



Program Guidelines

2021-2022

COMCEC Coordination Office
Department of Programs and Projects

This document sets out the guidelines for preparation, submission, appraisal and implementation procedures for the projects to be carried out within the framework of COMCEC COVID Response (CCR) Program. For further inquiries, please contact Department of Programs and Projects (ccr@comcec.org).

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1. Definitions

Contract	The legal document signed between the Bank and the Project Owner to define the rights, obligations and responsibilities of the parties regarding the implementation, reporting, monitoring, financing and evaluation of the project activities.
Coordination Committee	The Committee consisting of the representatives of the Bank and the CCO and authorized to monitor the overall progress and take necessary measures to ensure smooth implementation of the projects.
Detailed Work Plan	The document that shows detailed timeframes of the main activities as well as preceding and following works in order to monitor the progress of the project activities.
Needs Assessment Report	The document that assess the harm imposed by the pandemic to the related cooperation area as well as propose solutions in line with the member countries' demand.
Timesheet	The document that presents the work done by each project personnel in the respective month. Timesheet provides a basis for payments to project personnel.
Disbursement Request Form	The document that shows details about expenditures made during respective period (Needs Assessment, Visiting Expert activity type under Sharing Expertise Project Type and Direct Grant)
Monthly Progress Report	The document that specifies the progress of the project by detailing the works done and problems faced in each month.
Financial Progress Report	The document that states the expenditures made during the project implementation. (Workshop and Training Activity under Sharing Expertise project type.)
Activity Report	The document that indicates the content and the evaluation of works performed during each main activity.
Project Completion Report	The document that summarizes all technical information regarding the implementation of the project.
Field Report	The document that compare project owner and host country experience to fight pandemic and provide recommendation for all member countries.
Addendum Form	The document prepared to request a change on the basics (detailed work plan, activities, and transfer among budget items over 500 USD etc.) of the project.
Notification Form	The document prepared for transfers between budget items up to 500 USD.
Irregularity Form	The document prepared, if and where necessary, by providing detailed explanations about the irregularity after an irregularity is detected.

2. Introduction

As the novel coronavirus continues to alter our lives in a significant manner, countries all around the world struggle to alleviate the negative effects of the virus on a wide variety of fields ranging from human health to tourism. The repercussions of the pandemic will certainly be felt on every aspect of daily life, be they economic or social, in the coming decade. Under these circumstances, international cooperation, exchange of information and expertise becomes more critical than ever.

COMCEC Coordination Office (CCO) has been monitoring global developments regarding the pandemic and its severe impact on the economies of member countries. With a view to address the existing and potential ramifications, the CCO has decided to initiate a new grant program for the benefit of member country public institutions. This program will be henceforth referred as COMCEC COVID Response (CCR).

The CCR is mainly about alleviating the negative impacts of the pandemic on member country economies on agriculture, trade, transport and communications, poverty alleviation, financial cooperation and tourism sectors. Under the Program, the CCO will finance certain types of projects which would focus on needs assessment, sharing expertise and providing direct -though modest in size- grants to final beneficiaries (i.e. farmers, SMEs). This document explains the details of project preparation, submission, appraisal, implementation, monitoring and evaluation procedures for such projects to be financed under CCR.

3. Responsible Actors

The roles and responsibilities within the context of the CCR are distributed among three entities, namely the Project Owner (PO), the CCO and the Development and Investment Bank of Turkey (Bank).

Project Owner: The PO, which is the relevant public institution of a Member Country is responsible for the submission, implementation and reporting of the project activities in order to utilize the funds allocated under the program. Respective country must be a member of the respective working group in order to submit a project proposal.

The PO submits regular progress reports during the implementation of the project and work in close cooperation and communication with the Bank and the CCO regarding the fulfillment of its responsibilities (either in terms of submission, implementation or reporting) as defined in the Contract.

All rights of reproduction and distribution of the outputs (reports, data, training materials, etc.) belong to the CCO. The PO shall not share the study in any phase with other people or institutions without the permission of the CCO.

Responsible Authority: The Responsible Authority, who must be at least at the Director General level, is the high level representative of the PO and is the main responsible actor for effective and timely implementation of project activities.

Contact Person: The Contact Person is the representative of the PO and responsible for assisting the Responsible Authority with regard to all project related tasks. The responsibilities of the Contact Person include ensuring smooth implementation of the project activities, supervising project personnel and checking the conformity of reports and documents on behalf of the Responsible Authority.

COMCEC Coordination Office: The CCO is responsible for the overall implementation and monitoring of the program. The PO is advised to consult the CCO during the project preparation and submission processes. After the appraisal phase, the CCO finalizes and announces the list of projects eligible for financing, and conveys the respective list to the Bank.

Development and Investment Bank of Turkey: The Bank is responsible for transfer of payments and monitoring of project activities during the implementation period as well as submitting regular progress reports to the CCO regarding the status of projects. The Bank signs an operational and financial contract with the PO.

Coordination Committee: The Committee is the main body authorized to monitor the overall progress and take necessary measures to ensure smooth implementation of all projects financed under the Program. Consisting of the representatives of the Bank and the CCO, the Committee convenes at least once a month to discuss the progress of each project. In case of irregularities and/or non-compliance with the Program rules and procedures stated in this document and the Contract, the Committee is authorized to take the necessary measures including the termination of Contract.

