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The World Bank

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IMPLEMENTATION COMPLETION AND RESULTS REPORT
(TF-11513)

ON A

GLOBAL ENVIRONMENT FACILITY TRUST FUND GRANT

IN THE AMOUNT OF US\$3.0 MILLION

TO THE

PLAN BLEU POUR L'ENVIRONNEMENT ET LE DEVELOPPEMENT

EN MEDITERRANEE

THE ARAB REPUBLIC OF EGYPT, REPUBLIC OF LEBANON, KINGDOM OF
MOROCCO, REPUBLIC OF TUNISIA, AND THE WEST BANK AND GAZA

FOR A

REGIONAL - GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

June 23, 2016

Environment and Natural Resources Global Practice
Regional Integration and Partnerships
Middle East and North Africa Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective: March 30, 2016)

Currency Unit = Euro
EUR0.86 = US\$1

FISCAL YEAR

January 1 - December 31

ABBREVIATIONS AND ACRONYMS

AFD	Agence pour le Developpement Francaise
AWI	Arab World Initiative
CAP	Compliance Action Plans
CEA	Country Environmental Analysis
CMI	Marseille Center for Mediterranean Integration
CPS	Country Partnership Strategy
COED	Cost of Environmental Degradation
EC	European Commission
EcAP	Ecosystem Approach
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EMS	Environmental Management System
EQA	Environment Quality Authority (West Bank and Gaza)
EU	European Union
FY	Fiscal Year
GEF	Global Environment Facility
GEF IWTT	GEF International Water Tracking Tool
GEO	Global Environmental Objective
IBRD	International Bank for Reconstruction and Development
ICB	International Competitive Bidding
ICZM	Integrated Coastal Zone Management
MAP	Mediterranean Action Plan
MARPOL	International Convention for the Prevention of Pollution from Ships (Marine Pollution)
MBI	Market-based Instrument
MCSD	Mediterranean Commission for Sustainable Development
M&E	Monitoring and Evaluation
MED	Sustainable Mediterranean Environmental Program
MENA	Middle East and North Africa
MENELAS	Mediterranean network of law enforcement officials pertaining to the MARPOL Convention
METAP	Mediterranean Environmental Technical Assistance Program

MSSD	Mediterranean Strategy for Sustainable Development
MTR	Mid Term Review
NAP	National Action Plan
NFP	National Focal Point
NGO	Non-Governmental Organization
OP/BP	Operational Policy/Bank Procedure
ORED	Regional Observatories of the Environment and Sustainable Development, Morocco
OTED	Observatory for the Environment and Sustainable Development, Tunisia
PAD	Project Appraisal Document
REMPEC	Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea
PDO	Project Development Objective
PIM	Project Implementation Manual
PMT	Project Management Team
PRTR	Pollutant Release and Transfer Registers
REGOKO	Regional Governance and Knowledge Generation Project
SAP	Strategic Action Program
UfM	Union for the Mediterranean
UNEP	United Nations Environment Programme

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COUNTRY
Project Name
REGIONAL - GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

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MAP

A. Basic Information			
Country:	Middle East and North Africa	Project Name:	Regional - Governance and Knowledge Generation
Project ID:	P118145	L/C/TF Number(s):	TF-11513
ICR Date:	02/08/2016	ICR Type:	Core ICR
Lending Instrument:	SIL	Borrower:	MENA EASTERN & SOUTHERN MED. COUNTRIES
Original Total Commitment:	USD 3.00M	Disbursed Amount:	USD 2.57M
Revised Amount:	USD 3.00M		
Environmental Category: C		Global Focal Area: I	
Implementing Agencies: Plan Bleu pour l’Environnement et le Développement en Méditerranée			
Cofinanciers and Other External Partners: Plan Bleu pour l’Environnement et le Développement en Méditerranée Agence pour le Developpement Francaise (AFD); European Investment Bank (EIB); Marseille Center for Mediterranean Integration (CMI); French Ministry of Ecology, Sustainable Development, Transport and Housing			

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	04/19/2010	Effectiveness:	03/29/2012	03/29/2012
Appraisal:	10/11/2011	Restructuring(s):		06/23/2015
Approval:	11/29/2011	Mid-term Review:		10/08/2013
		Closing:	06/30/2015	10/30/2015

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Moderately Satisfactory
Risk to Global Environment Outcome	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance			
Bank	Ratings	Borrower	Ratings
Quality at Entry:	Moderately Satisfactory	Government:	Moderately Satisfactory

Quality of Supervision:	Moderately Satisfactory	Implementing Agency/Agencies:	Moderately Satisfactory
Overall Bank Performance:	Moderately Satisfactory	Overall Borrower Performance:	Moderately Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators

Implementation Performance	Indicators	QAG Assessments (if any)	Rating
Potential Problem Project at any time (Yes/No):	No	Quality at Entry (QEA):	None
Problem Project at any time (Yes/No):	No	Quality of Supervision (QSA):	None
GEO rating before Closing/Inactive status	Moderately Satisfactory		

D. Sector and Theme Codes

	Original	Actual
Sector Code (as percent of total Bank financing)		
Public administration- Water, sanitation and flood protection	100	100
Theme Code (as percent of total Bank financing)		
Environmental policies and institutions	28	28
Pollution management and environmental health	23	23
Water resource management	49	49

E. Bank Staff

Positions	At ICR	At Approval
Vice President:	Laura Tuck	Inger Andersen
Country Director:	Franck Bousquet	Emmanuel Mbi, Mats Karlsson
Practice Manager/Manager:	Benoit Paul Blarel	Hoonae Kim
Project Team Leader:	Suiko Yoshijima	Gabriella Izzi
ICR Team Leader:	Dinara Besekei Sutton	
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F. Results Framework Analysis

Global Environment Objectives (GEO) and Key Indicators (as approved)

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

The GEO level results indicator is the Effectiveness of Trainings and Studies for the policy making process as assessed by the beneficiaries.

Revised Global Environment Objectives (as approved by original approving authority) and Key Indicators and reasons/justifications

The Global Environment Objective was not revised. However, the GEO indicators and intermediate indicators were revised during a level two project restructuring, in June 2015, to adequately capture progress towards the achievement of the GEO. Three new indicators were added: 1) Government policies/strategies in beneficiary countries informed by training and studies supported by the project; and 2) Direct project beneficiaries; 3) Platform for exchanging environmental data/information established. The wording of a few of the indicators were refined and end target dates revised in line with the new closing date.

(a) GEO Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Government policies/strategies in beneficiary countries informed by training and studies supported by the project (Number, Custom)			
Value (quantitative or Qualitative)	0	5		7
Date achieved	29-Nov-2011	30-Oct-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target exceeded. This indicator was added during the second project restructuring in June 2015.</p> <p>The indicator was added to capture how training and studies have influenced the integration of environmental concerns into sectoral and developmental policies. Decision makers in the policy making process attended training sessions and indicated in training evaluation assessments that this will enable them to make informed policy decisions in their jobs. Studies conducted directly informed strategies and standards.</p> <p>7 Government policies/strategies in beneficiary countries were informed by the project, including: Lebanon Sector Environmental Assessment for the National</p>			

	Water Sector Strategy, Lebanon National Environmental Standards for environmental compliance, EIA legislation Morocco, Draft decree for institutionalizing Observatory for the Environment and Sustainable Development Tunisia, Palestine Environmental Impact Assessments Policy and Pollutant Release and Transfer Registers (PRTR) regulation, Mediterranean Network of Law Enforcement Officials relations to MARPOL (MENELAS).			
Indicator 2 :	Direct project beneficiaries (Number, Core)			
Value (quantitative or Qualitative)	0	150		835
Date achieved	29-Nov-2011	30-Oct-2015		30-Oct-2015
Comments (incl. percent of achievement)	Target exceeded. This indicator was added during the second project restructuring in June 2015 and it measures how many people received trainings provided by the project, participated in workshops, and benefited directly from the studies delivered by the project, including staff of environmental and other agencies, as well as participants of Participatory activity in three sites in Tunisia (representatives of local communities, NGO, researchers, and private sector).			
Indicator 3 :	Female beneficiaries (Percentage, Core Supplement)			
Value (quantitative or Qualitative)	0	30		32.7
Date achieved	29-Nov-2011	30-Oct-2015		30-Oct-2015
Comments (incl. percent of achievement)	Target exceeded. This indicator was added during the second project restructuring in June 2015 which measures how many female beneficiaries received trainings provided by the project, participated in workshops, and benefited directly from the studies delivered by the project, including staff of environmental and other agencies, as well as participants of Participatory activity in three sites in Tunisia (representatives of local communities, NGO, researchers, and private sector). 273 female direct beneficiaries were reported by the project.			
Indicator 4 :	Effectiveness of Trainings and Studies for the policy making process as assessed by the Beneficiaries (Percentage, Custom)			
Value (quantitative or Qualitative)	0	80		82
Date achieved	29-Nov-2011	30-Oct-2015		30-Oct-2015
Comments (incl. percent of achievement)	Target exceeded. 39 trainings and 43 studies were conducted. and Only the effectiveness of the trainings were evaluated by the project because most of the studies were finalized towards the project closure (and few of them – after formal project closure date, including “Environmental audits” in Lebanon and West Bank and Gaza, “Socio-economic evaluation of maritime activities”, “Inventory and mapping of industrial pollution sources”). Out of 39 trainings, 32 (82percent) were effective, based on beneficiaries assessment. The Evaluation questionnaire was developed by PMT and included qualitative and quantitative assessments of the trainings, usefulness of the training material, and level of application of knowledge received during training.			

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Trainings targeting stakeholders (Number, Custom)			
Value (quantitative or Qualitative)	0	18		39
Date achieved	29-Nov-2011	15-Jun-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target exceeded.</p> <p>This indicator was added during the second project restructuring in June 2015. It represents total number of trainings provided by the project which included regional and country trainings on Environmental and Social Impact Assessments, Participatory Workshops in Tunisia, Evaluation of maritime activities in Tunisia, Egypt. Morocco, National Trainings on Observatories and environmental indicators in Tunisia and Morocco, Regional Trainings “Cost of Environmental Degradation”, National Trainings on Environmental Inspection, Egypt National Environment Strategy Workshop, Green Growth Workshop in Marseille, France, National Consultation sectoral workshops. This indicator also contributes to the intermediate outcomes on capacity building.</p>			
Indicator 2 :	Trainings targeting stakeholders from the Ministry of Environment (Number, Custom Supplement)			
Value (quantitative or Qualitative)	0	7		36
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target exceeded.</p> <p>This indicator was revised during the second project restructuring in June 2015 (became a supplemental indicator) although target value remained the same.. Trainings include workshops, seminars, meetings, and conferences. The indicator contributes to the achievement of GEO by reporting how many trainings were provided to the decision-makers staff of the Ministries of Environment.</p> <p>The main set of trainings for the Environmental Agencies and Ministerial staff included regional and country trainings on Environmental and Social Impact Assessments, National Trainings on Observatories and environmental indicators in Tunisia and Morocco, Regional Trainings “Cost of Environmental Degradation”, National Trainings on Environmental Inspection, Egypt National Environment Strategy Workshop, Green Growth Workshop in Marseille, France</p>			
Indicator 3 :	Trainings targeting stakeholders from at least two Ministries (Number, Custom Supplement)			
Value (quantitative or Qualitative)	0	4		23
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015

Comments (incl. percent of achievement)	<p>Target exceeded.</p> <p>This indicator was revised during the second project restructuring in June 2015 (became a supplemental indicator) although target value remained the same..</p> <p>Trainings include workshops, seminars, meetings, and conferences, bilateral and multilateral. Stakeholders from the Ministry of Environment were always represented during these trainings.</p> <p>Non-Environmental Agencies and Ministries whose staff received trainings and participated in workshops included: in Lebanon - Ministry of Public Works and Transport, Council of Development and Reconstruction, Ministry of Industry, Environmental Fund for Lebanon; West Bank and Gaza - Ministry of planning and Administrative Development, Ministry of Labor, Ministry of Public Works & Housing Ministers Office, Ministry of Tourism and Culture, Ministry of National Economy, private sector entities, NGO; Egypt - Ministry of Housing, Utility and Urban Communities, Ministry of Civilization, Ministry of Water Resources and Irrigation, Ministry of Industry, Ministry of Agriculture, Ministry of Planning, Monitoring and Administration Reform, Ministry of Electricity and Renewable Energy, Ministry of Tourism; Morocco - Ministry of Agriculture and marine fisheries, national Board of fisheries, National Agency for the development of Aquaculture, Ministry of Tourism, Ministry of equipment, Transport and logistics (Department of ports and the public maritime), Department of Industry, trade and the digital economy, Ministry of Energy and Mines, Ministry of the Interior, Northern Development Agency; Tunisia - Ministry of Agriculture, Tunisian Union of Agriculture and fisheries, Ministry of Industry, Energy and Mines, Office of Merchant Navy and Ports, Tunisian Enterprise of Petroleum Activities (national public oil company). The project reporting did not provide data on number of people trained.</p>			
Indicator 4 :	Trainings with private sector participation (Number, Custom Supplement)			
Value (quantitative or Qualitative)	0	4		23
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target exceeded. Private sector enterprises were formally invited to all trainings. Their participation deepened their understanding of local environmental issues, and the role and importance of the ESIA, including the economic value, and knowledge of clean production technologies.</p>			
Indicator 5 :	Trainings at regional level (Number, Custom Supplement)			
Value (quantitative or Qualitative)	0	6		8
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target exceeded. There were eight trainings held at the regional level, including a Regional Trainings on ESIA (2013, Tunisia – French, Lebanon - English), Socio-Economic Evaluation of Maritime activities (2014, France), Observatories and Indicators for Environment and Sustainable Development (2015, Morocco), Green Economy Workshop (2012, France), Establishment of a Network of Law Enforcement Officials, MARPOL in Mediterranean (2013, Spain), Project Results Workshop (2015, France), Cost of Environmental Degradation (2015, Egypt).</p> <p>These trainings and workshops were provided mainly for the ministerial level staff.</p>			

Indicator 6 :	Studies completed (Number, Custom)			
Value (quantitative or Qualitative)	0	8		10
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target exceeded.</p> <p>There are 12 sets of studies produced by the project, including:</p> <ul style="list-style-type: none"> • Set of 11 audit reports in Lebanon as a part of study “Industrial Pollution Abatement”; • Set of 20 environmental audits were carried out for stone and cutting industry, West Bank and Gaza • Set of two ESIA studies, Lebanon; • Set of two reports “EI system in Morocco”; • Set of 4 national reports “Socio-Economic Assessment of Maritime Activities”; • Guidebook for ESIA in three languages (Arabic, English, French); • SEA for the new National Water Sector Strategy, Lebanon; • Set of 3 reports for “Industrial Pollution Abatement in Palestine”; • Guidebook and best practice manual for the participatory activity in Morocco and Tunisia; • Set of reports for the environmental observatories and indicators (“Functional analysis of the Moroccan regional observatories of the environment”, “Analysis of the Tunisian environmental information system and action plan for its enhancement”) <p>These studies directly contribute to the outcome indicator - 7 policies informed by the project.</p>			
Indicator 7 :	Platform for exchanging environmental data/information established (Number, Custom)			
Value (quantitative or Qualitative)	0	4		4
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015
Comments (incl. percent of achievement)	<p>Target achieved. This indicator was added during the second project restructuring in June 2015. 4 platforms for regional knowledge sharing were established: (i) Observatory platform for Morocco - Information exchange platform where the Moroccan Regional Observatories of the Environment and Sustainable Development (OREDD) exchange information with its partners at local, national and regional levels, (ii) Environmental map Tunisia - a web-based map which allows the general public as well as political representatives and administrative staff to have access to all data generated by different institutions active in the environmental field; (iii) MENELAS website - Mediterranean network of law enforcement officials to prevent and respond to illegal marine pollution from ships in the Mediterranean Sea; and (iv) Project website (http://REGOKO.planbleu.org/en) which provides information about Project design, regional strategies and assessments, Project outcomes, and relevant events</p>			
Indicator 8 :	Hits to the project website (Number, Custom)			
Value (quantitative)	0	10,000		20,607

or Qualitative)				
Date achieved	29-Nov-2011	30-June-2015		30-Oct-2015
Comments (incl. percent of achievement)	Target exceeded. All the deliverables from the project are available at the project website. The project measured the number of hits to the project website since the inception, (July 2013 – October 2015). This includes over 1800 visitors, with an average duration of over 4 minutes per visit. The most visited pages included “contacts”, “presentations” and “events”.			

