proposed programmatic approach (ii) to agree on the technical details for the implementation; and to (iii) to agree on the final document to be submitted to GEF

Estimated budget: \$ 12,000

**4. Regional Experts Consultation to Prepare the Final Exhibition Design of the YSLME Project in the World Expo 2012, Yeosu, Korea 2012**

Following proposed design of the exhibition of YSLME, prepared by a company identified by the Organising Committee of the Yeosu Expo, a regional expert meeting is proposed to finalise the exhibition design and agree on the relevant actions during the exhibition.

Participants:

3 experts from each participating countries, who have the relevant experiences and knowledge on such exhibition, representatives from the Organising Committee and the company that design the exhibition, and PMO staff

Estimated budget: \$ 9,000

**5. Final Meeting of the Co-authors for Finalisation of the YSLME Summary Book**

Following submission and editing of the relevant chapters of the summary book, a final meeting is required to (i) examining the contributed chapters, (ii) discuss and modify the contents of the materials prepared by the co-authors; and (iii) agree on the format and contents of the final book.

Participants: 7 co-authors plus PMO staff.

Estimated budget: \$ 11,000

**6. 8th Project Steering Committee Meeting**

If the special PSC meeting decided an extension of the project until the mid of 2012, a PSC meeting will be necessary to discuss and agree on the further actions of the project.

Estimated budget: \$ 15,000

**7. Operation of the Project Management Office**

Following the decision of the special PSC meeting, the operation of the PMO office is necessary. The relevant budget estimation will be provided shortly.

**8. *Proposed Budget***

See the next page.

(budget for 9 months operations of the project will be provided when the revision is done).