4. Project Preparation

4.1. Essentials

CCR Program finances projects, which aim at alleviating the negative impact of the pandemic on member country economies.

Under the CCR Program, the CCO will finance the projects serving to the COMCEC Policy Recommendations regarding mitigation the negative effects of the COVID-19 Pandemic and/or addressing the special needs of the Member Countries related to COVID-19 pandemic. The sectoral themes will be prepared by considering the recent Policy Recommendations and the themes of the Working Group Meetings on COVID-19 and published on the Website at the beginning of Call for Project Proposals.

Projects to be financed under CCR shall aim at strengthening human, institutional and administrative capacity of Member Countries along with alleviating negative impacts of the pandemic on their economies. The added-value of these projects shall be demonstrated by the PO in the Project Fiche submitted to the CCO.

The duration of projects to be financed under CCR shall be 6 months¹ maximum. The PO should state appropriate duration for its project implementation period in the relevant

¹ Duration might be shorter depending on the type and number of the project activities.

section of the Project Fiche. Nevertheless, the CCO reserves its right to shorten the duration of projects during the appraisal as well as the implementation phases.

In order to ensure multilateralism, CCO recommends inclusion of at least one OIC member country to Training and Workshop activities under “Sharing Expertise” project type.

Inclusion of one OIC member country as a partner is required in Visiting Expert activity under “Sharing Expertise” project type.

Participation of OIC member countries is not mandatory for any other project type.

4.2. Project Types

Three types of projects are available under CCR; needs assessment, sharing expertise and direct grant.

- **Needs Assessment:** Studies, which assess the harm imposed by the pandemic to the related cooperation area as well as propose solutions in line with the member countries’ demand.
- **Sharing Expertise:** Projects enabling experience sharing among member countries to fight the negative impacts of the pandemic on selected sectors. Sharing expertise projects may include main activities such as;²
 - **Training:** An educational activity, which includes theoretical and practical studies, aimed at improving personal and institutional capacity of the participants. Following conditions must be considered while designing a training:
 - Maximum duration: 4 days
 - Maximum foreign participants per partner country: 5 people
 - Maximum total participants: 50 people
 - **Workshop:** A meeting with a specific focus, which gathers relevant experts, technical personnel and academicians from partner countries, facilitating discussions and hand-on-practices on a specific topic with an aim of reaching some concrete results. Following conditions must be considered while designing a workshop:
 - A written output must be produced at the end of the activity
 - Maximum duration: 3 days
 - Maximum foreign participants per partner country: 5 people
 - Maximum total participants: 40 people
 - **Visiting Expert:** A field visit program which has been conducted by expert(s) from project owner country to a host country in order to share experiences and collect information and data in the host country. The main aim is to compare two countries’ experiences to fight the pandemic and to provide

² PO can only choose one of these activities.

recommendation for all member countries. Following conditions must be met while designing an visiting expert program:

- A Field Report must be produced at the end of the activity (See Section 8.2.9)
- Maximum duration: 2 weeks
- Maximum participants: 2 people
- **Direct Grant:** Purchase of machinery, equipment or service which directly meet the needs of final beneficiaries (institutions, farmers, SMEs etc.) in order to alleviate negative impacts of the pandemic.

Ineligible Activities;

- Project preparation
- Physical infrastructure investments
- Non-associated investments
- Language courses
- Other activities irrelevant to Program objectives

4.3. Project Personnel:

The following positions are eligible as project personnel within CCR projects;

✓ Needs Assessment Projects

Researcher:

PO needs to hire a Researcher to conduct a needs assessment. The Researcher is generally defined as the person who will draft field report and perform other project related tasks.

Researcher is responsible for;

- Overall management and coordination of all project activities in communication with the PO, the Bank, the CCO and other relevant stakeholders.
- Supervising all the project personnel (if any) to ensure the successful implementation of the project and preparation of high quality needs assessment report.
- Evaluating overall project performance and proposing corrective action whenever required.
- Conducting local field visit(s) (where necessary) in accordance with the project fiche for needs assessment.
- Documenting local field visit(s) with photos, list of interviewees and letters of acceptance signed by interviewees, tickets, vouchers etc.
- Collecting and analyzing data which is essential to preparation of the needs assessment report through local field visit, interviews, desk-based research, etc.
- Preparing his/her timesheets and conveying them to the PO to be later submitted to the Bank and the CCO.

- Sending drafts of the needs assessment report on a monthly basis as an annex of timesheet to the Responsible Authority for approval and submission to the CCO.
- Editing and revising the needs assessment report (where necessary) by considering the comments and suggestions of the PO and the CCO.
- Ensuring that all requirements stated in the project fiche is satisfied properly and on time.
- Providing relevant information and documents to the Project Owner, the Bank and the CCO.
- Communicating with relevant parties for all project related tasks (research, field visit etc.).
- Attending COMCEC events and other relevant international meetings (where necessary) to present project activities and outcomes if requested by the CCO.
- Attending project related meetings, drafting and disseminating minutes of meetings.
- Performing necessary office management tasks including filing.
- Complying with the health and safety law, regulations, ordinance in order to create a safe working environment.
- Following the rules and procedures stated in the Program Implementation Guidelines, Visibility Manual and the Contract.