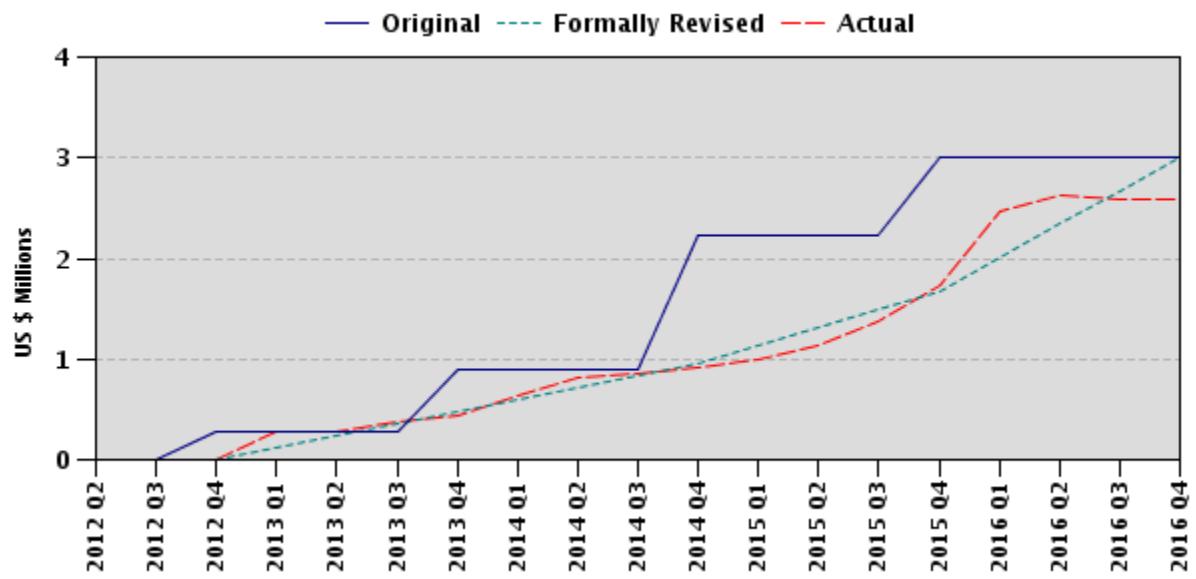
G. Ratings of Project Performance in ISRs

No.	Date ISR Archived	GEO	IP	Actual Disbursements (USD millions)
1	06/13/2012	Satisfactory	Satisfactory	0.00
2	12/22/2012	Satisfactory	Moderately Satisfactory	0.28
3	12/10/2013	Satisfactory	Moderately Satisfactory	0.72
4	11/25/2014	Moderately Satisfactory	Moderately Satisfactory	1.13
5	05/23/2015	Moderately Satisfactory	Moderately Satisfactory	1.63
6	11/02/2015	Moderately Satisfactory	Moderately Satisfactory	2.57

H. Restructuring (if any)

Restructuring Date(s)	Board Approved GEO Change	ISR Ratings at Restructuring		Amount Disbursed at Restructuring in USD millions	Reason for Restructuring & Key Changes Made
		GEO	IP		
04/29/2013	None	S	MS	0.36	i) Addition of two new Beneficiaries – West Bank and Gaza and Egypt, ii) re-allocation of the proceeds
06/23/2015	None	MS	MS	1.73	i) Change in loan closing date; ii) Change in Results Framework

I. Disbursement Profile



1. Project Context, Global Environment Objectives and Design

1.1 Context at Appraisal

Regional Context

1. The Mediterranean Sea region — the largest of the semi-enclosed European seas — is surrounded by 22 countries, with 480 million people, which together share a coastline of 46 000 km¹. Approximately one-third of the Mediterranean population is concentrated along its coastal regions. Meanwhile, about 250 million people (or 55 percent of the total population) resides in coastal hydrological basins. In the southern region of the Mediterranean, 65 percent of the population (around 120 million inhabitants) is concentrated in coastal hydrological basins, where environmental pressures have increased². About 80 percent of the pollution load of the Mediterranean Sea originates from land sources, mainly in the form of untreated discharges of urban waste (which includes microbiological, nutrient and chemical contaminants) reaching the sea from coastal sources and through rivers. Lack of sewage collection, treatment and disposal infrastructure is still the greatest problem in many Mediterranean countries. Overall, 66 million m³ of untreated industrial wastewater is discharged to the Mediterranean each year. To add to this, agricultural practices cause significant soil erosion and pesticide pollution of surface and groundwater resources, consequently, through rivers and direct runoff, affecting the coastal and marine ecosystems³.

2. The Mediterranean Sea environment is affected by activities in heavily industrialized, developed countries in the northwest sector of the Sea, as well as by less industrialized activities in the southern and eastern parts of the Sea. The key environmental issues in the Mediterranean Sea region are related to the management of common environmental resources and development of a common framework for regional cooperation to tackle the transboundary pollution. At the time of project preparation, several key initiatives over three decades focused on addressing environmental challenges in the Mediterranean Sea, including: the Barcelona Convention⁴; the United Nations Environment Programme Mediterranean Action Plan (UNEP MAP); the Strategic Partnership for the Mediterranean Sea Large Marine Ecosystem; the European Commission (EC) and the European

¹ UNEP/MAP-Plan Bleu, 2009, State of the Environment and Development in the Mediterranean, Report, UNEP/MAP-Plan Bleu, Athens.

² <http://www.eea.europa.eu/soer-2015/countries/mediterranean>

³ Sustainable MED PFD, GEF PMIS

⁴ In 1975, 16 Mediterranean countries and the European Community adopted the Mediterranean Action Plan (MAP), the first-ever Regional Seas Programme under UNEP's umbrella. In 1976 these Parties adopted the Convention for the Protection of the Mediterranean Sea Against Pollution (Barcelona Convention).
http://195.97.36.231/dbases/webdocs/BCP/BC76_Eng.pdf

Investment Bank (EIB) funded programs and facilities; the Union for the Mediterranean (UfM); and the Marseille Center for Mediterranean Integration (CMI)⁵.

3. Despite all existing agreements and progress, significant environmental challenges in the Southern and Eastern Mediterranean countries remain. Economic and population growth have accentuated the pressures on natural resources, especially water and land, which are already under stress. Studies on the costs of environmental degradation (COED) estimate the losses to be in the order of 2.1 to 4.8 percent of the GDP of the countries in the region. Climate change is expected to exacerbate the pressures.

4. Currently, there is a general lack of information on some pressures and insufficient data to establish trends. Where quantification is possible, it remains challenging to link ecological impacts to particular stressors or pressures. Knowledge on water resource management is increasing in the region but reporting and monitoring still needs to be improved, in particular for wastewater management. Data on access to sanitation systems and wastewater management is generally available at the national level, but not at the coastal river basin level due to the lack of integrated water information systems⁶. Although all Mediterranean countries have put in place a marine pollution monitoring and reporting system from industrial sources⁷, establishing a coherent and sustainable system is necessary at regional and national levels, in particular for the eastern and southern part of the Mediterranean⁸.

Sectoral and Institutional Context

5. Water is a critical sector and the threats to the environmentally sensitive ecosystems are directly undermining the resource base, underpinning growing economies and the livelihoods of the communities. The fragmentation of the water sector at national level hinders the achievement of good water governance and the successful implementation of integrated water resources management (IWRM). To address environmental sector issues several strategies have been developed in the Southern and Eastern Mediterranean. At the institutional level, Egypt, for instance, established in 2006 a National Committee on Sustainable Development, consisting of representatives from various ministries and relevant agencies, with the mandate to develop policies, plans, and laws, in addition to the country's national sustainable development strategy. Lebanon has made substantial efforts to strengthen its environmental institutions by enacting an environmental protection law and Environmental Impact Assessment (EIA) regulations. In the same vein, Morocco has launched The Charter for Environment and Sustainable Development, which will lead among other national initiatives to the creation of 16 regional observatories that would

⁵ These initiatives come in support of, and greatly complement, the broader Arab World Initiative (AWI) framework, launched in 2007 to accelerate and reenergize regional integration among Arab countries within the global economy.

⁶ 2014. Horizon 2020 Mediterranean report: Toward shared environmental information systems. EEA-UNEP/MAP joint report. European Environmental Agency.

⁷ in the framework of UNEP/MAP and other EU policy frameworks, and a pollutant inventory takes place every two and five years to the UNEP/MAP Secretariat

⁸ 2012. UNEP/MAP: State of the Mediterranean Marine and Coastal Environment, UNEP/MAP – Barcelona Convention, Athens.

provide the government with yearly reports and recommendations on environment and development issues. Many of these initiatives have been, or are, successfully implemented with support from the governments as well as donors including the World Bank. Some of the countries have completed their Country Environment Assessment (CEA) with the World Bank support⁹ to ensure the integration of environmental aspects into the sector development strategies. However, capacity of the existing institutions with the mandate to support environmental protection and develop solutions to transboundary pollution, is weak. Environmental guidelines and standards need to be strengthened in order to adequately handle the complex and large infrastructure investments which the region lacks¹⁰.

Rationale for Bank Involvement and Higher Level Objectives to Which the Project Contributed

6. The World Bank has been one of the major institutions in the region and supported national and regional environmental investments as well as technical assistance. Between FY 2011 and FY 2016, 38 projects and US\$1.9 billion in commitments with environment or climate change focused interventions were implemented by the World Bank. On the national level, this portfolio include Concentrated Solar Power Project (P122028) and Solid Waste Management Project DPL (P127955, P148642), Inclusive Green Growth DPL (P127956) in Morocco, and Environmental Pollution Abatement in Lebanon (P143594). The examples of this engagement on the regional level include 20 years support provided by the Bank to the multi-donor Mediterranean Environmental Technical Assistance Program (METAP), and assistance to the Mediterranean Environmental Sustainable Development Program - “Sustainable MED”, approved by the GEF in 2009.

7. The “Sustainable MED”, was built on the work carried out under the first tranche of the Investment Fund of the GEF/IWs Mediterranean Sea Large Marine Ecosystem Strategic Partnership Program. The Program was designed to sustain the resource base of the region to ensure water and food security and the livelihood of its communities. These objectives were intended to be achieved through the establishment of a regional Mediterranean governance structure, capacity building, and technical assistance¹¹. Accordingly, the Program’s three main components (Figure 1) were:

- i. Governance component. The proposed governance structure for coordinating know-how and development assistance, including the establishment of a Higher Council for Environment and Sustainable Development (involving high-level representation from both environmental and other sectoral agencies), would increase the opportunities of integrating regional and global concerns at both regional and national levels;
- ii. Technical assistance Component. Through this component, a knowledge base is to be developed to include new information and provisions put in place to provide overarching technical assistance. A regional center (Know-MED-Center) was

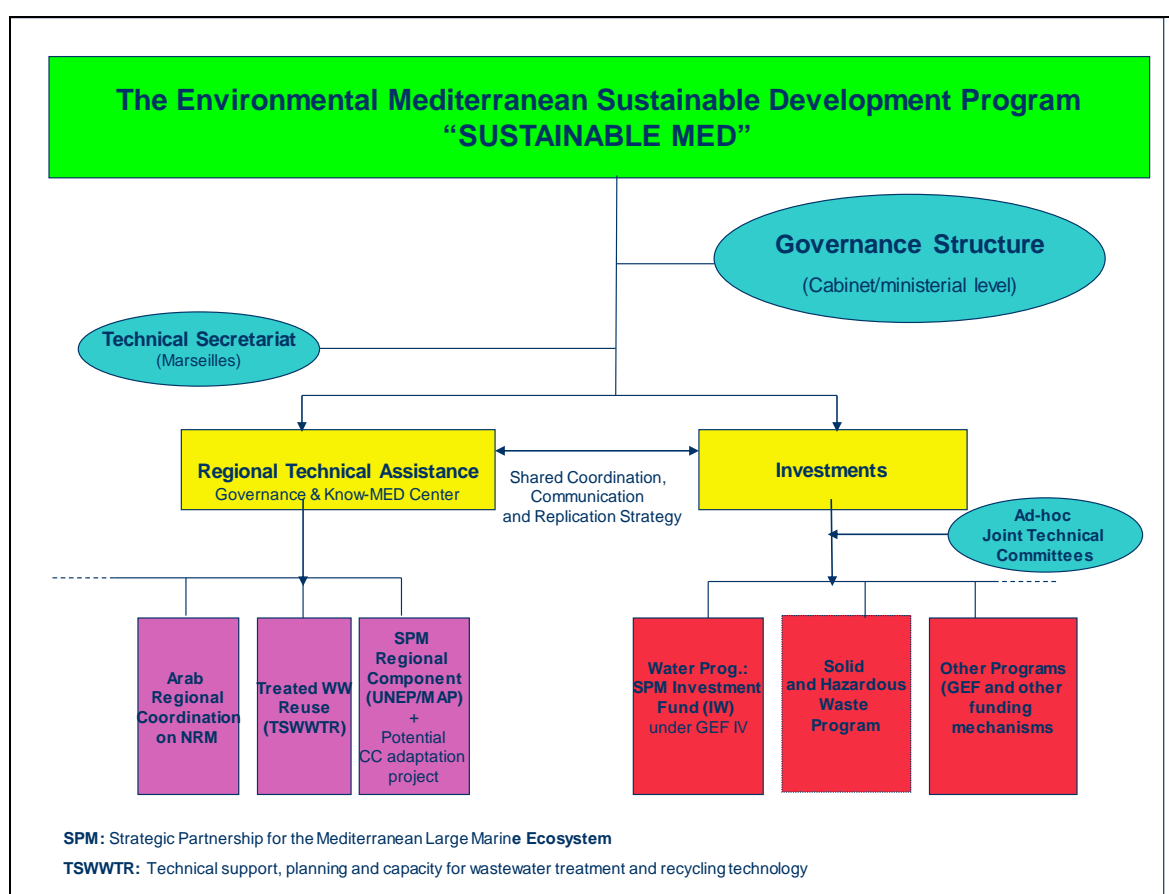
⁹ Tunisia, Lebanon, Morocco, Egypt, Jordan

¹⁰ Source: PAD REGOKO, P118145

¹¹ Sustainable MED GEF Program Framework Document

- envisaged as a hub for knowledge development and dissemination. The Center would also support knowledge generation and capacity building, aimed at better identifying and implementing appropriate investments and would help transferring knowledge, sharing best practices, and promoting adoption of policies to achieve common objectives.
- iii. Investments Component. The Program was to provide financial resources to support investments and technical assistance to meet the overall objective of the program and specific program objectives as identified by the previous GEF-funded SAP processes.¹²

Figure 1. Sustainable MED Program Components



8. The Regional Governance and Knowledge Generation Project (REGOKO) aimed to enhance the delivery and impacts of the Sustainable MED. It was designed to promote

¹² Overall, 10 projects concepts were proposed for funding under the Sustainable MED Program initially, including World Bank Regional Governance and Knowledge Generation Project.

dialogue among local, national, and regional stakeholders and support the production of knowledge and the sharing of information related to the broader sustainable development agenda, and in particular to the management of freshwater, coastal, and marine resources.

1.2 Original Global Environment Objectives (GEO) and Key Indicators (as approved)

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

10. The GEO level results indicator is the Effectiveness of Trainings and Studies for the policy making process as assessed by the beneficiaries. It was agreed that one or more appropriate core indicators could be added during Project implementation, in agreement with Plan Bleu.

1.3 Revised GEO (as approved by original approving authority) and Key Indicators, and reasons/justification

11. The GEO was not revised. GEO indicators and intermediate indicators were revised during a level two project restructuring, in June 2015, to adequately capture progress towards the achievement of the GEO. Two new GEO indicators and one Intermediate indicator were added, including the core sector indicator for direct project beneficiaries: 1) Government policies/strategies in beneficiary countries informed by training and studies supported by the project; 2) direct project beneficiaries; and 3) platform for exchanging environmental data/information established. Some indicator names were refined as well and end target dates updated in line with the new closing date.

1.4 Main Beneficiaries

12. At the time of appraisal, it was envisaged that Lebanon, Morocco, and Tunisia would directly benefit from the project, with Algeria, Egypt, Libya, Syria, and West Bank and Gaza having the possibility to join the project throughout its implementation on a rolling basis. In FY2013, Egypt and West Bank and Gaza became project beneficiaries as well.

13. The direct beneficiaries were to be political leaders, finance, planning and sector ministers and ministerial staff, environmental stakeholders (academics, scientists, Non-Governmental Organizations (NGOs), practitioners). According to the project design, this same group of stakeholders would also contribute to the project through their inputs and feedback. This exchange was seen as a virtuous cycle of information flow between technical experts and decision makers.

The indirect beneficiaries even in the absence of the physical works were to be local communities and individuals living near and/or depending on the ecosystem services of

the Mediterranean Sea and its coastline. Private firms could also benefit from the project to the extent that environmental regulations are more clearly defined.