General Qualifications and Skills for Researcher:

- PhD. degree or at least 10 years of experience in the relevant field
- Publications in the leading academic journals in the relevant field
- Fluency in oral and written English (TOEFL iBT -min. 100- or IELTS -min 7.0- scores are preferred)
- Previous experience in coordinating projects
- Research experience with a leading international organization is an asset
- Strong communication, administrative and organization skills
- Relevant computer skills (office programs, project management tools, statistical software, etc.)
- Professional command of relevant language(s),
- Preferably an OIC member country national

✓ Sharing Expertise Projects:

➤ Training and Workshop:

Project Coordinator:

Project Coordinator is a full time employee whose job description can only include project related issues in order to maintain the quality of the project activities and outcomes.

POs can employ only one Project Coordinator. Public servants cannot be appointed as project coordinators.

Project Coordinator is responsible for:

- Overall management of all project activities and coordination of the project partners and other relevant stakeholders.
- Evaluating overall project performance and proposing corrective action whenever required.
- Working in close cooperation with the Bank, the CCO and the Project Owner during the implementation of the Project and conducting his/her project related tasks efficiently and in a timely manner.
- Supporting the Responsible Authority, the Contact Person and Trainer(s) (if available) in all project related works.
- Providing relevant information and documents to the Project Owner, the Bank and the CCO.
- Drafting Detailed Work Plan (where necessary), progress reports along with supplementary documents, Activity Reports, Project Completion Report and conveying them to the Responsible Authority to be submitted to the CCO and the Bank.
- Preparing his/her own timesheets in every month and conveying them to the Responsible Authority to be submitted to the CCO and the Bank.
- Checking and sending training materials that are prepared by Trainer(s) to the Responsible Authority to be submitted to the CCO and the Bank.
- Extending official invitations to the participants from the partner countries to the relevant project activities (training, workshop, etc.)
- Attending COMCEC events and other relevant international meetings (where necessary) to present project activities and outcomes if requested by the CCO.
- Attending project related meetings, drafting and disseminating minutes of meetings.
- Performing necessary office management tasks including filing.
- Complying with the health and safety law, regulations, ordinance in order to create a safe working environment.
- Following the rules and procedures stated in the Program Implementation Guidelines, Visibility Manual and the Contract.

General Qualifications for Project Coordinator:

- Bachelor's degree with 10 years of experience in the relevant field OR advanced degree (M.A., MSc., PhD, etc.) with 5 years of experience in the relevant field
- Fluency in oral and written English
- Previous experience in coordinating international projects
- Strong communication, administrative and organization skills
- Full computer literate
- Preferably an OIC member country national

Trainer (s):

If the project includes a training activity, the PO needs to hire a Trainer(s). Trainer(s) can be employed only for the duration of the training program(s).

Trainer is responsible for:

- Contributing to the preparation of the Detailed Work Plan and Activity Reports.
- Preparing the content and program of the training in collaboration with the Project Coordinator.
- Preparing the training materials in line with the time-frame presented in the Program Implementation Guidelines and the Detailed Work Plan as well as sending them to the Project Coordinator to be later submitted to the CCO and the Bank.
- Collecting and analysing data which is essential to preparation of training program through interviews, desk-based research, etc.
- Training relevant target groups on the specific subject(s) stated in the Project Fiche.
- Preparing his/her own timesheet and conveying them to the Responsible Authority to be later submitted to the CCO and the Bank.

General Qualifications and Skills for Trainer(s):

- Bachelor's degree with 10 years of experience in delivering training programs OR advanced degree (M.A., MSc., PhD, etc.) with 5 years of experience in delivering training programs
- Publication in the relevant field (handicraft and similar skill-based training excluded)
- Fluency in oral and written English
- Professional command of local language(s) of the target countries is an asset
- Preferably an OIC member country national

Please note that public officials cannot be employed as researcher in needs assessment project type and as project coordinator and trainer in sharing expertise project type.

➤ *Visiting Expert:*

Visiting Expert:

Visiting Expert(s) are public officials who work in the project owner institution. They are appointed with the approval of CCO by Project Owners to conduct an international field visit to another OIC country. Visiting Expert(s) are expected to draft a field report at the end of the project lifetime.

Visiting Expert is responsible for:

- Overall management and coordination of all project activities in communication with the PO, the Bank, the CCO and host country institution.
- Evaluating overall project performance and proposing corrective action whenever required.
- Conducting the international field visit in accordance with the project fiche.
- Documenting the international field visit via letter of acceptance, questionnaire, photos, list of interviewees and approval letter signed by the interviewees, travel tickets and other similar documents.
- Collecting and analysing data which is essential to preparation of the field report through field visit, interviews, desk-based research, etc.

- Submitting each section of field report to the Responsible Authority for assessment to be later sent the CCO for approval.
- Editing and revising each section of field report by considering the comments and suggestions of the PO and the CCO.
- Preparing his/her disbursement request forms upon approval of relevant sections of the field report by CCO and conveying them to the PO to be later submitted to the Bank and the CCO.
- Ensuring that all the requirements of the project fiche are satisfied properly and on time.
- Providing relevant information and documents to the Project Owner, the Bank and the CCO.
- Communicating with the relevant parties for the field visit.
- Attending COMCEC events and other relevant international meetings (where necessary) to present project activities and outcomes if requested by the CCO.
- Attending project related meetings, drafting and disseminating minutes of meetings.
- Performing necessary office management tasks including filing.
- Complying with the health and safety law, regulations, ordinance in order to create a safe working environment.
- Following the rules and procedures stated in the Program Implementation Guidelines, Visibility Manual and the Contract.

General Qualifications and Skills for Visiting Expert(s):

- Bachelor's degree with 10 years of experience in the relevant field OR advanced degree (M.A., MSc., PhD, etc.) with 5 years of experience in the relevant field
- Fluency in oral and written English
- Previous experience in international projects
- Strong communication, administrative and organization skills
- Full computer literate

✓ Direct Grant:

Contact Person:

Contact Person is the public official of the Project Owner institution who is responsible for submitting project proposal and organizing the purchase of machinery, equipment and service on behalf of project owner.

Contact Person is responsible for:

- Preparing and submitting project fiche.
- Providing 3 pro forma invoices for machinery/equipment/service that will be purchased during the project lifetime.
- Preparing and submitting the Disbursement Request Form to the Bank and CCO.
- Providing Delivery Receipt Form.
- Providing additional document and information if requested by the CCO

4.4. Financing

The CCO sets the program budget according to its financial means. Projects that are submitted by Member Countries are eligible for financing up to 100.000 USD. POs do not need to provide co-financing -cash or in kind contribution- for the certain expenses of the projects except for Direct Grant projects (See Section 7.4).

During the selection process, the CCO may request additional justification, documents and/or rearrangement (increase or reduction) of the budget among others.

The PO, in any case, cannot request additional financing that is not stated in the project budget. The PO cannot request advance payment or pre-financing for any expense.

For CCR projects, an incidental budget item is estimated as 10 percent of the total project budget. This amount can only be used if the realized expense for any budget item exceeds the estimated cost of the respective budget item³ with CCO approval.

In training and workshop activities, daily fee for project coordinator cannot exceed \$100. Project coordinator can work maximum 22 days in a month.

Costs should be necessary, predictable and cost-effective in terms of project implementation.

The relevant costs are:

- Fees of the project personnel
- Allowances and travel expenses of the project personnel
- Organizational costs such as airfare, local transportation, boarding and lodging, interpretation, meeting hall rent etc.
- Refurbishing expenses relevant to project implementation
- Procurement new machinery/equipment/service (See Section 7.4)
- Publicity and visibility costs (Web sites, publications, translation, promotional merchandise such as flags, signs, brochures etc.)
- International shipping cost regarding sending official documentations to the Bank

The irrelevant costs are:

- Debt payments
- Payments to public servants except travel expenses and allowances
- Activities already funded under another project
- Project preparation costs
- Interest payments
- Already realized costs
- Building construction
- Other costs irrelevant to project

Please note that projects that were financed partially or entirely by other funding agencies such as World Bank, European Union etc. will not be financed under the CCR. The Coordination Committee is authorized to withhold and/or recall funds that are already

³ Incidental budget cannot be used for the human resource payments.

allocated and abolish the Contract (cancellation of the project) if such a situation is determined.

5. Project Submission

Project proposals are called through the COMCEC web-site in two stages: Preliminary and Final Submission. Project proposals and any additional project documentation should be submitted in English through e-mail (ccr@comcec.org). Application documents are sent by the CCO to all COMCEC Focal Points in due time. The timeline is stated in Table 5.1.

Table 5.1. Timeline of Call for Project Proposals

Timeline	Description
16 October	Call for project proposals
16 October - 15 November	POs submit their preliminary proposals to the CCO
16 November - 15 December	CCO makes preliminary appraisal
16 December	CCO declares the Short List and notifies successful POs via official letters
16 December-15 January	POs submit the final version of project fiche to the CCO
16 January - 15 February	CCO makes final evaluation and may request changes in the project proposals
16 February	CCO declares the Final List of projects on the COMCEC website and notifies successful POs via official letters
Beginning of April	Training Program and deadline for the finalization of the signature procedures for the Contract
April-December	Project Implementation Period (6 months max.)

Following the deadlines is of crucial importance. Failure to comply with any one of the deadlines may lead to the elimination of the project proposal or exclusion of already selected projects from the final list.

A member country can submit maximum three project proposals in any cooperation area. Among these project proposals, the CCO finances only one project of each PO per cooperation area.

5.1. Preliminary Project Submission

In the preliminary phase, the PO provides general information on activities, duration, partners (if any) and qualifications of the project personnel.

For **Needs Assessment** project type, the PO shall prepare and submit a “Project Fiche for Needs Assessment” in the preliminary phase. The project fiche for needs assessment shall

describe the problem, main objective, target group and methodology of the study. Applicants are strongly advised to read Needs Assessment Report template (Annex 15) before filling out the project fiche.

- The PO submits the qualifications of the Researcher at this phase.

Please do not send CVs or resumes of candidates for this position at this stage. State qualifications only.