1.5 Original Components (*as approved*)

14. The project consists of three components: (1) Governance; (2) Knowledge generation; and (3) Project Coordination and Management. **Component 1 - Governance (US\$1.50 million).** This component aimed to promote dialogue, coordination, integration, and synergy among local, national, and regional stakeholders on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources). It was designed to provide training to the relevant stakeholders and carrying out of studies for: (i) the review of the environmental management systems of the beneficiaries; (ii) the review of the environmental issues at the sectoral and macroeconomic levels of the beneficiaries; (iii) the promotion of private sector participation in environmental management; (iv) the involvement of local stakeholders in the environmental dialogue in the beneficiaries; and (v) the regional environmental integration.

15. Component 2 - Knowledge generation (US\$1.26 million). Component 2 aimed to produce innovative knowledge on environmental issues. The component provided training to the relevant stakeholders and carried out studies for: (i) the preparation of knowledge products for the Beneficiaries on the various aspects of environmental vulnerability pertaining to the most relevant economic sectors and most critical locations at local, national and regional levels; and (ii) the dissemination activities for the beneficiaries for the knowledge products produced, and the establishment of a project website.

16. Component 3 – Project Coordination and Management (US\$0.24 million)

Component 3 was designed to support the implementation of the project by Plan Bleu, through the financing of Incremental Operating Costs associated with project coordination and management and the carrying out of the audits for the project.

1.6 Revised Components

17. Project components were not revised.

1.7 Other significant changes

17. The project was restructured twice, both times through a level two restructuring. The first restructuring (April 2013) included: (i) the addition of the West Bank and Gaza and the Arab Republic of Egypt as beneficiaries to the project, and (2) a reallocation of proceeds. The addition of the beneficiaries did not require any modification to the Grant Agreement since provision for their inclusion was made in the Grant Agreement initially. The reallocation of proceeds involved an increase of Category 2 (Incremental Operating Costs and audits) from eight percent to ten percent in order to defray incremental operating costs for the Project Management Team (PMT) associated with the addition of two new beneficiaries.

18. The second restructuring (June 2015) involved: 1) an extension of the project closing date for four months from June to October 2015, and 2) a revision of the indicators in the results framework.

2. Key Factors Affecting Implementation and Outcomes

2.1 Project Preparation, Design and Quality at Entry

Soundness of background analysis.

19. **Analytical underpinnings.** Project preparation was based on the findings of a Transboundary Diagnostic Analysis (TDA) undertaken in 1997 as a result of the growing concern among the Mediterranean countries regarding the increasing environmental degradation. It identified water pollution/management and marine and coastal biodiversity losses as key transboundary problems faced by the Southern and Eastern Mediterranean countries. The TDA was followed by two Strategic Action Plans (SAPs): SAP MED for land-based pollution (1997) and SAP BIO for biodiversity protection (2003). These documents prioritized the key actions addressing critical regional environmental concerns.

20. The project was built upon the results and experience of previous projects.

Project design and GEO were informed by the lessons derived from a review of relevant experiences of regional GEF operations¹³, and the basic analytical platform and implementation lessons of the METAP and Sustainable MED design.¹⁴ The review of existing projects confirmed the relevance of designing and offering flexible and time-responsive technical assistance tools which is one of the objectives of this Project.

Lessons incorporated into the design of this Project were:

- Critical role of the capacity development for innovative and effective decision-making and management. The project was designed to enhance regional, national, and local capacity to strengthen the decision-making process for sustainable resources management, to collaborate with regional and national centers of expertise, and to promote exchanges between experts and decision makers.
- Role of consistent procedures to evaluate and monitor transboundary issues. The project envisaged to partner thematically with existing organizations to improve the quality of systems to evaluate, assess, and monitor environmental conditions in the region.

¹³ Such as the Aral Sea Program (P008326), the Baltic Sea Program (P048795), the Black Sea/Danube Partnership Investment Fund, and the Partnership Investment Fund for Pollution Reduction in the Large Marine Ecosystems of East Asia (PEMSEA)

¹⁴ The World Bank has played an important role in supporting national and regional technical assistance and investment projects in environment by implementing and hosting the secretariat of the multi-donor Mediterranean Environmental Technical Assistance Program (METAP) for almost 20 years. Launched in 1990, this program came to closure in FY10. METAP went through 4 phases of implementation covering different themes: integrated water resources management, solid and hazardous waste management, chemical pollution, coastal zone management, urban environmental management, institutional development and capacity building, and environmental policy tools.

- Involvement of the private sector appears to be a challenging and very important stake for such environmental management programs. The project was designed to support mechanisms for private sector participation focusing on environment as a business opportunity rather than a constraint to the private sector.
- Translating the regional vision into national level actions. For the majority of issues addressed by the proposed Project, and when feasible, this was to be the adopted approach.
- Challenge of the country ownership at the line-ministry level¹⁵. The project was designed to address this issue by setting up the Project Steering Committee, to ensure participation of the beneficiaries in the implementation process.
- Partnering with existing activities and organizations. This Project being one of the investments under the Sustainable MED Program, by design was linked to the network of ongoing initiatives and donors in the region.
- Integrated Coastal Zone Management (ICZM). Experience with ICZM, especially from the Gulf of Aqaba Environmental Action Plan, underlines the importance of focusing ICZM activities on land use planning and management, with an emphasis on development of enforceable regulations. REGOKO tried to address this lesson by involving local communities and working in partnership with the private sector of the beneficiaries.

Assessment of the project design

21. One of the project's goal was to enhance the delivery and impacts of the Sustainable MED Program. In its design, the project reflected on challenges identified in the TDA and regional strategies (SAP, MAP, MSSD, and Horizon 2020) and proposed solutions, including:

- In the Governance component - addressing the need for strong capacity in reporting and monitoring¹⁶, and enforcing the implementation of environmental legislation. This was achieved through the review of the environmental management systems of the beneficiaries; and the review of the environmental issues at the sectoral, macroeconomic levels of the beneficiaries and the establishment of the Mediterranean Network of Law Enforcement Officials relating to MARPOL(MENELAS);
- In the Knowledge component – addressing the need for institutional set-up at the national and regional levels to cope with the challenges of pollution control and prevention. This was done through a combination of knowledge products and studies targeting beneficiaries and decision makers on the various aspects of

¹⁵ .For example, the Aral Sea project was prepared largely by the International Fund for saving the Aral Sea (IFAS), the Interstate Coordination Water Commission (ICWC), and donors. The line ministries had only limited participation in preparing the operation, with the result that there was little focus on country specific results.

¹⁶ including pollutant inventory in particular for the eastern and southern part of the Mediterranean

- environmental vulnerability pertaining to the most relevant economic sectors and most critical locations at local, national and regional levels; and the dissemination activities for the beneficiaries for the knowledge products produced, and the establishment of a project website.
- The need to mainstream environmental issues in the sectoral policies and strategies was addressed by building the capacity of decision makers to inform sectoral strategies in the beneficiary countries.

22. The project was designed to: 1) ensure that a regional mechanism stays in place by choosing an NGO with the track record of implementing environmental projects in the MENA region “*Plan Bleu pour l’Environnement et le Développement en Méditerranée*” (Plan Bleu thereafter) as an implementing agency, where the PMT hosted; 2) secure participation and ownership of the government by creating a Project Steering Committee (PSC). The beneficiaries were to be represented in the PSC, members of which would be appointed by the National Focal Point (NFP), or the NFPs themselves. Participation and ownership was also ensured by including the most engaged beneficiaries at the design stage, and then adding additional beneficiaries during implementation, with the Grant Agreement providing this flexibility.

23. Project components were clear and not complex, providing combination of knowledge, capacity building, and governance activities to support and enforce the implementation of environmental legislation. The causal chain could have been improved to demonstrate a stronger link between project activities and expected outcomes.

24. To offer the PSC a flexibility to develop the list of the activities to be carried out under the project, components as defined at the design stage were not specific in terms of interventions or budget. While this approach allowed for maximum involvement of beneficiaries, as a result of this flexibility the list of specific interventions was prepared after the project became effective, ultimately causing delays during Project implementation.

25. The lack of clarity on the scope of the activities also presented some challenges in the Results Framework (RF). Initially, only one outcome indicator was set to measure the progress toward GEO - Effectiveness of trainings¹⁷, whereas the rest of the RF indicators were focused on measuring project outputs: number of trainings provided to the Ministry of Environment, other non-environmental Ministries, and private sector, number of studies, knowledge platforms and hits to the project website.

Adequacy of government commitment

26. One of the common challenges of regional projects and initiatives is to ensure adequate commitment from the beneficiaries, very often complicated with different levels of government involved in the project implementation. In this project, government participation was ensured in the design by providing decision rights to PSC: i) GEF NFPs

¹⁷ Based on participants’ assessment

(usually Ministers of Environment or relevant agencies) participation as members of PSC ensured direct and close involvement of the Government and relevant agencies in the process of selection of the project activities; ii) specific interventions proposed upon consultation with the PSC members, reflected urgent country priorities.

27. It should be noted that West Bank and Gaza is not a beneficiary of the GEF, and in general is not eligible to receive GEF assistance. However, since West Bank and Gaza did not receive any direct GEF grant financing but benefited from the activities implemented by REGOKO, the clearance was granted by both the GEF and the Bank before it was included in the project.

Assessment of risks

28. At the design stage, the overall risk rating was assessed as Medium. Project appraisal identified and rated most of the risks, including the risk of low buy-in by stakeholders, risk of lack of agreement between the beneficiaries on the specific activities to be funded, and risk of limited budget allocated to Component 3 of the project. These risks were mitigated as proposed:

1. Risk of low buy-in was mitigated by inclusion of the most engaged beneficiaries immediately at the design stage, whereas the rest of the beneficiaries (West Bank and Gaza and Egypt¹⁸) followed during implementation. The Grant Agreement provided this flexibility and allowed the project to implement this mitigation measure without major complications¹⁹.
2. To mitigate the lack of agreement, the PSC model and Programmatic Framework established by Plan Bleu (additional to the project's Results Framework) proved to be effective. PSC semi-annual meetings served to monitor the project implementation progress and clarify the action plan.
3. Risk of limited budget for project management activities materialized despite measures proposed and taken by the project. It was resolved during the first restructuring, by allocation of grant proceeds between categories.

29. On the other hand, risk of absence of adequate capacity of the implementing agency, which was rated as High at appraisal, proved to be Medium-Low in nature. After the trainings received from the World Bank, the PMT regularly updated the Project Implementation Manual (PIM), reflecting changes after each restructuring, responding to challenges affecting project, and improving measurement of the outcome indicators.

30. One of the underrated risks could potentially impact the sustainability of project results. At the appraisal stage, the risk of the partial linkage of the achievement of the GEO to the success of the Sustainable MED program was rated as Medium. Throughout the project

¹⁸ In the end this approach was proven to be effective. First of all, during spring-summer 2014 situation in West Bank and Gaza deteriorated, which caused delays in contracting consulting firms and conducting the studies in the field. Second, for almost one year (October 2013-2014) the official representative from Egypt was not announced as a result of the organizational changes in the key Ministries.

¹⁹ Making this a part of the Grant Agreement allowed project team to avoid additional processing on the GEF side (no major amendment process)

implementation, the PMT and Bank Team supported communication to the extent possible with the environmental investments²⁰ in the region (including non-Bank) and other child projects under the Sustainable MED Program. Since only a few of the Sustainable MED child projects materialized, it was challenging to maintain the connection with the program objectives.

31. Finally, one of the unexpected risks was caused by the flexibility of the design which ultimately led to delays as it was mentioned earlier. This risk affected the pace of procurement and implementation deadlines (for example, preparation of TORs for the major activities and selection of the qualified consultant/firm within the budget). Eventually, most of the project activities were implemented in time, however several regional level studies had to be canceled (such as Regional Health and Environment study which was later replaced by the regional training on Cost of Environmental Degradation).

2.2 Implementation

32. The project became effective on March 29, 2012 and was scheduled to close by June 30, 2015. The REGOKO was originally planned to be completed in a little over three years. However, due to issues related to delays in implementation of the project activities and two new beneficiaries joining the project 13 months after project approval delayed the project completion by four months. The first restructuring was approved by the Bank in April, 2013. This restructuring included: (i) the addition of the West Bank and Gaza and the Arab Republic of Egypt as beneficiaries to the project; and (2) a re-allocation of proceeds.

33. Several strategic themes were identified at the first PSC meeting. In order to develop a defined list of interventions, the PSC requested Plan Bleu to establish a Programmatic Framework for the project implementation which became a guiding document for identification of activities and implementation of the project. To ensure a focus on GEO and coherence between country-based activities, the RF was based on five working axes around which the project activities were built: Observation, Evaluation, Regulation, Participation, and Green Growth Vision cross-cutting area.

34. As it was mentioned above, while the flexibility to add beneficiaries during implementation allowed for maximum ownership of the project, it also affected the implementation process. The concrete list of the activities was developed on the basis of the strategic priorities and project analytical axes, after the project became effective, causing delays early during implementation stage.

35. The mid-term review (MTR) mission of the project was held in WB/CMI offices in October 8, 2013 with the PMT and PSC members. By then, the project had experienced significant delays, both in terms of implementation progress and disbursements, with grant proceeds being almost fully allocated. During the MTR, the Bank, PMT, and PSC

²⁰ For example, such as Morocco Green Growth DPL, Lebanon LEPAP

discussed several other issues, including: 1) a need for better outcome level indicators to reflect actual impact of the project; 2) improvement of the methodology to measure the Efficiency of the Trainings; 3) possible extension of the closing date²¹; 4) possibility of changing the Environmental Category of the project.

36. Other factors influencing lower than expected disbursement rate were: 1) absence for more than one year of an official representative of Egypt as a member of PSC due to frequent changes of the CEO of the Egyptian Environmental Affairs Agency; 2) delays in processing West Bank and Gaza's request to become a beneficiary of the project²²; 3) deterioration of the situation in West Bank and Gaza in 2014, causing delays in contracting a consulting firm and conducting studies in the field.

37. By April 2015, two months before the original closing date all the projected trainings were completed, however major knowledge activities (studies) were far from completion. As it was mentioned earlier, one of the studies (Health and Environment regional study) initially planned to be conducted for Morocco and Egypt, was dropped²³ and replaced by the regional training on Cost of Environmental Degradation (COED). In addition, several other major studies required more time for completion, including the Socio-economic assessment of maritime activities, Regional Training and guidebook on ESIA, and Lebanon Industrial Audit.

38. The second restructuring was processed a few months before the original closing date of June 2015, upon the request from the PSC and PMT to extend the closing date and introduce minor changes in the RF, including new outcome indicators to better measure the GEO, as well as modification of the existing intermediate indicators to reflect progress towards the achievement of the GEO. Under this restructuring, project implementation was extended by four months, until October 2015.

2.3 Monitoring and Evaluation (M&E) Design, Implementation and Utilization

39. **M&E Design, Implementation and Utilization before Restructuring:** The quality of the original M&E design was mixed. It was conceived taking into consideration the GEF International Water Tracking Tool (GEF IW TT), required for submission at Project start, mid-term, and closure. The GEF IW TT was aligned with the project programmatic framework developed by the PMT, and included progress on implementation of specific studies and platforms, including: Mediterranean Network of Law Enforcement Officials relating to MARPOL (MENELAS); strengthening of capacities of observatories and indicators of the environment and sustainable development in Tunisia and Morocco; establishment of an environmental map for Tunisia; inventory and mapping of industrial

²¹ This did not materialize.

²² West Bank and Gaza became an official beneficiary of the project nearly one year after the submission of the official request

²³ PMU encountered difficulties in identifying a consulting firm with relevant capacity. When a consulting firm was finally identified, the proposed price was significantly higher than the estimated amount. Plan Bleu in consultation with the World Bank and Beneficiaries searched for a solution but reducing the scope would only diminish the usefulness of the study. As a result, this activity was dropped.

pollution sources in West Bank; and development of the project website. After restructuring, the GEF IW TT included an indicator to measure the percentage of the female participants and total number of project beneficiaries.

40. The project objectives were clear, although quite ambitious given the type of proposed interventions and intermediate outcomes. In addition, the objectives were not accurately captured by all the original outcome indicators and targets. Although some indicators and targets were appropriate, others were not specific enough²⁴, partially due to demand-driven nature of the project. Thus, initially only one outcome indicator, effectiveness of trainings and studies for the policy making process measured the progress towards the GEO. The intermediate indicators focused on number of trainings and studies, and did not capture the number of participants for each training, or reflect on the numbers in each type/group of participants (number of employees of environmental agencies vs non-environmental agencies staff, or number of private sector participants).