For **Sharing Expertise** project type, the PO shall prepare and submit “Project Fiche for Sharing Expertise” in the preliminary phase. The project fiche for sharing expertise shall describe main objective, purpose and target group of the project, details of project activities and

- qualifications of the Project Coordinator (for workshop and training activity type),
- qualifications of Trainer(s) (only for training activity type),
- qualifications of Visiting Expert(s) (only for visiting expert activity type).

Please do not send CVs or resumes of candidates for this position at this stage. State qualifications only.

For **Direct Grant** project type, the PO shall prepare and submit a “Project Fiche for Direct Grant” in the preliminary phase. The project fiche for direct grant shall describe the problem, main objective, target group, needs assessment of the machinery/equipment/service in question, specifications of the equipment, maintenance related issues (where necessary) and estimated time of delivery among others.

Project fiche is the main reference document defining the essentials of the projects. Thus, the PO is expected to pay due attention to the preparation of the document.

POs should submit project proposals only electronically (ccr@comcec.org) in the preliminary phase. They are not required to send the hard copies of their proposals via official channels at this stage.

The deadline for electronic submission of the preliminary project proposals is the 15th November 2022. Proposals received after the deadline shall not be taken into consideration.

5.2. Final Project Submission

If a project proposal is short-listed, the PO is requested to provide additional information, data and/or documentation at the final submission phase.

For **Needs Assessment** project type;

- The PO shall provide detailed project budget (See Annex 4),
- The PO shall submit Detailed Work Plan (See Annex 3),
- The PO shall submit the CVs of at least two candidates for Researcher position with the qualifications stated in the preliminary phase. The PO must use the CV

Template provided by the CCO (See Annex 5). The CCO makes the selection for the Research position in consultation with the PO. The CCO may request PO to reconsider the candidates if necessary.

For **Sharing Expertise** project type;

➤ **Training and Workshop** activity type;

- The PO shall provide additional details about the activities and prepare the project budget,
- The PO shall submit the CVs of candidates for the Project Coordinator position and the CVs of candidates for each Trainer position (for training activities only) with the qualifications stated in preliminary phase. The PO should use the CV Template which will be provided by CCO. The PO must use the CV Template provided by the CCO (See Annex 5). The CCO makes the selection for the Project Coordinator and Trainer position in consultation with the PO. The CCO may request PO to send more than one candidate or reconsider the candidates if necessary.

➤ **Visiting Expert** activity type;

- The PO shall provide detailed project budget (See Annex 4),
- The PO shall submit Detailed Work Plan (See Annex 3),
- The PO shall submit an official letter of acceptance from host country
- The PO shall submit contact information of the responsible person in the host country.
- The PO shall submit the CVs of visiting expert(s) with the qualifications stated in the preliminary phase. The PO must use the CV Template provided by the CCO (See Annex 5). The CCO may request PO to reconsider the visiting expert(s) if necessary.

For **Direct Grant** project type;

- The PO shall submit 3 pro forma invoice for the machinery/equipment/service,
- PO may submit where available additional and supportive document,
- CCO might request additional information from PO,
- The PO shall submit Detailed Work Plan (See Annex 3).

The PO should submit the final project proposal electronically to the CCO in 30 days following the declaration of the short-list.

During the final submission phase, the POs are advised to consult the CCO regarding project preparation procedures and/or the content of their projects. For both preliminary and final appraisal phases, the CCO reserves its right to request the POs to make revisions in the project content for eligibility purposes.

6. Appraisal Process

The CCO takes into account the following criteria while evaluating project proposals. POs should give the utmost importance to each criterion in order their project proposals to be selected for funding.

- Filling out the Project Fiche properly and with sufficient details
- Qualifications of the proposed project personnel
- Realistic cost estimations
- Cooperation and communication with the CCO
- Directly addressing the needs of member states related to COVID-19 pandemic and/or compliance with the COMCEC sectoral themes on COVID-19
- Severity of the COVID-19 pandemic on PO country's economy
- Project's relation with the needs stated in the project fiche
- Least Developed Countries (LDC) and member countries who have not received funds from CCO are prioritized (Dissemination Criteria)

7. Project Implementation

After evaluations, the CCO declares the final-list of the projects. The Bank starts the procedures for signing the Contract with each PO after receiving the final project list from the CCO. The Bank signs the Contract with each PO until April 1st and the implementation period for final-listed projects starts on April 1st.

If the signing procedures of the Contract are not finalized (signed and sent to the Bank) by April 1st at the latest, the CCO might give Project Owners additional time to complete the respective procedures. However, the CCO is authorized to cancel selected projects whose Contracts have not been finalized within the given time.

After Contract is signed, the PO starts implementing its project in line with the Guidelines, the Contract, Project Fiche and the Visibility Manual.

All documentation of the project, including needs assessment report, monthly and financial progress reports, timesheet, minutes of meetings, proceedings, visual and other materials, field report, disbursement request form etc. must be prepared and -if necessary- printed in English. In addition to English versions, POs might choose to prepare respective documents in other languages if it is stated in the Project Fiche.

7.1. Signing the Contract

Implementation phase starts with the signing of the Contract between the Bank and the PO. The purpose of the Contract is to define the rights, obligations and responsibilities of the parties regarding the implementation, reporting, monitoring, financing and evaluation of the project.

Main steps regarding the completion of the signing procedures of the Contract are as follows:

- The Bank sends the Contract to the PO.

- The Responsible Authority signs the Service Contracts (Annex 2) with the Project Coordinator and Trainer(s) and Researcher (if and where needed).
- The Responsible Authority signs the “Declaration of the Responsible Authority of the Project Owner” (Annex 1) document.
- Responsible Authority signs the Contract on behalf of the Project Owner after he/she initials each page of the Contract and its annexes

7.2. Detailed Work Plan

PO shall submit Detailed Work Plan (See Annex 3) at the final phase of the project submission for;

- **needs assessment** projects (The Researcher shall prepare a detailed work plan in **needs assessment** project type),
- **direct grant** projects (The Contact person is responsible from preparing detailed work plan at providing **direct grant** project type),
- and **visiting expert activity** type under sharing expertise projects (Expert(s), who will conduct the visit, shall prepare the detailed work plan in **visiting expert activity** type).

Moreover, for the project and activity types above, the PO shall also submit the updated Detailed Work Plan within two weeks after the signing of the Contract.

On the other hand, the PO submits a Detailed Work Plan within two weeks after the signing of the Contract in for **training and workshop activity** under sharing expertise projects. Once the Detailed Work Plan is approved by the CCO, the PO sends the signed hard copy to the Bank. (The Project Coordinator, together with the Trainer(s) (if available), Expert(s) shall prepare the detailed work plan in **training and workshop** activity type).

The purpose of the Detailed Work Plan is to promote the efficient, organized and timely completion of the activities and works. The Bank takes the Detailed Work Plan into consideration before processing any payment within the project.

Detailed Work Plan shows the beginning and end dates as well as responsible project personnel for all main activities and preparatory works related to them. Main activities (e.g. field visit, training program, workshop, etc.) and related works (e.g. reservation of hotel rooms, preparation of training materials, etc.) must be written separately in the Detailed Work Plan and expected time for each of them should be estimated realistically.

7.3. Activities

The PO and project personnel must consider the following steps for the effective implementation of the project activities.

- **Needs Assessment:**

- The draft needs assessment report must include all sections stated in the Needs Assessment Template.
- PO may conduct local field visit in order to gather information and data for the report. Findings of the local field visit must be reflected to drafts.
- Disbursement Request Form regarding the expenses of local field visit must be submitted after the field visit is undertaken.
- Drafts and final version of the report must be submitted to the PO to be later submitted to the Bank and the CCO.
- The PO oversees the progress of the study and makes observations/comments on the document, where necessary, before submitting it to the Bank and the CCO.
- The PO must submit the drafts at the end of the each month of the project as an annex of Researcher timesheet.
- The PO must take into account requests of the CCO on drafts and final version of the report.
- The PO must submit the final report at the end of the implementation period of the project.
- Needs Assessment Report is expected to be about 40-60 pages-long (incl. Annexes)
- Text should be written in clear, grammatically correct and formal English. The report should also have a diplomatically sensitive language.
- Draft and final versions of the needs assessment report must be in line with the requirements stated in the CCR Visibility Manual.

- **Sharing Expertise:**

- *Training :*

Before the Activity:

- Extending official invitations to the participants of the training program at least two months before the event to ensure participation of the relevant experts and completion of visa and travel procedures
- Reserving the venues (hotel room, meeting hall, etc.) at least two months before the event
- Sharing the draft content, program and materials of the training program with the CCO for approval at least one month before the training
- Submitting the final version of the training materials at least two weeks before the training by revising the draft materials in accordance with the feedback received from the CCO
- Sharing the training materials with the participants after the approval of the CCO

After the Activity:

- Preparing Activity Report including analysis of questionnaires collected from the participants during the training program
- Complying with the CCO's feedbacks and deadlines for the finalization of the Activity Report.

- *Workshop:*

Before the Activity:

- Extending official invitations to the participants of the workshop at least two months before the event to ensure participation of the relevant experts and completion of visa and travel procedures
- Reserving the venues (hotel room, meeting hall, etc.) at least two months before the event
- Sharing the draft content, program and materials of the workshop with the CCO for approval at least one month before the workshop
- Submitting the final version of the workshop materials at least two weeks before the workshop by revising the draft materials in accordance with the feedback received from the CCO
- Sharing the workshop materials with the participants after the approval of the CCO

After the Activity:

- Preparing Activity Report including analysis of questionnaires collected from the participants during the workshop
- Complying with the CCO's feedbacks and deadlines for the finalization of the Activity Report

- *Visiting Expert:*

Before the Activity

- Arranging accommodation (hotel room etc.) at least one month before the visit
- Drafting the Section One of the Field Report which analyses the situation in PO country in details in terms of selected subject.
- Sharing the draft content, program and materials of the work to be done abroad with the CCO for approval at least one month before the visit
- Sharing the list of institutions to be visited and list of interviewees with CCO at least one month before the visit.
- Sharing the questionnaire that will be used during interviews at least one month before the visit.

After the Activity:

- Preparing Section Two of the field report which includes the situation analysis in host country in details in terms of selected subject.
- Preparing Section Three of the field report which at least presents benchmarking/ comparison of countries (PO country and host country), potential cooperation areas

between respective countries, lessons learned, results achieved, recommendation and conclusion.