41. The PIM developed by the PMT provided details on the methodology for measuring the efficiency of trainings. The evaluation sheet proposed by the Plan Bleu as a part of the PIM measured the usefulness and pertinence of trainings and studies for policy making as assessed by the Beneficiaries. It was utilized throughout the project implementation, and the methodology was improved after mid-term review (MTR) to reflect the degree of usefulness of the provided training, both in terms of the knowledge gained and quality of the training, and calculate the final rating weighted by the number of participants.

42. **M&E utilization.** Overall monitoring and reporting of the project's implementation was conducted satisfactorily. M&E reporting on activities and results was conducted by the PMT, and was aligned with the schedule of the PSC meetings. Training evaluation sheets were collected and assessed by Plan Bleu after each training session.

43. At the MTR stage, it was determined that the impact of the project went far beyond the effectiveness of the trainings and studies for the policy making process. Furthermore, the project team and PSC recognized the limitations of the project GEO indicator, which did not allow for the measurement of the actual progress towards the outcome. A decision was then made to refine the RF to improve the methodology for measuring the GEO. During second restructuring three outcome level indicators were added, including one World Bank core sector indicator (direct project beneficiaries, of which female).

44. Despite a less than ideal design, M&E was utilized by the project team to the extent possible. Overall, the key results indicators were utilized to monitor the project's progress and informed the Bank, PMT, and PSC on issues related to project implementation. For example, it allowed the team to identify which studies had to be canceled as a result of

²⁴ Such as number of the non-environmental ministries and agencies

delays related to selection process, or trainings rated as ineffective, based on the assessment procedure.

2.4 Safeguard and Fiduciary Compliance

45. Safeguards. During project preparation and appraisal, the project was classified as a Category C. OP 4.01 was not triggered and Environmental Impact Assessment (EIA) was not required, because the project did not involve any physical works and would not have any adverse environmental impacts. On the contrary, the project was expected to lead to better mainstreaming of environmental sustainability issues into key policy decisions at national and regional levels.

46. Despite some concerns raised during project implementation on possible impacts related to the EIA audits provided to the private sector entities, the safeguard category of the project was not changed²⁵. Based on the results of the MTR, the World Bank recommended to the Plan Bleu that for future activities that may be funded under this project, a safeguard screening is to be conducted before the activities were validated by the PSC for inclusion into the work plan.

47. Procurement. There were no major issues regarding compliance with Bank procurement guidelines. Procurement of goods and consultants was carried out at the Plan Bleu following satisfactory procurement plans and standard procedures, and shared with the Bank team for review and no objection in a timely manner with Bank requirements. All major equipment and materials were procured through International Competitive Bidding (ICB) or National Competitive Bidding (NCB). To ensure satisfactory implementation of the procurement processes a Procurement Training was provided to the Plan Bleu staff on November 10th, 2011, before project effectiveness date, with a representative from the WB procurement department explaining WB procurement guidelines for the procurement of consultants as well as for goods and non-consultant services. Important procurement-related documents, such as a sample Procurement Plan, were screened and discussed.

48. As a result of initial delays in project implementation discussed above, minor delays in the procurement occurred as well. Overall, procurement was carried out satisfactorily.

49. Financial Management. The financial management arrangements put in place to meet the Bank's minimum requirements as per OP/BP 10.02. The Financial Management Training was provided to the project team on November 15th, 2011 with a representative from the WB financial management department explaining WB guidelines for financial reporting and audits, supervision missions and disbursement. Financial management was rated Satisfactory throughout the project implementation. The project was well managed

²⁵ The MTR noted that although some of the activities may not have themselves any adverse environmental or social impact, some of the future investments arising out of these studies or actions resulted from sectoral reforms, could have potential environmental or social impacts. These are: Lebanon, Conducting EIA studies for industrial enterprises, SEA for the National Water Sector Strategy; Lebanon, Morocco and Tunisia, Socio-economic evaluation of maritime activities; and Mapping and Controlling Pollution Sources.

and coordinated, given the challenges specific to design and implementation of regional project.

2.5 Post-completion Operation/Next Phase

50. There are no plans for the next phase or follow-on operation. However, the project established the transition arrangements for any operation with the similar interventions by providing web platform and knowledge database, as well as MENELAS network. Examples of beneficiaries commitment to expand on the project's results include:

- In Lebanon, one year before the project closure, Lebanon Environmental Pollution Abatement Project (LEPAP, \$18M) (P143594) was approved by the World Bank Board. The LEPAP is a joint initiative between the Ministry of Environment, Ministry of Finance, Banque Du Liban (BDL), the World Bank, GIZ, and the Italian Cooperation to set up a mechanism for financing the abatement of industrial pollution in targeted industrial enterprises and to provide necessary technical assistance for ensuring the implementation and the sustainability of these interventions. The agreement between REGOKO and LEPAP was for REGOKO to prepare a set of environmental audits²⁶ for selected enterprises, which, would make these enterprises eligible for financial assistance from LEPAP to implement pollution control and prevention measures.
- In Lebanon, the SEA developed by project serves as a pilot for similar assessments in other sectors in Lebanon, and other countries
- In West Bank and Gaza, the project built on and aligned with other activities in the country like the UNDP- Sweden project preparing a data base for 400 industries.

51. The adequacy of budget provision for operations and maintenance costs of project results in case of REGOKO was not feasible to evaluate, as the project did not support specific institutions in the selected countries.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design and Implementation

52. **Relevance of objectives. Rating: Substantial.** The project objectives were relevant to the Country Partnership Strategies of the beneficiaries at design and remain so to the current Country Partnership Strategies, despite the difficult political environment in some of the countries during the course of project preparation and implementation:

- The project is aligned with the pillar on “Sustainable development in a changing climate, supported by the two crosscutting beams of governance and territoriality” in the Morocco Country Partnership Strategy (2014-2017).

²⁶ CAPs, ESIA/EAs

- It is aligned with the Tunisia Country partnership framework (2016-2020). Governance is a foundational issue and proposed to be addressed in a holistic and integrated manner across the CPF, in line with the Government's Strategic Directions Note²⁷ and the recommendations of the Systematic Country Diagnostic.
- The project objective is aligned with Pillar 1 of the West Bank and Gaza - Assistance strategy (2015-2016) to “strengthen the institutions of a future state to ensure service delivery to citizens” and the area of engagement of water and sanitation in Gaza. It is also relevant with the proposed outcome 1.3 of Pillar 2 focused on “a water and wastewater management sector that is more organized ...”
- In Lebanon, the water sector remains one of the strategic pillars of the assistance strategy.
- The project objective is relevant to the Egypt Country Partnership Framework, 2015-2019, where environmental sustainability, a long-term issue for Egypt, is a cross-cutting theme for WBG assistance and will be integral to WBG initiatives under the CPF.

53. The activities conducted by the project are in line with the new Mediterranean Strategy for Sustainable Development 2016-2025²⁸ approved at the 19th Conference of Parties of the Barcelona Convention in February 2016, specifically with the objectives of ensuring sustainable development in marine and coastal areas, transition towards a green and blue economy, and improving governance in support of sustainable development.

54. The project objective was relevant to the Strategic Objectives for the GEF International Waters Focal Area (GEF-4 replenishment) to foster a “more comprehensive, ecosystem-based approach to management of transboundary waters”, and “to play a catalytic role by assisting countries to utilize the full range of technical assistance, economic, financial, regulatory, and institutional reforms that are needed” in addressing priority transboundary water pollution.²⁹ In addition, the project objective is directly aligned with the IW Strategic Programs' expected outcomes of the current GEF replenishment period (GEF-6) including Outcome 3.1 “Improved governance of shared water bodies, including conjunctive management of surface and groundwater through regional institutions and frameworks for cooperation lead to increased environmental and socio-economic benefits”.³⁰

²⁷ d'Orientation Stratégique

²⁸ <http://planbleu.org/en/publications/mediterranean-strategy-sustainable-development-2016-2025-investing-environmental>

²⁹ The project fits within the first three International Waters Focal Area Strategic Programs of GEF-4. Strategic Program # 1: Restoring and sustaining coastal and marine fish stocks and associated biological diversity; Strategic Program #2: Reducing nutrient over-enrichment and oxygen depletion from land-based pollution of coastal waters in LMEs consistent with the GPA; Strategic Program #3: Balancing overuse and conflicting uses of water resources in surface and groundwater basins that are transboundary in nature

³⁰ Specifically, the results framework of the project fits with selected key indicators of the Strategic Programs, including Indicator 3.1.3 “type of national/local reforms implemented”.

55. The project is consistent with the strategic orientations of the 2012-2022 World Bank Group Environment Strategy³¹. A wide range of stakeholders have reiterated that strengthening environmental institutions and governance needed to be a critical component of the World Bank efforts going forward. The Strategy is supporting pollution management and legacy pollution projects, and developing partnerships with the private sector to spur cleaner production standards and strategies.

Relevance of Design and implementation. Rating: Substantial.

56. Project design focused on the activities necessary to achieve the GEO by: production of innovative knowledge on environmental issues (specifically related to water - freshwater, coastal, and marine resources), and organization of trainings during which this knowledge was applied to strengthen the capacity of key stakeholders at the local, national, and regional levels. The trainings aimed decision makers who will have the influence to foster these environmental issues into policies and strategies. The studies were strategic, and designed to support the policy dialogue and provide the technical and knowledge base for the dialogue.

57. The project also adopted a flexible approach in terms of not defining activities upfront and providing the option to add beneficiaries during implementation. This ensured that the project design remained adaptive and responded to changing priorities, especially considering many of the countries were in difficult political environments during preparation and implementation of the project. The absence of a defined list of activities ensured that only those studies and trainings that were deemed relevant were developed, and those that were considered not as relevant or effective dropped. Training assessments were designed with specific questions to assess the relevance of the training and this allowed for recourse when it was not effective.

58. Initially causal link between funding and intermediate outcomes was rather weak (especially in the Governance component). This was partially due to the flexible approach of the project in defining the list of interventions, and M&E for the activities yet to be selected during the course of the project. Nevertheless, during implementation the project RF was modified to better fit the actual outcomes by adding few more specific outcome indicators.

3.2 Achievement of Global Environmental Objectives

59. The achievement of the GEO is rated **Substantial**.

The GEO has 3 distinct objectives: (i) to *foster the integration of environmental issues into sectoral and development policies* of the Beneficiaries (ii) through *the production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources)* (iii) and the organization of Trainings

³¹ Toward a green, clean, and resilient world for all: a World Bank Group environment strategy 2012-2022.
<http://www.worldbank.org/en/topic/environment/publication/environment-strategy-toward-clean-green-resilient-world>

during which this knowledge will be used to *strengthen the capacity of key stakeholders at a local, national, and regional level*.

60. Although the project had a level two restructuring to add additional outcome indicators, a split evaluation is not required as there were no changes to the objectives or targets of the GEO level indicators and therefore no substantial change to the direction of the project.

61. The project's core activities were based on knowledge sharing and capacity building, and the project therefore shares the common challenges associated with the evaluation of knowledge management and capacity building projects.³² The causal chain (Table 1.) demonstrates linkages between project outcomes and outputs.

Table 1. Causal chain, Regional Governance and Knowledge Generation Project (P118145), MNA

Objective	Outputs	Indicators/ Detailed Outputs
PDO: To foster the integration of environmental issues into sectoral and development policies of the Beneficiaries through the production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources), and the organization of Trainings during which this knowledge will be used to strengthen the capacity of key stakeholders at a local, national, and regional level.		
Foster the integration of environmental issues into sectoral and development policies of the beneficiaries	<ul style="list-style-type: none"> Environmental Management Systems review and relevant trainings - Sustainable Development observatories and indicators (Morocco and Tunisia), Analysis of EIA Systems (Morocco), Strategic Environmental planning (under Green Economy pillar) (Egypt), training on EIA, and environmental inspection (Egypt) 	<ul style="list-style-type: none"> 7 Government policies/strategies in beneficiary countries informed by training and studies supported by the project
Production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources)	<ul style="list-style-type: none"> Knowledge production (studies completed) 4 platforms for exchanging environmental data/information established 	<ul style="list-style-type: none"> Socio- Economic evaluation maritime activities (regional study), EIA, EA,CAP, pollution hotspot studies Environmental Map (Tunisia), project website, project results workshops, Prosecutors network MENEL

³² i) the duration between learning/knowledge sharing interventions and desired outcomes can be very long; ii) results may be stretched across many different organizations (within the same project or in the same geographical area as in the case with REGOKO). (<http://www.intrac.org/data/files/resources/677/Praxis-Paper-23-Monitoring-and-Evaluating-Capacity-Building-is-it-really-that-difficult.pdf>)

Objective	Outputs	Indicators/ Detailed Outputs
	<ul style="list-style-type: none"> Knowledge sharing (via trainings and website for REGOKO) 	
Organization of Trainings during which this knowledge will be used to strengthen the capacity of key stakeholders at a local, national, and regional level.	<ul style="list-style-type: none"> Trainings and studies carried out Inter-ministerial Dialogue and trainings - Regional prosecutor's network maritime pollution, Hot Spot survey and mapping (PS), participation at Green Growth Conference and regional workshop, Capacity building on COED (regional) Private sector engagement via trainings Trainings for local constituencies Trainings on environmental issues at regional level Knowledge sharing (via trainings and website for REGOKO) 	<ul style="list-style-type: none"> 39 trainings and 10 sets of studies were carried out. 82% Effectiveness of Trainings and Studies for the policy making process as assessed by the Beneficiaries, including qualitative assessment of training (only trainings effectiveness was assessed at the project closure). Regional prosecutor's network maritime pollution, Hot Spot survey and mapping (PS), participation at Green Growth Conference and regional workshop, Capacity building on COED (regional) Environmental Impact Assessment trainings Participatory trainings in 3 regions in Tunisia Regional Environmental Integration – via PSC meetings, Capacity building on COED (regional), Green economy workshop Environmental Map (Tunisia), project website, project results workshops, Prosecutors network MENELAS

62. Objective 1: To foster the integration of environmental issues into sectoral and development policies of the Beneficiaries. Rated Modest. The REGOKO, by and large, was able to achieve this main objective: environmental issues have been integrated into selected sectoral and development policies³³ of the beneficiaries through strengthening and

³³ Keeping in mind focus on water resources

application of the EIA legislation, SEA of the key sectors, improvement of data collection and exchange systems, and enhanced capacity of key stakeholders in conducting environmental audits (Table 2). In particular, as measured by the project outcome indicators, results include:

- Strengthened existing EIA legislation in Morocco and enhanced government capacity to implement the EIA. An action plan for the review of the current EIA 12-03 Law, and for SEA application is contributing to the legislation revision process.
- Increased knowledge exchange between Morocco and Tunisia with regard to environmental observation and information systems in these countries through the assessment of observations, recommendation and road map developed under the project resulted in decision by Tunisian government to establish regional observatories similar to those in Morocco, for better data collection and coverage.
- Strategic Environmental Assessment of the Water Sector Strategy in Lebanon enabled the mainstreaming of environmental issues into the new national Water Sector Strategy (discussed below).
- In West Bank and Gaza, a map of environmental hotspots and a database produced by the project contributed to the process of developing Pollutant Release and Transfer Registers (PRTR) regulation. The PRTR is a part of the reporting system set up by MEDPOL for use by MED countries to track pollution reduction from land-based sources and eliminate environmental hotspots through the reporting of data on pollution loads per source for a considerable number of pollutants.
- On the regional level, all project interventions contributed to the development of the new Mediterranean Strategy for Sustainable Development (February 2016).