- Complying with CCO's feedbacks and deadlines for the finalization of the report.

▪ **Direct Grant:**

Before the Activity:

- Preparing selected pro forma invoice
- Preparing first disbursement request form for 40% payment of the machinery/equipment/service

After the Activity:

- Preparing final disbursement request form for the rest of the payment (60% of the total payment)
- Submitting the pictures of the delivery
- Preparing Delivery Receipt Report (Annex 17) for the machinery/equipment/service.

7.4. Payments

In **Needs Assessment projects**, payments will be made either to the Researcher's or his/her firm's bank account in every month upon approval of timesheets and drafts of needs assessment report by the Bank and the CCO. If a researcher conducts a local field visit, disbursement request form will be sent to the Bank for this expenditure. Payments regarding the field visit will be made upon approval of disbursement request form.

In **Training and Workshop activities** under sharing expertise projects type, all expenses, except for human resources payments, will be paid by the Bank when a main activity⁴ is undertaken and necessary reports are approved by the Bank and the CCO. Payments to the Project Coordinator can only be made upon approval of the relevant Monthly Progress Report and Timesheet by the Bank and the CCO. Payments to the Trainer(s) can only be made upon approval of the relevant Activity Report and Timesheets by the Bank and the CCO. Human resources payments are made by the Bank directly to the bank accounts of Project Coordinator and Trainer(s).

In **Visiting Expert activity** under sharing expertise projects payments are made to the expert(s)' bank account in two installments. 60% of the total payment will be made according to the approved budget and upon approval of the first section of the field report, list of institution to be visited, list of interviewees and questionnaire with first disbursement request form. The rest of the payment will be calculated in accordance with the actual budget and will be made upon approval of second and third sections of the field report with final disbursement request form.

⁴ Main activities of the project such as training, workshop etc.

In **Direct Grant** projects, 40% of payment will be made with first disbursement request form and pro forma invoice. The rest of the payment (60%) will be made after the approval of final disbursement request form and its annexes (delivery pictures and delivery receipt report) by CCO.

For **Direct Grant** projects, developing member countries' POs are required to provide co-financing for purchases above 30.000 USD and this limit is 50.000 USD for LDC countries (excluding incidentals).⁵ Co-finance limits for developing member countries are stated below:

Project Budget (USD)	Co-Finance
0 - 30.000	-
30.001-50.000	10%
50.001 - 100.000	25%

For LDC members⁶ co-finance limits are:

Project Budget (USD)	Co-Finance
0 - 50.000	-
50.001 - 100.000	25%

Payments other than human resources are transferred either to the bank account of the project owner institution stated in the Contract or directly to the bank account of the vendors providing the service or equipment in all project types, except Direct Grant Projects. For Direct Grant Projects, the payments are only transferred directly to the bank account of the vendors providing the service or equipment. For the latter method, Responsible Authority must send an official letter to CCO in which the exact amount of payment to each vendor and their bank accounts are explicitly stated.

Due to financial regulations of the host country (Turkey), all payments are subjected to stamp duty (%0,948). The exchange rate for US Dollars used in invoices submitted to the Bank will be based on the rate of the date the invoice is billed.

8. Monitoring and Reporting

8.1. Monitoring

In order to ensure smooth implementation of projects, the Bank and the CCO perform monitoring activities via both desk-based review of relevant documents and on-site visits. The Bank monitors project activities also in terms of risks related to project activities and informs the CCO accordingly if any problem occurs during the implementation period.

⁵ POs do not need to provide –cash or kind contribution- any other project types.

⁶ LDCs will be determined according to the classification of the United Nations. Moreover, the State of Palestine will also be considered as one of the LDCs

The PO submits the following reports to the Bank and the CCO for financial and technical monitoring:

- **Needs Assessment:**

- PO submits the Timesheet of the Researcher (Annex 6) and drafts of needs assessment report on a monthly basis.
- At the end of the project, PO submits final needs assessment report
- PO submits disbursement request form if a local field visit has been conducted

- **Sharing Expertise:**

- *Training and Workshop:*

- PO submits a Detailed Work Plan within two weeks after the signing of the Contract
 - PO submits the Monthly Progress Report (Annex 7) and Timesheet of the Project Coordinator on a monthly basis.

After a main activity is undertaken, PO submits;

- Financial Progress Report (Annex 8) along with invoices and other supplementary documents
- Activity Report (Annex 9) along with photos, videos and similar materials
- Timesheet (Annex 6) of the Trainer(s)
- At the end of the project, PO submits the Project Completion Report (Annex 10)

- *Visiting Expert:*

- PO submits first section of the field report along with list of institutions to be visited, list of interviewees and interview questionnaire before expert(s) travel to the host country at least one month before the visit.
 - PO submits first disbursement request form to receive 60% of approved project budget once CCO approves first section of the field report along with list of institutions to be visited, list of interviewees and interview questionnaire.
 - PO submits second and third section of the field report once expert(s)' time has ended in the host country.
 - PO submits final disbursement request form with invoices for the rest of the payment once CCO approves second and third section of the report.