Table 2. Major national and regional policies informed through REGOKO activities

Country	Policy/strategy informed	Project activity	Outcome
Egypt	Environmental strategy/NEAP	Seven consultation workshops “Towards an update of Egypt’s National Environment Strategy” were conducted between June and October 2015, finalized by the assessment workshop in October 2015, in Cairo, Egypt. Review of the current status of the environment as well as sectoral and cross-sectoral environmental strategies and plans in Egypt for selected sectors (Water, Energy, Agriculture, Biodiversity, Human Settlements, and Solid Waste). Gap analysis and formulation of strategic directions for future environmental actions	The Government of Egypt initiated the revision of the National Environment Strategy and Action Plan for the period 2017-2022.
Lebanon	SEA decree of March 2012	National Water Sector Strategy (NWSS) developed by the Ministry of	The SEA allowed Lebanon to test for the first time the

Country	Policy/strategy informed	Project activity	Outcome
		Energy and Water. In 2012 after SEA Decree was adopted, the NWSS was the first strategy being assessed by the SEA (the document is posted on the website of the Ministry of Environment. ³⁴	SEA Decree 8213/2012, and enabled the government to learn from the pioneering process. Furthermore, Lebanon is the only country of the REGOKO beneficiaries to develop and apply a legislation on SEA.
Morocco	<ul style="list-style-type: none"> • Law 12-03 on environmental impact assessments (EIA). • Decree 2-04-563, November 2008, on the functioning of national and regional committees for EIAs. • Decree 2-04-564, November 2008, on public consultation for projects subject to EIA 	<p>Assessment of application of EIA legislation in two regions. Set of 2 major reports under the activity “analysis of the environmental impact study system in Morocco”: Analysis report, report on the development of new environmental assessment tools on Morocco</p> <p>Capacity building Trainings for ministerial staff on EIA- related public consultation, SEA, and EIA information system. Three national workshops in October-November 2014 “Assessment of the system of environmental impact studies”.</p> <p>Action plan for revision of the EIA 12-03 Law with the proposal to include SEA</p>	The EIA systems in two regions ³⁵ was reviewed in order to begin the issuing of observations on the Moroccan EIA practice and know-how. An action plan was developed - which subsequently received the endorsement of the Ministry in charge of the Environment - “for the improvement of new Environmental Assessment instruments, and supporting the EIA 12-03 Law reviewing including SEA institutionalization process”.
Tunisia	Legislation under development to institutionalize OTEDD	Review of the operating procedures of the Tunisian national environmental observatory. Roadmap to establish regional observatories is developed.	Draft decree aiming at institutionalizing OTEDD in Tunisia.
West Bank and Gaza	The Palestinian Environmental Assessments Policy (2002)	Set of three major reports under the activity “supporting industrial pollution abatement in Palestine”: i) Technical guide for rapid environmental assessments, EMP and CAPs; ii) 20 audit reports including environmental management plans and compliance action plans and design of 20 priority pollution abatement projects; and iii) report on the identification of a	<p>Priority pollution abatement measures identified and considered by donors (USAID and JICA) for financing.</p> <p>Capacity of national stakeholders on environmental audits strengthened (as measured</p>

³⁴ <http://www.moe.gov.lb/The-Ministry/Reports/STRATEGIC-ENVIRONMENTAL-ASSESSMENT-FOR-THE-NEW-WAT.aspx?lang=en-us>

³⁵ Oriental and Taza-Al Hoceima-Taounate

Country	Policy/strategy informed	Project activity	Outcome
		sustainable policy and financial mechanism to promote industrial pollution abatement in the West Bank. Survey of 600 industrial facilities Identification and mapping of pollution hotspots Industrial pollution database developed	by the effectiveness of trainings) Survey will contribute to the Pollutant Release and Transfer Registers (PRTR) regulation, if it is adopted.
Lebanon	Environment Protection Law 444 and national environmental standards including Decree No. 8471 dated 4/7/2012 on “Environmental Compliance for Establishments”	23 environmental audits including Environmental Management Plans (EMP) and Compliance Action Plans (CAP)	Enhancing enforcement through private sector technical assistance Environmental audits and EMP/CAP aim at integrating environmental issues into companies’ operations
Regional	Mediterranean Network of Law Enforcement Officials relations to MARPOL (MENELAS)	Meeting to convene and establish the MENELAS Development of the MENELAS website	MENELAS network formally established during COP 18 of the Barcelona Convention as a follow-up of the REGOKO-funded activity (Decision IG.21/9) ³⁶ Enhancing enforcement through regional cooperation

63. Objective 2: The production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources). Rated Substantial. This outcome was substantially achieved. One of the examples of innovative knowledge include the Lebanon water SEA. Lebanon was the first among the beneficiaries to adopt a legislation (Decree 8213/2012) for a SEA in 2012. The SEA for the Lebanon National Water Sector Strategy³⁷ was the first such assessment in the country and among beneficiaries of REGOKO, and aimed to test the appropriateness of the SEA tool in the country. This assessment was conducted by REGOKO in 2014 in compliance with the SEA Decree.³⁸ The final report is published on the Ministry of Environment

³⁶ <http://www.unepmap.org/index.php?module=content2&catid=001011006>

³⁷ As it was mentioned above, new National Water Strategy for Lebanon was adopted in 2010

³⁸ The National Water Strategy SEA is prepared for and on behalf of the Ministry of Energy and Water, and is reviewed by the Ministry of Environment.

website.³⁹ This SEA served as a tool to mainstream environmental considerations into the National Water Sector Strategy. The SEA report identified 12 key areas that could potentially be affected by the NWSS, and proposed a set of policy responses to mitigate or reduce the negative impact of the NWSS. Policy recommendations of the SEA to be reflected in the NWSS include:

- Mid-term review and appraisal of the NWSS
- Unit in the MEW to conduct regular monitoring and evaluation functions
- National Water Council – to lead the national level dialogue with relevant stakeholders on water issues
- Update of regulations, guidance, and standards

By the project closure, all other beneficiaries had advanced discussions on designing legislation to adopt the SEA as a regulatory tool on a national level.

64. The other example includes a series of environmental audits of industrial facilities implemented in Lebanon, which made these private sector entities eligible for the financing from the Lebanon Environmental Pollution Abatement Project (LEPAP, P143594). The audits encouraged the compliance of these entities with the limits (effluent discharges and air emissions) required under the Protection Law 444 and national environmental standards.⁴⁰ This activity comprised of three work packages: 1) analysis of the environmental status of 11 industrial facilities and verification of their compliance with national environmental regulation, developing and updating Environmental Audits (EA) for these 11 industries, preparing an Environment Management Plan (EMP) and a Compliance Action Plan (CAP) as part of the EA report for these industries; 2). analysis of the environmental status of 10 industrial facilities and verification of their compliance with national environmental regulations; 3). preparation of the environmental and social impact assessments for two industrial enterprises. This activity fostered the integration of environmental issues into the industrial sector in Lebanon, contributing to the enforcement of existing environmental regulations, and increased capacity of the Ministry of Environment to conduct EIA and environment audits.

65. By supporting environmental data systems in Morocco and Tunisia, the project contributed to South-South learning and knowledge exchange. The project conducted analytical studies assessing operational procedures of regional environmental observatories in Morocco and the national environmental observatory in Tunisia, established a web platform for Moroccan observatories of the environment, organized a study tour of Moroccan and Tunisian officials to France to share experiences of environmental observatories and data systems, and provided a training for Moroccan and Tunisian officials on indicators of the environment and sustainable development. The project provided recommendations and roadmaps to improve current environmental observation and information systems, with the aim to produce regular and reliable data for monitoring, evaluation, and increasing the effectiveness of sectoral and development policies. In

³⁹ <http://www.moe.gov.lb/The-Ministry/Reports/STRATEGIC-ENVIRONMENTAL-ASSESSMENT-FOR-THE-NEW-WAT.aspx?lang=en-us>

⁴⁰ including Decree No. 8471 dated 4/7/2012 on “Environmental Compliance for Establishments”

Tunisia, it contributed to the institutional development of the Observatory for the Environment and Sustainable Development (OTEDD) at the central and regional levels, and provided inputs into a draft decree on institutionalizing OTEDD. Based on Morocco's experience, where regional observatories have been created to support central system, Tunisia now plans to create regional observatories of the environment in order to monitor the environment on a local scale.

66. Furthermore, in West Bank and Gaza an industrial pollution survey, an industrial pollution hotspots analysis, and an industrial pollution database established under the project led to a new proposed Pollutant Assessment, Reporting and Control System for West Bank and Gaza.⁴¹ The project informed existing pollutant release inventories in different countries, and proposed a draft Palestine Pollutant Reporting System (PPRS).⁴² Through this intervention the project fostered the integration of environmental issues into the private sector planning and operational process, strengthened capacity of the Palestinian Environment Quality Authority (EQA), and contributed to improvement of the practices for assessing environmental impacts⁴³ and adopting clean and sustainable production, and pollution abatement technologies.

67. Objective 3: ***Organization of Trainings during which this knowledge will be used to strengthen the capacity of key stakeholders at a local, national, and regional level. Rated Substantial.*** This outcome was achieved through the following interventions:

68. On the regional level, the project contributed to improvement of the coordination and efficiency of the beneficiaries' detection and legal prosecution systems with regards to fighting illegal and illicit pollution from ships in the Mediterranean. This was achieved through the establishment of the Mediterranean network of law enforcement officials pertaining to the MARPOL Convention (MENELAS) during a meeting of law enforcement officials from countries all around the Mediterranean and setting up the network's website (<http://www.menelas.org>).

69. Examples of the enhanced capacity at the national and local levels include:

- In West Bank and Gaza, training provided under the activity on Inventory and mapping of industrial pollution sources contributed inter alia to the strengthened regulatory function of the Palestinian EQA by providing information about pollutant reporting systems in other countries, and providing data about pollution hotspots in the country;
- In Lebanon, workshops and trainings on environmental audits, inspection, and CAP supported by project strengthened capacity of the MOE relevant staff to conduct industrial inspections and review audits;

⁴¹ In West Bank and Gaza, the project conducted an inventory and mapping of industrial pollution sources. Under this activity a survey of about 600 industrial facilities across 31 sectors (mainly food manufactures, and non-metallic mineral products) resulted in the identification and mapping of pollution hotspots for utilization by decision makers.

⁴² Pollutant release inventories are a significant source of knowledge and value creation pertaining to the identification, estimation, tracking and monitoring of sources of pollution and their releases to air, land and water.

⁴³ The development of a manual for environmental inspection, manual for EIA procedures for investors, manual for preparing EIA studies resulted in the strengthening of the environmental monitoring and inspections.

- In Egypt trainings on Cost of Environmental Degradation and capacity building on environmental assessments and inspection contributed directly to the process of update of the National Environmental Action Plan.

70. Effectiveness of trainings as reported by beneficiaries (initial outcome indicator) exceeded the target value (82 percent of effective trainings vs 80 percent target). Overall, the project provided 39 trainings on national and regional levels, 32 of these trainings were rated as being effective by participants. The effectiveness of the trainings was calculated based on the surveys responses by the participants of trainings and workshops.⁴⁴ Trainings and studies were considered “relevant”, if average ratings on the content and the relevance of contents (included in the Evaluation Sheet) were equal or higher than 3.5 on a scale of 1 to 4. The results framework targeted 50 percent of trainings and studies to be relevant during first year, a cumulative 65percent during the second year, and a cumulative 80 percent during the third year. The evaluation methodology was modified at the MTR, to ensure that ratings were weighted based on the number of participants and assessment of responses about learning outcomes.⁴⁵

3.3 Efficiency

71. **Efficiency is rated Substantial.** The project appraisal document and GEF endorsement document noted that the project is not amenable to a quantified cost benefit or financial analysis. Nonetheless, although it is difficult to estimate in monetary terms the global and local benefits expected as a result of the activities, the project was designed based on the principle of cost-effectiveness. The project was financed by the GEF Grant in the amount of US\$3.00 million. In-kind contribution (co-financing) for a total of US\$0.71 million was provided by Plan Bleu, AFD, EIB, CMI, and the French Ministry of Ecology, Sustainable Development, Transport and Housing.

72. The project proved to be efficient in the use of project resources, considering the regional scale, the number of outputs produced, and in comparison with other projects

⁴⁴ Evaluation sheets were developed by the PMT, in consultation with the Bank team and PSC. In order to ensure a consistent reporting, the evaluation of trainings and studies was considered as an integral part of each training.

⁴⁵ In addition to content and quality of the training, new evaluation sheets included a section on qualitative assessment of the training (covering answers for the following questions:

- How to design programs, plans, projects and policies related to targeted environment issue
- How to implement programs, plans, projects and policies related to targeted environment issue
- How to monitor programs, plans, projects and policies related to targeted environment issue
- How to stimulate public debate about targeted environment issue
- Government policy/strategy about targeted environment issue
- Government expenditure related to targeted environment issue
- Greater involvement of stakeholders in targeted environment issue
- Exchange of best practices around targeted environment issue

which provided knowledge management and capacity building services (Table 3). For example, under knowledge generation component (\$1.3 million) the project delivered over 40 various reports. That compared to the other regional projects such as Climate Adaptation and Mitigation Program for Aral Sea Basin (P151363), with a knowledge management component of \$12.5 million, for two countries.

Table 3. WB projects with knowledge management and capacity building interventions, amount and nature of activities

Project name	Countries	Knowledge Management		Capacity Building	
		US\$ Million	nature of activities	US\$ Million	nature of activities
Climate Adaptation and Mitigation Program for Aral Sea Basin (CAMP4ASB) (P151363)	Tajikistan, Uzbekistan	\$12.5M	open information platform	\$1.0M	awareness raising, participatory planning, and implementation support of climate investment plans at the community level.
Nigeria Scaling Up Sustainable Land Management Practice, Knowledge, and Coordination	Nigeria	\$1.0M	knowledge management	\$6.0M	building the underlying capacity at federal, state, and local government levels
MENA-Desert Ecosystems and Livelihoods Knowledge Sharing and Coordination Project (P130343)	Jordan, Egypt, Algeria, Tunisia, Morocco	\$1.1M	knowledge management and sharing		
REGOKO	Egypt, Lebanon, Morocco, Tunisia, West Bank and Gaza	\$1.3M	knowledge management, studies, distribution	\$1.5M	trainings

73. The estimated cost of the main project activities was US\$2.27 million (Table 4). These costs do not account for the delivery of a major outcome – informing seven policies and strategies, and the efficiency achieved using the existing institution to implement the project, instead of creating, supporting and training a new implementation unit. Additional savings were achieved by using a bottom-up approach in defining the project activities by the beneficiaries.

Table 4. Estimated Cost of Knowledge, Training and Capacity Building Activities, REGOKO Project

Activity	Cost of the workshop/Study*	Cost of EIA*	Number of activities	Total cost
Trainings	\$30K		39	\$1.170M
EIA		\$50K	11	\$0.550M
Study	\$50K		11	\$0.550M
Total				\$2.27M

74. Non-quantified benefits. The project is expected to generate non-quantified benefits, some of which are already seen and others which will materialize over time (tacit knowledge), for example:

- Dissemination and knowledge exchange: The project sponsored 39 events to learn, and exchange experiences on environmental management, EIA, SEA, involvement of local community in environmental management, pollution abatement in which over 820 decision makers, staff of private sector companies, NGO, universities and local stakeholders participated. Studies supported by project later were disseminated during the final workshop in September 2015, and via dedicated website.
- Knowledge spillover effect– Shared experiences among the five countries are expected to result in the better integration of environmental issues and concerns into the sectoral policies, as well as investment decisions made by private companies with low pollution and clean technology option. These experiences can result in real cost savings as it calculated in the LEPAP project.⁴⁶
- Possible savings might be expected from i) realization of MENELAS prosecutor network. The project will have a measurable impact on the environment and quality of marine resources resulting from collaboration and information exchange by law enforcement officials relating to MARPOL; ii) enterprise survey conducted in West

⁴⁶ preliminary financial cost-effectiveness analysis was performed by GIZ/EFL during the detailed technical assessment for 7 out of the 13 reviewed enterprises. For the 13 enterprises, benefits accrue in terms of wastewater treatment, waste (manure, sludge and solids) reduction, avoided methane emission, electricity generation, fertilizer production and avoided landfill space. However, these preliminary outputs do not take into consideration social benefits that will accrue to society in terms of health, environment, economic and social benefits (LEPAP PAD).

Bank and Gaza covering 600 entities potentially could be utilized as a map of pollution hotspots in the region; iii) data and analysis supplied by the sub-regional observatories for sustainable development in Tunisia will increase accuracy of the environmental assessments and increase demand for more specific local environmental data.

3.4 Justification of Overall Outcome Rating

Rating: Moderately Satisfactory

75. The project overall outcome rating against its objectives is assessed as Moderately Satisfactory: (i) the GEO was relevant at project design, throughout project implementation and continues to remain relevant now (Substantial); relevance of project design and implementation is rated as Substantial, (ii) Two objectives were substantially achieved and rated Substantial, while the third is rated Modest; and (iii) its efficiency is rated Substantial.⁴⁷

76. The environmental issues in the region continue to be a major threat to the sustainable development of the Mediterranean. Climate change will exacerbate the environmental degradation. While taking collective actions to manage transboundary issues and to ensure sustainability of the environmental interventions, countries need to continue the process of fostering environmental issues and risks mitigation in the development policies and strategies, enhance capacity, collect and share knowledge across the region. All key activities financed by GEF grant were delivered and the outputs and outcomes are in line with or beyond the original targets. In particular, project activities informed at least seven policies and promoted environmental issues in these policies.

77. In addition, project results were achieved in a cost-effective manner; substantial outcomes were achieved with relatively low funding for a project of this scale.

3.5 Overarching Themes, Other Outcomes and Impacts

(a) Poverty Impacts, Gender Aspects, and Social Development

78. There are no explicit poverty or gender related objectives at the time of project design, and relevant data were not collected throughout the project implementation. At the same time during the second restructuring the gender indicator was introduced and the target number on female participants was achieved.

(b) Institutional Change/Strengthening

79. Studies developed with the project support, and 39 trainings conducted under the project, aimed to improve capacity in the countries and on regional and national levels. As a result of Project implementation, capacity of beneficiaries was built and improved, in the key environmental agencies as well as in other relevant ministries, NGO, and private sector entities. Morocco EEAA staff knowledge and command of national legislation and procedures regarding environmental assessments and inspection improved. In Lebanon knowledge and command of public consultations, SEA, and EIA information system improved for ministerial staff. In West Bank and Gaza, the project strengthened capacity of Environmental Quality Agency and relevant stakeholders involved in the implementation of the pollution. In Morocco and Tunisia the project's participatory planning tool contributed to the involvement of the local stakeholders in the environmental dialogue and management.

(c) Other Unintended Outcomes and Impacts (*positive or negative, if any*)

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops

80. A Project Completion Workshop was held in Antibes, France from September 29-30, 2015, with 27 relevant stakeholders participating. The purpose of the workshop was to (i) disseminate the results of the project, (ii) present knowledge generated and lessons learned, and (iii) discuss the way forward with the recommendations. The program of the seminar was organized around the following themes:

- Overall presentation of the project: project design, governance, structure, components, work axes.
- The project's activities and relevant results (outputs-outcomes-impacts).
- Regional relevance and impact of the project with regards to its capacity to foster the integration of environmental issues into sectoral and development policies of the beneficiaries.
- The project within its regional context and linkages with other initiatives.
- The way forward/ follow-up actions

81. The presentations made by the country representatives were well received by the participants and the participating countries were pleased with the achievements made by the project which filled gaps in national environmental policies. The Completion Workshop offered opportunities for knowledge exchange with other related World Bank projects and relevant initiatives in the Mediterranean such as Regional Coordination on Improved Water Resources Management and Capacity Building Program and Ecosystem Approach (EcAp).

4. Assessment of Risk to Development Outcome

Rating: Moderate

82. The risk to development outcomes is rated as Moderate. The project outputs and outcomes are considered sustainable both in the short and long-run, in the context of existing regional strategies for sustainable development and cooperation.

83. Demand-driven approach in identification of the project interventions contributed to the overall sustainability. Strong linkages of the project activities with the existing national priorities and policies ensured sustainability of the project results and outcomes during implementation and after closure.

84. Moderate risks exist due to the overall political environment in the region, however if strong government commitment to mainstreaming environment in the sectoral policies continues, the outcomes of the project will be sustainable, as demonstrated in client countries.

85. Implementation of this project by Plan Bleu reduced some of the risks to DO, including risk to continuous knowledge sharing of the project results. The Plan Bleu website hosts REGOKO website, and will continue providing this support in future, as it is one of the domains of Plan Bleu activities. Plan Bleu is one of the active NGOs in the region, directly involved in the consultation process for the review of the Mediterranean Strategy for Sustainable Development (MSSD). Emphasis of MSSD is placed on the importance of environmental management of integrated territorial planning under a system of shared responsibility. This requires development of the network and dialogue between actors, the dissemination of knowledge and training on efficient management practices. In addition, it stressed the importance of the regional and sub-regional cooperation between Mediterranean countries, particularly through the development of more efficient and rational channels of participation and working procedures.

5. Assessment of Bank and Borrower Performance

5.1 Bank

(a) Bank Performance in Ensuring Quality at Entry

86. **Rating: Moderately Satisfactory.** The project had good analytical basis provided by TDA and existing SAPs and a strategic rationale, and being designed in the context of the existing Sustainable MED Program. Current regional strategies, such as MSSD, SAP, and MAP called for the governance and knowledge management as important elements of the sustainability. For GEF, the Bank was best suited among other agencies to implement this project, as carrying the strong convening power in the region. The aspects in ensuring quality at entry were as follows:

- The project was built upon the research, findings, and achievements of predecessor projects, including METAP, Sustainable MED; and linked to existing analysis and regional strategies, including GEF.
- A combination of demand –driven approach for identification of the activities, and selection of the independent regional NGO with over 30 years of experience to

implement this project, ensured regional focus and at the same time the focus on national priorities.

- Bank inputs and processes were implemented satisfactorily, as were the technical and financial analyses under the technical, financial and economic aspects. Preparation of the PIM to be approved by the World Bank, with the inclusion of the procurement and financial management specialists; trainings for the design on the appropriate fiduciary support systems were sought to mitigate a risk of Plan Bleu not having experience specifically in implementing WB projects.
- The project initially capitalized on beneficiaries which had stronger commitment to environmental issues (Morocco, Tunisia, and Lebanon);
- Defining internal operational procedures to guarantee the coordination between the project and the Program, and monitoring of the Program progress was proposed to address risk of partial linkage of the achievement of the project GEO to the success of the Sustainable MED Program.

87. At the same time, a few shortcomings were identified, as follows:

- Stronger GEO and Results Framework should have been formulated.
- M&E design as a result of flexible approach was based on non-specific indicators, and the RF had one indicator to measure progress towards GEO. While flexibility of the design allowed for maximum participation of beneficiaries, more specific set of interventions should have been developed at the appraisal stage to avoid delays during implementation.

(b) Quality of Supervision

88. **Rating: Moderately Satisfactory.** Bank supervision performance rating is based on comments/responses and interview with the Government, beneficiaries, and development partners. Bank support to project implementation was one of the major reasons for the success of the project. Initially the Bank team was located in the region, and later, one year after project appraisal, the TTL was based in Washington DC. In addition to the regular missions in the region, the TTL communicated with the PMT and PSC using online communications tools to resolve procurement, financial management, environmental and technical issues on the ground in a timely manner.

89. During the MTR mission, the Bank provided a comprehensive assessment of the project implementation progress, quality of procurement, FM, and M&E, and provided detailed advice, addressing issues in:

- procurement delays (which also affected disbursement rates),
- issue of safeguard category for EIA and SEA activities, bringing on board the Bank Safeguards Specialist to provide guidance,
- review and proposals for improving M&E.

90. Through the review and no objection of all Terms of Reference, the project Task Team provided technical inputs in order to facilitate the achievement of high quality products. In

addition, the project Task Team remained available to act as peer reviewer at Plan Bleu's request.

(c) Justification of Rating for Overall Bank Performance

91. Rating: Moderately Satisfactory. The Bank provided quality support at entry and during implementation and worked with counterparts in a highly collegiate manner during project preparation and implementation to achieve the outcomes. The counterparts greatly appreciated the respect shown to local and national authorities' insights and the flexibility with which requests for amendments in implementation were treated. The team mobilized technical support when needed, requested and facilitated communication with the relevant teams in the region. In addition, the team facilitated coordination with the existing Bank projects in the region, including LEPAP and Regional Coordination on Improved Water Resources Management and Capacity Building Program

5.2 Borrower

(a) Government Performance. Rating: Moderately Satisfactory.

92. National level governments contributed significantly to project preparation and implementation mainly via participation of the GEF National Focal Point as a member of the PSC, and in selection and coordination of the activities at the national level. Involvement of the NFPs was beneficial to the project in terms of regional cooperation – almost all of the NFPs were active contributors and participants of other regional level initiatives and strategies (for example, MSSD and Horizon 2020). All of the activities selected for implementation either contributed to the existing needs, or responded to the demand from the countries. During project implementation central, county and community governments facilitated and participated in project activities. At the same time, the degree of responsiveness from beneficiaries sometimes varied due to political situation in the region.

(b) Implementing Agency or Agencies Performance. Rating: Moderately Satisfactory

93. The Plan Bleu overall ensured quality of implementation, and complied with agreements, toward the achievement of development outcomes:

- During project preparation (to extent possible) and implementation the implementing agency worked closely with the beneficiaries by facilitating the regular PSC meetings, and communicating with NFP directly.
- The PMT was fully staffed and trained adequately before project became effective, and the structure remained unchanged during project implementation. Scheduling Bank supervision meetings with the sessions of the PCS in order to keep the Bank operational Team informed about the issues and concerns of Beneficiaries was also instrumental.

- Fiduciary management was implemented satisfactory. The PMT cooperated closely with the World Bank team and was able to acquire the needed expertise to carry out all procurement related to the project. Subsequent procurement reviews by the Bank proved that procurement by the PMT took place according to World Bank guidelines.
- M&E arrangements, though had shortcomings, were adequate. Key indicators in the revised M&E framework were used to gauge the level of achievement of project goals and resource allocation.

(c) Justification of Rating for Overall Borrower Performance

Based on the discussion above the overall Borrower performance is rated **Moderately Satisfactory**.

6. Lessons Learned

94. Some of the key lessons learned are as follows:

- The project was conceived to contribute to the overarching Program objectives of Sustainable MED. The link with the Program was weakened especially since the idea of a permanent Sustainable MED Regional Knowledge Center did not materialize. In order to sustain regional projects, a strategic approach should be put in place from the onset that aims at anchoring the work in a regional institution.
- In the countries where involvement of beneficiaries in the definition of the terms of reference and the review of deliverables have been maximized, the outputs and outcomes were fully achieved and went beyond the project objective. It was beneficial to establish operational country focus groups for each activity in order to allow for adequate follow-up of the activities' implementation (Lebanon). In order to maintain participation of governments, one of the recommendations by the Implementing agency was also to mobilize and secure in-kind co-financing from the beneficiaries.
- Selectivity and prioritizing. For the projects of relatively small size and implemented in the large geographic area, it is important to focus on specific outcomes and set of activities. While the list of REGOKO outputs is very impressive, the delivery effort and outcomes need to be weighed.
- Flexibility of the project design has pros and cons: it allows for better alignment to the needs of beneficiaries but tends to weaken a results framework. For a project of this size, and in the context of a larger program, it is important to identify all interventions ahead of time by setting up the PSC and defining specific framework before project become effective. M&E design of the knowledge and learning activities should be crafted to consider the progress to achieve project desired outcomes.
- Consider the timeline when proceeding with restructuring. Almost halfway through Project implementation, Egypt and West Bank and Gaza became beneficiaries via a lengthy restructuring. West Bank and Gaza had submitted the endorsement letter

in February 2012 and Egypt - in October 2012. However, the restructuring was only effective in April 2013. While the design of this Project allowed for “new” countries to join the project, the actual process of adding new participants affected implementation of existing activities.

- Capacity building and knowledge generation/management interventions tend to yield benefits in the long run. A six months window for evaluation of results can only capture part of the impact.
- A survey of beneficiaries is beneficial in the capacity building and knowledge management operations to better assess the impact.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

(a) Borrower/implementing agencies

95. The project PMT and Plan Bleu prepared a draft Project Completion Report (January 28, 2016). The report provided an assessment of the project design, outputs and achievement of outcomes, with the positive satisfactory feedback about the project results. As the report noted, the project achieved all indicators. Details are provided in Annex7.

(b) Cofinanciers

96. Cofinancing for the amount US\$0.7 million was provided from the following agencies:

- The Marseille Center for Mediterranean Integration (CMI) with in-kind contribution of about US\$90,000 (conference room, equipment and logistics);
- The French Development Agency (AFD) with US\$200,000 in-kind contribution in staff working time and mission costs;
- The European Investment Bank (EIB) with US\$30,000 of in-kind contribution in staff working time and mission costs;
- The French Ministry of Ecology, Sustainable Development and Energy with US\$ 80,000; in-kind contribution in staff working time and mission costs;
- Plan Bleu provided in-kind contribution of US\$300,000, in staff working time and contribution,

(c) Other partners and stakeholders

(e.g. NGOs/private sector/civil society)

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in USD Million equivalent)

Components	Appraisal Estimate (USD millions)	Actual/Latest Estimate (USD millions)	Percentage of Appraisal %
Component 1 – Governance	1.50	1.31	87.3
Component 2 - Knowledge generation	1.26	0.87	69.0
Component 3 - Project Coordination and Management	0.24	0.27	112.5
Total Baseline Cost	3.00	2.45	81.6
Physical Contingencies	0.00		
Price Contingencies	0.00		
Total Project Costs	3.00	2.45	81.67
Project Preparation Facility (PPF)	0.00		
Front-end fee IBRD	0.00		
Total Financing Required	3.00	2.45	81.67

(b) Financing

Source of Funds	Type of Cofinancing	Appraisal Estimate (USD millions)	Actual/Latest Estimate (USD millions)	Percentage of Appraisal
Plan Bleu pour l'Environnement et le Développement en Méditerranée	In-kind	0.30	0.30	100
Global Environment Facility (GEF)	cash	3.00	2.57	85.6
Agence pour le Développement Francaise (AFD); European Investment Bank (EIB); Marseille Center for Mediterranean Integration (CMI); French Ministry of Ecology, Sustainable Development, Transport and Housing	In-kind	0.41	0.41	100
Total		3.71	3.28	88.4

Annex 2. Outputs by Component

1. List of the project outputs is provided after the description of outputs by components in Table A.1.

2. Component 1. Governance.

2. Sustainable Development Observatories and Indicators (Morocco and Tunisia)

Under this activity the project achieved the following:

- Development of partnerships with stakeholders for the establishment and development of an information exchange platform between the partners at local, national and regional level through the assistance of the Moroccan Regional Observatories of the Environment and Sustainable Development (OREDD);
- Analysis and suggestion of improvements of the operating procedures of the Moroccan OREDD by a thorough identification of measures and tools;
- Strengthening of the institutional and organizational development of OTEDD in Tunisia at the central and regional levels through the analysis of the operating procedures of OTEDD and the identification of managerial measures;

3. The project proposed measures to strengthen institutional development at OTEDD and proposed to develop regional observatories in Tunisia, based on the similar experience in Morocco where regional (local) observatories were established earlier. A workshop was conducted as a part of this activity for the discussion of outcomes, and one of the findings was that the project contributed to the development of the environmental law in both countries: “la loi cadre portant sur la charte nationale de l’Environnement et du Développement Durable” in Morocco, and the draft decree on institutionalizing OTEDD in Tunisia.

Analysis of EIA systems (Morocco).

4. The EIA systems of two regions (Oriental and Taza-Al Hoceima-Taounate) were evaluated, and contributed to the analysis of the EIA practice in the country. The project facilitated workshops sessions for the representatives of the two target regions. As a result, an action plan was developed - which subsequently received the endorsement of the Ministry of Environment - “for the improvement of new Environmental Assessment instruments, and supporting the EIA 12-03 Law reviewing including SEA institutionalization process”. Among key achievements of this interventions were:

- Improvement of the EIA system procedures;
- strengthening of the implementation process and institutionalization of new environmental assessment methods;
- Capacity building of the stakeholders.

Regional Prosecutors Network Maritime Pollution.

5. The project proposed to create and develop a network of prosecutors and investigators to bring together representatives of different administrative and judicial authorities responsible for the prevention and sanction of voluntary marine pollution in the Mediterranean. As a result, the project established network MENELAS, which aimed at improving the understanding and cooperation between its members in the different stages of the enforcement process, i.e. detection, investigation and prosecution of possible violations. Participants were not only limited to Project-beneficiary countries, but rather the whole Mediterranean Region. An Internet-based tool was created to serve the emerging network. MENELAS has subsequently been integrated to the MAP Program of work.

6. The project identified the following steps in order to ensure sustainability of the MENELAS: harmonize procedures, draft studies, manuals or reviews, strengthen cooperation with the European Maritime Safety Agency (EMSA) and existing networks, explore sources of sustainable financial and technical support.

Hotspots, Survey and Mapping (West Bank and Gaza)

7. The main goal of this activity was to strengthen the knowledge about pollution emissions from industries and provide public access to the information on industrial pollution.

The project supported the development of a manual for environmental inspection, manual for EIA procedures for investors, manual for preparing EIA studies. The manual includes drafting of suitable regulations to manage pollutant releases, planning of suitable and relevant actions to address pollution concerns and scenarios to develop mitigation plans

8. This intervention led to the following outputs:

- survey of about 600 industrial facilities all over the West Bank, across 31 industrial sectors (mainly food product manufactures and manufactures of “other” non-metallic mineral products) resulted in the identification and mapping of pollution hotspots to be easily used by decision makers. Facilities ranged in size from 20 to over 500 employees;
- training for EQA staff and other sector stakeholders took place to raise awareness on these issues;
- a database was developed and shared online to increase transparency.

9. Recommendations were developed to ensure sustainability of the intervention:

- from the database of 1000 industries, identify 50 to 100 industries for the assessment;
- develop a robust, quality assured monitoring program for emissions assessment;
- compare the monitored data against the detailed estimates method used in this study;
- undertake simple modeling to assess the impacts of the emissions on sensitive receptors within the community;
- develop a national program for data reporting by industry.

Strategic Environmental Planning (Egypt)

10. The project contributed to the process of update of the National Environmental Strategy by:

- Development of a strategic framework for mainstreaming and addressing major environmental issues in five key development sectors in Egypt: water, agriculture, energy, sustainable communities, and solid waste;
- Support for the Government of Egypt in the initiation of the revision of the National Environment Strategy and Action Plan for the period 2017-2022;
- Review of the current status of environment as well as sectoral and cross-sectoral environmental strategies and plans in Egypt (for key sectors);
- Assistance to the Egyptian Environmental Affairs Agency in the preparation of a cross-cutting Environmental Strategic Planning process through inter-institutional policy dialogue and multi-stakeholder consultations;
- Conducting a gap analysis and definition of strategic directions for future environmental actions;
- Adoption of a two-year roadmap to serve as basis for the revision of the national environmental strategy.

Participation at the Green Growth Conference and Workshop

11. Through this activity, the project contributed to the introduction of the concept of green economy in the agenda of the beneficiary countries. Participants of the beneficiaries participated in a conference “Towards Green Economy in the Mediterranean Region: Environment as an opportunity for jobs creation and growth”, held in Marseille in 2012. The project facilitated a workshop on “Green economy, governance and knowledge” immediately after the conference to discuss the outcomes of the conference.

Environmental Audits (Lebanon, West Bank and Gaza)

12. To support the Lebanese Ministry of Environment in implementing the Lebanon Environmental Pollution Abatement Program (LEPAP), the project financed 23 environmental audits (EAs). The activity comprised three work packages:

Work package 1: Analysis of the environmental status of 11 industrial facilities and verification of their compliance with all Lebanese environmental regulations through i) developing and updating Environmental Audits (EA), and ii) preparing an Environment Management Plan (EMP) and a Compliance Action Plan (CAP) as part of the EA report for these industries;

Work package 2: Analysis of the environmental status of another 10 industrial facilities and verification of their compliance with all Lebanese environmental regulations;

Work package 3: Preparation of Environmental and Social Impact Assessments for another two industrial enterprises in Lebanon.

13. **In West Bank and Gaza**, the specific results included:

- Environmental audits made for 20 companies in stone and marble industry in West Bank;

- Environmental management and compliance action plans developed for the selected industries, defining the best measures and technologies for abating typical pollution stemming from extractive industries: noise, fugitive dust, ground vibration if blasting is part of the operation, mineralized waste waters, interception of ground waters and traffic congestion;
- Detailed technical and financial designs prepared for the required pollution abatement technologies/equipment;
- Bankable proposals for the most priority abatement projects prepared and EQA's fundraising efforts supported with the international donor community active in West Bank;
- Institutional and technical capacities reinforced through guidelines and trainings on environmental auditing and compliance planning;
- Sustainable domestic incentive mechanism elaborated to support private investments in pollution reduction technologies.

14. This activity facilitated donors' participation: JICA and USAID are considering funding some of the identified pollution abatement measures to further elaborate from the project initial achievements.

SEA new National Water Sector Strategy (Lebanon)

15. This SEA was requested by and prepared for the Ministry of Energy and Water. As early as 2012, this Ministry had envisioned to conduct a SEA for the roadmap elaborated in 2010, which aims to improve water resources management in Lebanon. The strategy presents a detailed roadmap for improving water conditions and service delivery through a dozen initiatives including seven infrastructure initiatives that are estimated at approximately US\$ 7 billion.

16. The SEA identified twelve pressing issues including climate change adaptation, water-poverty nexus, etc. The SEA approach was then tested through practical applications.

Participation Activity (Morocco and Tunisia)

17. Main results under this activity included:

- Participative multi-actor workshops. They were implemented in order to strengthen capacities of local actors (local communities, private companies, NGOs, researchers, and universities) in participatory approach practices for the promotion of local development and territorial governance applied to strategic spatial planning of pilot sites;
- Technical assistance and practical application of the workshops' results. Drafting of (i) a methodological guidebook (including methodological sheets and practical tools), and (ii) a good practice manual.

18. Six pilot sites were chosen for this activity: the Bay of Monastir, Ghar El Meh, Cap Negro Cap Serrat in Tunisia and Oued Laou, Moulouya and Boudinar in Morocco. While all the process was realized in Tunisia, the three Moroccan sites had access to the

preliminary and preparatory steps. Thus seven workshops were held, six for the Tunisian sites and one final workshop.

Component 2. Knowledge Generation

Socio-Economic Evaluation of Maritime Activities

19. This evaluation was launched to support implementation of the Ecosystem Approach (EcAp) for the management of human activities. The evaluation was organized around four national missions and one regional mission. The key assessed sectors included: fishing and marine aquaculture, maritime transport, cruising and pleasure boating, coastal tourism, energy production, extraction of marine resources, off-shore oil and gas industry, submarine telecommunication and electric cables. Workshops were organized to present the study and its preliminary results: two in Egypt, Morocco and Tunisia, one in Lebanon and one regional.

20. The project prepared National assessment reports for Egypt, Lebanon, Morocco, and Tunisia. In addition, the project published a comparative synthesis report based on the results of the three national analyses, “describing the present situation and the perspectives of Mediterranean maritime economic activities with regard to their socio-economic and environmental characteristics”.

Regional Training and Guide on EA

21. The project facilitated two trainings: i) Regional workshop on ESA (English-speaking): "Managing the environmental and social assessments of projects, plans, programs and policies in the Mediterranean" (Jounieh, Lebanon), and ii) Regional workshop on ESA (French-speaking): “La gestion des évaluations environnementales et sociales de projets, plans, programmes et politiques de développement en Méditerranée” (Gammarth, Tunisia).

22. As a part of this activity, a guidebook on ESA was drafted and translated into Arabic, English, and French. This four-day SEA/EIA training was followed by the three-day Capacity Building for Cost Assessment of Environmental Degradation workshop, which objective was “to strengthen the capacity of the participants interested in the economic valuation of environmental degradation”.

Training on EA and Environmental Inspection (Egypt)

23. Trainings on Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) methods and procedures were delivered to the staff of the Egyptian Environmental Affairs Agency (EEAA) department for environmental impact assessments and its regional branch offices. Over four days, around 40 attendees were introduced and familiarized to the concept of Strategic Environmental Assessment (SEA).

Environmental Map (Tunisia)

24. This activity was initiated by the Ministry of Environment before the project begun. The Tunisian Observatory for Environment and Sustainable Development (OTEDD) had already started data collection with its Geographic Information System unit and had published in 2007 the first map including environmental infrastructure.

25. The work done on the environmental map spread over nine months from September 2014 to June 2015. Data were gathered for the following sectors: water resources, energy, transportation, urban affairs, rural affairs, coastal management, sustainable development, population, and socio-economic data. The project completed a design study of the Environmental GIS tailored to the national needs, before the full development of the system and release online. The main result of this intervention was national geographic information system on the environment, a web-based map, which allows access to all the data generated by different institutions active in the environmental field. The follow-up issues include: i) maintenance of the online GIS and hire of the relevant personnel; and ii) setting-up of a committee to supervise the update of information on the website.

Project website

26. The project dedicated website was established one year after Project effectiveness. It published major reports and studies generated by the project (<http://REGOKO.planbleu.org/en>)

List of Trainings financed by the project⁴⁸

Out of 39 Trainings that took place and that have been evaluated, 32 have been rated “Effective”.

Effective Trainings included:

1. May 27th-30th, 2013: Regional Training on Environmental and Social Assessments, Gammarth (Tunisia), French-speaking workshop;
2. March 5th, 2014: Launch workshop of the activity “Socio-economic evaluation of maritime activities (regional activity)” at the national level in Tunisia - rated effective;
3. March 13th, 2014: Launch workshop of the activity “Socio-economic evaluation of maritime activities (regional activity)” at the national level in Morocco - rated effective;
4. April 2nd - 4th, 2014: Participatory workshop in “Baie de Monastir”, Tunisia;
5. April 23th – 24th, 2014: Participatory workshop in “Ghar el Mhel”, Tunisia;
6. April 28th – 29th, 2014: Participatory workshop in “Cap Negro-Cap Serrat”, Tunisia;
7. June 4th and 5th, 2014: Regional workshop of the activity “Socio-economic evaluation of maritime activities (regional activity)” in Sophia Antipolis
8. June 10th – 11th, 2014: Second participatory workshop in “Baie de Monastir”, Tunisia;
9. June 16th – 17th, 2014: Second participatory workshop in “Cap Negro-Cap Serrat”, Tunisia;

⁴⁸ As provided by PMT

10. October 2nd, 2014: Training workshop on public consultation as part of the activity “Assessment of the system of environmental impact studies” in Morocco;
11. October 13th to 17th, 2014: Training workshop on the national information system for environmental impact assessments as part of the activity “Assessment of the system of environmental impact studies” in Morocco;
12. November 12th to 14th, 2014: National training workshop on new types of environmental assessments (SEA, ESIA, ...) as part of the activity “Assessment of the system of environmental impact studies” in Morocco; and
13. November 13th, 2014: Results workshop in Tunisia for the activity “socio-economic assessment of maritime activities”, Tunis (Tunisia)
14. January 12th, 2015: National workshop of the activity “Socio-economic evaluation of maritime activities (regional activity)” in Cairo, Egypt
15. January 19-20th, 2015: National Training on EMP/CAP in West Bank and Gaza
16. February 2nd: National Training on Observatories and indicators of environment and sustainable development in Tunis
17. April 7th, 2015: Local Training on Observatories and indicators of environment and sustainable development in Medenine, Tunisia
18. April 13th, 2015: Local Training on Observatories and indicators of environment and sustainable development in Jendouba, Tunisia
19. April 16th-18th, 2015: Regional Training on Observatories and indicators of environment and sustainable development in Marrakech, Morocco
20. June 10-13th, 2015: Regional Training on the cost of environmental degradation in Cairo, Egypt
21. National Training on environmental impact assessments in Cairo, Egypt: June 14th-17th, 2015
22. National Training on environmental inspection in Cairo, Egypt: June 14th-17th, 2015
23. July 5th, 2015: Consultation workshop on agriculture as part of the activity “Towards an update of Egypt’s National Environment Strategy”
24. July 7th, 2015: Consultation workshop on biodiversity as part of the activity “Towards an update of Egypt’s National Environment Strategy”
25. August 9th, 2015: 2nd consultation workshop on biodiversity as part of the activity “Towards an update of Egypt’s National Environment Strategy”
26. August 13th, 2015: 2nd consultation workshop on sustainable communities as part of the activity “Towards an update of Egypt’s National Environment Strategy”:
27. August 17th, 2015: 2nd consultation workshop on solid waste as part of the activity “Towards an update of Egypt’s National Environment Strategy”:
28. August 19th, 2015: 2nd consultation workshop on energy as part of the activity “Towards an update of Egypt’s National Environment Strategy”:
29. August 24th, 2015: 2nd consultation workshop on agriculture as part of the activity “Towards an update of Egypt’s National Environment Strategy”
30. Final seminar of the activity “Participation of local actors in environmental management” in Tunis: September 21st, 2015
31. Final REGOKO results seminar in Juan les Pins, France: September 29-30th, 2015
32. Final seminar of the activity “Towards an update of Egypt’s environmental strategy” in Cairo, Egypt: October 26th, 2015

Trainings that have been rated non-effective were:

1. May 24th, 2012: Workshop on green economy, Marseille;
2. April 15th-18th, 2013: Regional Training on Environmental and Social Assessments, Jounieh (Lebanon), English-speaking workshop;
3. June 25th-26th, 2013: Meeting for the Establishment of a Network of Law Enforcement Officials relating to MARPOL in the Mediterranean Sea (MENELAS), Palma de Mallorca, (Spain);
4. June 12th, 2014: Second participatory workshop in “Ghar el Mhel”, Tunisia;
5. November 11th, 2014: Results workshop in Lebanon for the activity “socio-economic assessment of maritime activities”, Beirut (Lebanon); and
6. November 14th, 2014: Results workshop in Morocco for the activity “socio-economic assessment of maritime activities”, Rabat (Morocco).
7. March 25th, 2015: Training on Environmental auditing procedure in West Bank and Gaza

List of Studies implemented by the project

- i. Set of 11 audit reports as part of the activity “supporting industrial pollution abatement in Lebanon”
- ii. Set of 2 ESIA studies of industrial facilities in Lebanon
- iii. Set of 2 major reports under the activity “analysis of the environmental impact study system in Morocco”: Analysis report, report on the development of new environmental assessment tools on Morocco
- iv. Set of 4 national reports under the activity “Socio-economic assessment of maritime activities” for Egypt, Lebanon, Morocco, Tunisia
- v. Guidebook on environmental and social assessments (English, French and Arabic versions)
- vi. Strategic Environmental assessment (SEA) of the New Water Sector Strategy for Lebanon
- vii. Set of 3 major reports under the activity “mapping and inventory of industrial pollution sources in Palestine”: Industrial pollution loads report; policy and technical guidelines for monitoring and reporting pollutant releases and transfers; field survey report
- viii. Set of 3 major reports under the activity “supporting industrial pollution abatement in Palestine”: Technical guide for rapid environmental assessments, environmental management plans and compliance action plans (English and Arabic version); set of 20 audit reports including environmental management plans and compliance action plans and design of 20 priority pollution abatement projects (English and Arabic versions); and report on the identification of a sustainable policy and financial mechanism to promote industrial pollution abatement in the West Bank
- ix. Guidebook and best practice manual as part of the activity “participation of local actors in environmental management in Morocco and Tunisia”
- x. Set of reports as part of the activity “Indicators and observatories of the environment and sustainable development in Morocco and Tunisia”: Analysis of the current information system and environmental accounting in Morocco and Tunisia, action plan for

strengthening the information system on the environment and sustainable development in Tunisia

xi. Final report of the activity “toward an update of Egypt’s environmental strategy”

xii. Final report of the REGOKO Project

List of web-based platforms established

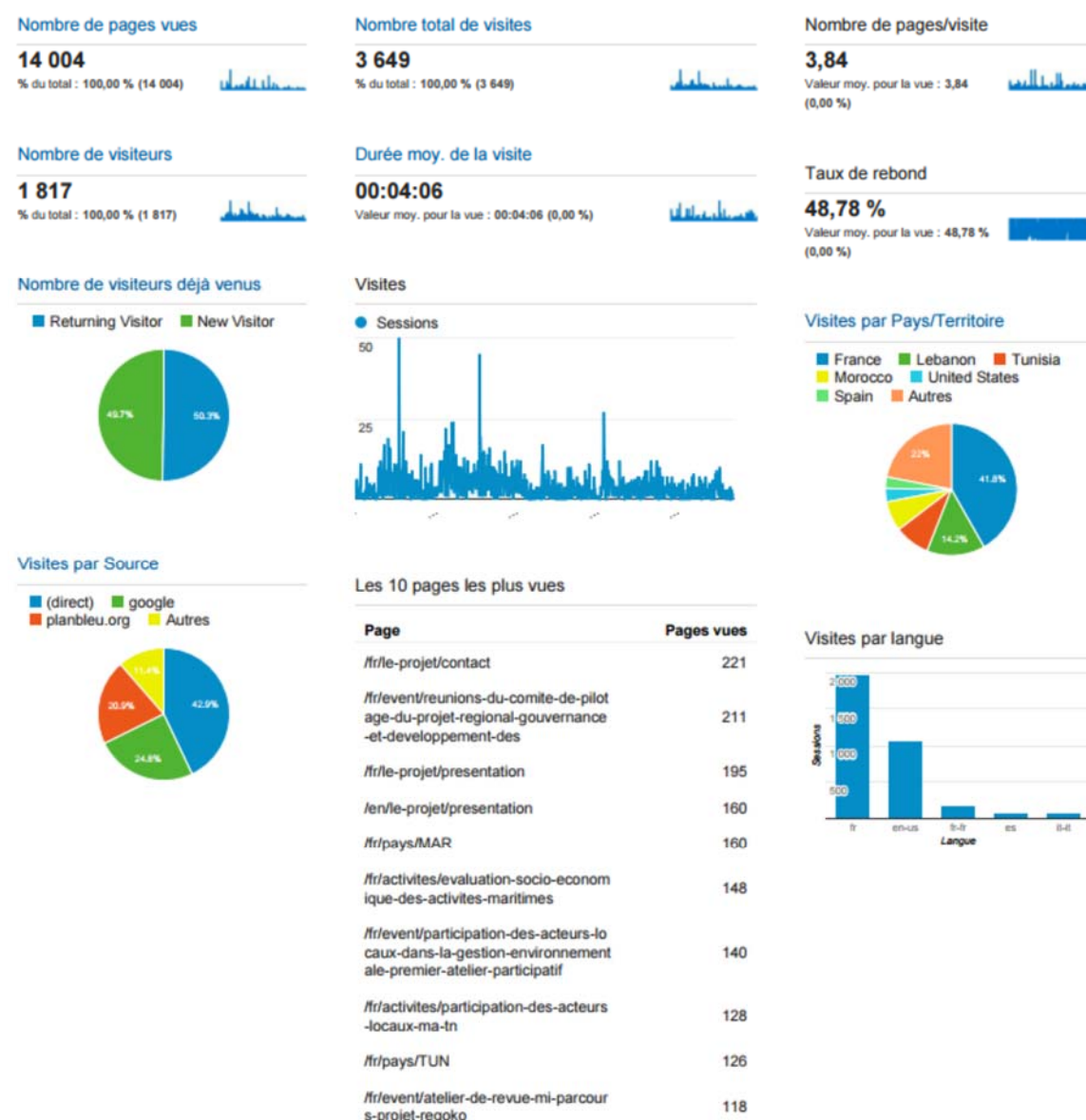
i. MENELAS website

ii. Environmental map platform Tunisia

iii. Observatories platform Morocco

iv. Palestine industrial pollution mapping platform

Figure A.2.1: REGOKO Project Website Statistics, July 2013 – October 2015



Annex 3. Economic and Financial Analysis
(NA)

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Tracy Hart	Senior Environmental Specialist	GEN05	Team Member
Guillaume Meyssonier	Jr Professional Officer	MNSEE - HIS	Team Member
Gilles Georges Jean Leon Pipien	Senior Environmental Specialis	MNSEE - HIS	Team Member
Gabriella Izzi	Senior Agricultural Specialist	GFA05	Task Team Leader
Jean Charles de Daruvar	Senior Counsel	LEGAM	Lawyer
Salenna W. Prince	Operations Officer	GWAGS	Team Member
Sergio Margulis	Sustainable MED Program Coordinator		Team Member
Ghada Youness	Senior Counsel		Lawyer
Anjum Rosha	Legal Associate		Team Assistant
Hassine Hedda	Finance Officer		Loan Officer
Aissatou Diallo	Senior Finance Officer	WFALA	Financial Management
Velayutham Vijayaverl	Senior Procurement Specialist		Procurement
Salim Benouniche	Lead Procurement Specialist		Procurement
Lamyae Hanafi Benzakour	Consultant	GGO23	Team Member
Anas Abou El Mikias	Consultant	GGODR	Team Member
Supervision/ICR			
Nathalie Abu Atta	Consultant		Task Team Leader
Suiko Yoshijima	Environmental Specialist	GEN05	Task Team Leader
Laila Moudden	Financial Management Analyst	GGO23	Financial Management
Mehdi El Batti	Financial Management Analyst	GGO23	Financial Management
Lina Fares	Senior Procurement Specialist	GGO05	Procurement
Khaled Mohamed Ben Brahim	Finance Analyst	WFALA	Loan Officer
Georges Tony Abou Rjaily	Finance Analyst	WFALA	Loan Officer
Marie A F How Yew Kin	Language Program Assistant	GEN05	Team member

(b) Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
FY10		56.38
FY11		497.50
FY12		72.71
Total:		626.59
Supervision/ICR		
FY12		12.32
FY13		99.13
FY14		97.08
FY15		35.78
FY16		13.20
Total:		257.51

Annex 5. Beneficiary Survey Results
(NA)

Annex 6. Stakeholder Workshop Report and Results
(NA)

Annex 7. Summary of Borrower's ICR and/or Comments on Draft ICR

Introduction

1. The Implementation Completion Report provides an:

1. Description of the project objectives, design and implementation
2. Assessment of the outcome of the project against the agreed objectives
3. Evaluation of Plan Bleu's own performance during the preparation and implementation of the project and lessons learned
4. Evaluation of the performance of the World Bank and other partners
5. Description of the proposed arrangements for future operation of the project

1. Project objectives, design and implementation

The Regional – governance and knowledge generation project (REGOKO) aims at fostering the integration of environmental issues into sectoral and development policies of the Beneficiaries, through the production of innovative knowledge on environmental issues, with specific reference to water related topics (freshwater, coastal, and marine resources), and the organization of Trainings during which this knowledge is used to strengthen the capacity of key stakeholders at a local, national, and regional level.

The REGOKO Beneficiaries are Egypt, Lebanon, Morocco, West Bank and Gaza and Tunisia, whereas Lebanon, Morocco and Tunisia have been Beneficiaries since the beginning of the project and Egypt and West Bank and Gaza joined in March 2013 through a restructuring process. Algeria, Libya and Syria were also eligible to become Beneficiaries, but they did not express their interest through endorsement letters and thus did not join the project.

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

Component 1 aimed to promote dialogue, coordination, integration, and synergy among local, national, and regional stakeholders on environmental issues. It provided Training to the relevant stakeholders and carrying out of Studies for: (i) the review of the environmental management systems of the Beneficiaries; (ii) the review of the environmental issues at the sectoral and macroeconomic levels of the Beneficiaries; (iii) the promotion of private sector participation in environmental management; (iv) the involvement of local stakeholders in the environmental dialogue in the Beneficiaries; and (v) the regional environmental integration.

Component 2 aimed to produce innovative knowledge on environmental issues. It provided Training to the relevant stakeholders and carrying out of Studies for: (i) the preparation of knowledge products for the Beneficiaries on the various aspects of environmental vulnerability pertaining to the most relevant economic sectors and most critical locations at local, national and regional levels; and (ii) the dissemination activities for the Beneficiaries for the knowledge products produced, and the establishment of Project website.

Component 3 supported the implementation of the project by Plan Bleu, through the financing of Incremental Operating Costs associated with Project coordination and management and the carrying out of the audits for the project.

The REGOKO has been designed to be a demand-driven project. It has been conceived to offer a maximum of flexibility to the project Steering Committee with regards to the identification of activities to be carried out under the project. This leaves room for the Beneficiaries to take strong ownership of the project and to orient the project according to a common vision of the Beneficiaries. The first Project Steering Committee meeting, which took place in January 2012, has allowed identifying several strategic and priority themes and orientations around which the project's Beneficiaries intended to implement activities which articulate with national and regional priorities. In this context, the project Steering Committee has asked Plan Bleu to establish a programmatic framework which develops these orientations and expresses the Beneficiaries' common vision of the project..

Project Framework

Four main work axes and one cross-cutting principle of action have been identified, around which the activities selected for the Regional – Governance and Knowledge generation are articulated. The four work axes are: Observation – Evaluation – Regulation – Participation and the cross-cutting principle of action is Green Economy. The work axes articulate well with the project's components. Figure 1 demonstrates how Project Framework and Work Axes developed by the project team fit in the project overall design.

REGOKO Activities

Around the above described programmatic framework and throughout Project implementation, Beneficiaries have jointly selected 15 national and regional activities to be implemented under the REGOKO. (Table 1).

Figure 1 : The components, the programmatic framework and the activities of the ReGoKo project

COMPONENT	OBSERVATION	EVALUATION		REGULATION		PARTICIPATION	GREEN ECONOMY			non-programmatic	
1 Governance											
1.1 Review of the environmental management systems of the Beneficiaries	SD observatories and indicators (MA+TN)	Analysis of EIA systems (MA)					Strategic environmental planning (EG)				
1.2 Review of the environmental issues at the sectoral and macroeconomic levels of the Beneficiaries			Regional prosecutor's network maritime pollution	Hot Spots, survey and mapping (PS)			Participation at GG conference + GG workshop (regional)				
1.3 Promotion of private sector participation in environmental management		Environmental audits I+II (LB)					Environmental auditing (PS)				
1.4 Involvement of local stakeholders in the environmental dialogue in the Beneficiaries		SEA NWSS (LB)				Participation activity (MA+TN)					
1.5 Regional environmental integration									PSC meetings		
2 Knowledge											
2.1 Preparation of knowledge products for the Beneficiaries on the various aspects of environmental vulnerability		Socio-economic evaluation maritime activities (reg)	Regional Training+ guide on EA				Training on EIA and env. inspection (Egypt)	Capacity building on COED (regional)	Final ReGoKo report (regional)	Activity follow-up support	
2.2 Dissemination activities for Beneficiaries for knowledge products produced, & establishment of the Project www	Environmental map (TN)								Project website	Project Results Seminar (regional)	ToR support

Table 1. List of the REGOKO activities

Activity	Beneficiaries
Training and capacity building on environmental assessments and inspection	Egypt
Towards an update of Egypt's national environmental strategy	Egypt
Strategic Environmental Assessment (SEA) of the New Water Sector Strategy (NSWW)	Lebanon
Supporting industrial pollution abatement in Lebanon I+II	Lebanon
Assessment of the system of environmental impact studies	Morocco
Inventory and Mapping of Industrial Pollution Sources in the West Bank	West Bank and Gaza
Supporting industrial pollution abatement in the stone and marble sector	West Bank and Gaza
Development of a national geographic environmental information system—Environmental map	Tunisia
Observatories and indicators of the environment and sustainable development	Morocco, Tunisia
Participation of local actors in environmental management	Morocco, Tunisia
Socio-economic evaluation of maritime activities	Regional
Mediterranean Network of Law Enforcement Officials relations to MARPOL (MENELAS)	Regional
Participation of the beneficiaries in a regional conference on green growth (Marseille 2012) and related workshop	Regional
Training & guidebook on environmental & social assessments	Regional
Training on COED (Cost of Environmental Degradation)	Regional

Implementation

The project has been implemented by Plan Bleu, where the project Management Team (PMT) has been hosted. The Beneficiaries have been represented in the project Steering Committee. The World Bank carried out the supervision of the project. The PMT has been responsible for the day-to-day implementation of the REGOKO and ensured the functions of Project coordination, communication, financial management, procurement, reporting.

The project Steering Committee, composed by one representative from the environment sector of each of the Beneficiaries, has been responsible for the following activities: (i) identification of activities to be implemented under the project and to be included in the work plan; (ii) facilitation of the communication and access between Plan Bleu and the Beneficiaries; (iii) review of the project Reports; and (iv) review of terms of reference, intermediate and final deliverables of activities carried out under the project.

A Project Implementation Manual (PIM) has been drafted by Plan Bleu at the beginning of the project and approved by the Beneficiaries and the World Bank. The PIM outlines implementation modalities in detail.

2. Assessment of the outcome of the project against the agreed objectives

This report concentrates on the project's results framework and a descriptive analysis of the project's activities, which "tells the story" of the project's success.

3. Evaluation of Plan Bleu's own performance during the preparation and implementation of the project and lessons learned

The REGOKO Project has been prepared largely by the World Bank and the Center for Mediterranean Integration (CMI) with the potential beneficiary countries as part of the Sustainable MED Program. In fact, Plan Bleu, the recipient of the grant on behalf of the beneficiary countries, stepped into the project at a late stage, when the preparation of the project had already been underway for several months. A dedicated team within Plan Bleu, the PMT, took on its functions on a permanent basis on November 2nd, 2011 which is the date of successful negotiations of the grant agreement between Plan Bleu and the World Bank. The grant agreement has then been signed on January 24th, 2012 and the project has been declared effective on March 29th, 2012.

For Plan Bleu Project preparation mainly refers to the period between grant negotiations and the effectiveness date. During this period, Plan Bleu's work focused on the mobilization and training of the project Management Team, the drafting of a Project Implementation Manual, the organization of the project launch event and a first Project Steering Committee meeting as well as on the definition of a first version of the project's logical framework, as requested by the project Steering Committee. Preparation was completed by the setting up of a dedicated account for the project's funds, an access to the World Bank client connection platform for Plan Bleu staff and the legal opinion on the

grant agreement. Overall, these preparatory steps have been completed in a satisfactory way. No major bottlenecks have been identified.

Rather linked to the design of the project than to the way its preparation has been executed by its recipient, two lessons learned are to be highlighted:

1. Selection of activities to be implemented. The process of identifying the project's activities has been designed to be part of the project implementation. Therefore, roughly speaking, the first year of Project implementation was spent collectively identifying and agreeing on the activities to be financed and implemented under the project. While this particular process allowed for regional exchange, coherence and synergies, it also complexified the project and delayed the actual implementation of the selected activities.

2. Beneficiaries joining on a rolling basis. At the effectiveness date, the project's Beneficiaries were Lebanon, Morocco and Tunisia. At that time, Algeria, Egypt, Libya, West Bank and Gaza, and Syria were potential Beneficiaries able to join on a rolling basis by submitting an endorsement letter and subsequent Project restructuring. Almost halfway through Project implementation, Egypt and West Bank and Gaza became Beneficiaries via a lengthy restructuring. West Bank and Gaza had submitted their endorsement letter in February 2012 and Egypt in October 2012. However, the restructuring was only effective in March 2013. While this particular design allowed for "new" countries to join the project, it also delayed the identification and implementation of activities.

With regard to Project implementation, Plan Bleu identified the following lessons learned:

- i. Recruit expert consultants to draft ToR and review deliverables. However, it has to be taken into account that hiring consultants for this type of tasks requires time for processing the procurement of such consultants as well as additional funds. For future projects, Plan Bleu recommends to hire expert consultants to draft terms of reference and review technical deliverables as much as possible in order to allow for a specific definition and close technical follow-up of project activities.
- ii. Maximize country involvement in definition and implementation of activities. The REGOKO experience shows that activities, where country involvement in the definition of terms of reference and the review of deliverables have been maximized, were most successful.
- iii. Allow for a financial mechanism to mobilize Plan Bleu's internal technical expertise. For future projects, if an implementing agency is chosen not only for coordination and management of a project but also for its technical expertise which is expected to be mobilized under a project, then the project should provide for a financial mechanism to cover such technical assistance provided by the implementing agency.
- iv. Review periods responsible for delays. Many of the REGOKO activities experienced delays in their procurement and implementation. These delays were due to extensive and extending review periods from all parties involved. For future projects, Plan Bleu recommends establishing unified and statutory review periods for all parties and all to be reviewed documents, for example a statutory review period of two weeks.

4. Evaluation of the performance of the World Bank and other partners

Throughout Project preparation and implementation, the World Bank has provided support to Plan Bleu. A mid-term review took place on October 8-10, 2013 and supervision missions on November 19-21st, 2012, on March 24-27th, 2014 and on April 28-30th, 2015. Regular support was provided from the financial management specialist, the disbursement specialist and the procurement specialist along with the continuous support of the Task Team Leader. Through the review and no objection of all Terms of Reference, the project Task Team provided technical inputs in order to facilitate the achievement of high quality products. In addition, the project Task Team remained available to act as peer reviewer at Plan Bleu request.

With regard to support from the World Bank, Plan Bleu identified the following lessons learned:

- Initial trainings are helpful but continuous “help desk” support is crucial. Plan Bleu has received initial training on World Bank procurement and disbursement procedures in November 2011. As such Training comes with a lot of information within a limited period of time, the training content is difficult to integrate right away. Therefore, it was helpful to have specialist World Bank staff to call upon as needed throughout project implementation.
- World Bank client connection difficult to master. The REGOKO Project’s disbursement was handled via the World Bank client connection portal. Plan Bleu had major difficulties to make transactions on client connection work efficiently, especially at the beginning of the project. For future projects, Plan Bleu strongly recommends to improve the World Bank client connection portal

5. Description of the proposed arrangements for future operation of the project

Other than the above described lessons learned and subsequent recommendations, Plan Bleu would like to bring forward the following:

- Establish a technical committee to support the project Steering Committee. The REGOKO Project Steering Committee (PSC) played a major role in the project by selecting the activities to be implemented under the project and therefore becoming in a certain way the author of the overall storyline to be written by the REGOKO. The PSC mainly concentrated on “steering” the overall project and Plan Bleu, as implementing agency, became the secretariat of the PSC.
- Improve monitoring and evaluation system and in particular the results framework and indicators already during project preparation. As the project’s activities have been selected throughout implementation on a rolling basis, it was difficult for the project to select more adequate indicators and targets. For future projects, Plan Bleu recommends to widely consult project stakeholders, already during project identification, and clearly define expected results which would facilitate the setting of realistic and meaningful targets and indicators and improve the project’s monitoring and evaluation system..

6. Comments on the draft ICR

Overall positive feedback about ICR quality, findings, and recommendations was received from the Beneficiaries in Lebanon and West Bank and Gaza. Several comments provided by the West Bank and Gaza NFP were considered in the final version of the report, including additional information about project impact, linked to the other projects in the country, and explanation about risks related to the implementation of the project in the country.

Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders

Annex 9. List of Supporting Documents

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26. 2015. Observatories and Indicators on the Environment and Sustainable Development in Morocco and Tunisia. REGOKO, Plan Bleu
27. Implementation Status Reports, REGOKO, 2012-2015 (6 sequences)
28. REGOKO- WB Team Aide-Memoirs, Mid-Term Review, Financial and Procurement Review Reports
29. Trainings Evaluation Reports. REGOKO, Plan Bleu
30. Interviews with Beneficiaries
31. 2016. Project Completion Report. REGOKO, Plan Bleu
32. 2016. Project Final Report.
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