- **Direct Grant:**

- PO submits first disbursement request form (Annex 11) for the 40% of the payment along with selected pro forma invoices and other additional and supplementary documents (where available).
- PO submits final disbursement request form for the rest of the payment (60%) along with invoice, pictures, delivery receipt report other additional and supplementary documents (where available)
- CCO might request additional data and information

- The CCO might request to be present during the delivery of the respective machinery/equipment/service.

PO shall convey all monitoring reports and other necessary documents to the Bank and the CCO via e-mail. After submission of each document, the Bank and the CCO review the respective document and, if necessary, request revisions through e-mail.

The Bank and the CCO approve the final version of the documents after revisions. Once reports are approved, PO sends hard copies of reports to the Bank.

All interim and final payments for projects financed under COMCEC programs require proper and timely submission as well as approval of the Needs Assessment, Monthly Progress Reports, Financial Progress Reports, Timesheets, Activity Reports, Project Completion Report, Field Report, Disbursement Request Form etc. and other supplementary documents.

8.2. Reporting

▪ Needs Assessment:

8.2.1. Researcher Timesheet:

PO submits Timesheet(s) of the Researcher within one week after the last day of each month during the project implementation period. Researcher shall prepare his/her own Timesheets which must be approved (checked and signed) by the Responsible Authority.

Timesheets provide a basis for payments to researcher and show the weekly tasks performed by researcher in the relevant month. The number of days worked, location, detailed description of tasks and per diems of the researcher must be stated in timesheets by considering the relevant budget items.

8.2.2. Needs Assessment Report:

PO submits each draft of the Needs Assessment Report (Annex 15) as an annex of Researcher Timesheet on a monthly basis.

8.2.3. Disbursement Request Form:

PO submits Disbursement Request Form in case of local field visit has been performed by the researcher. This document shows details of expenditures made during respective field visit(s). Necessary documents (invoices, etc.) that verify the expenditures will be attached to Disbursement Request Form. DRF shall be prepared by Researcher and approved (checked and signed) by Responsible Authority.

▪ Sharing Expertise

- Training and Workshop

8.2.4. Monthly Progress Report

PO submits a Monthly Progress Report within one week after the last day of each month during the project implementation period. Monthly Progress Reports shall be prepared by the Project Coordinator and approved (checked and signed) by the Responsible Authority.

Monthly Progress Report is the document that shows the technical progress of project activities. In the Monthly Progress Report, planned and completed works of the respective month are stated along with the explanations about any delay or problem occurred in that month. In addition, planned works for the next month, alterations in project, visibility related issues and information about any goods and services that are purchased in that month are also stated in the Monthly Progress Report.

All supplementary documents (questionnaires, reports, training/workshop materials, invitation letters, photographs, videos, ticket stubs, etc.) that verify the completed works shall be attached to the Monthly Progress Report.

8.2.5. Timesheet

PO submits Timesheet(s) of the Project Coordinator and the Trainer(s) (if a training program is conducted in the respective month) within one week after the last day of each month during the project implementation period. The Project Coordinator and the Trainer(s) shall prepare their own Timesheets which must be approved (checked and signed) by the Responsible Authority.

Timesheets provide a basis for payments to project personnel and show the weekly tasks performed by each project personnel in the relevant month. The number of days worked, location, detailed description of tasks, linkage with the activities and per diems of the project personnel must be stated in timesheets by considering the relevant budget items. Timesheets should be prepared in accordance with the relevant Monthly Progress Report and Activity Report (if available).

8.2.6. Financial Progress Report

PO submits a Financial Progress Report within two weeks after the last day of the month if a main activity is undertaken in the respective month. Financial Progress Report shall be prepared by Project Coordinator and approved (checked and signed) by Responsible Authority.

Financial Progress Report is the document that shows details about expenditures made during respective period. Financial Progress Report includes separate sheets for providing information regarding different expenditures in line with the project budget. All expenditures should be stated in the relevant sheet using the USD/Local Currency exchange rate at the date of transaction.

Necessary documents (invoices, etc.) that verify the expenditures will be attached to Financial Progress Report.

8.2.7. Activity Report

The PO submits an Activity Report within two weeks after the last day of the month if a main activity is undertaken in the respective month. Activity Report shall be prepared by The Project Coordinator in collaboration with the Trainer (if available) and approved (checked and signed) by the Responsible Authority.

Activity Report is the document that shows the works performed during each main activity as well as their evaluations. In the Activity Report, description, objective, outcomes, visibility and impact of the realized activity are stated along with the challenges that are faced during the implementation period.

8.2.8. Project Completion Report

PO submits a Project Completion Report within two weeks after all project activities are completed. Project Completion Report shall be prepared by the Project Coordinator in collaboration with other project personnel (if available) and approved (checked and signed) by the Responsible Authority.

Project Completion Report is the document that summarizes all technical information about the implementation of the project. Project Completion Report shall be prepared in line with the Monthly Progress Reports, Activity Reports, Financial Reports and other project specific materials produced during the project implementation. The impact and outcomes of the project shall be stated in the Project Completion Report. This must be realized by specifying the added value of the project and taking into consideration feedbacks and opinions of the beneficiaries and target groups.

- Visiting Expert

8.2.9. Field Report

Field Report (Annex 16) consists of 3 Sections. Sections will be submitted by PO in different time periods.

PO submits first section of the report before expert(s) travel to host country. First section specifies the current situation of the selected sector/theme in PO country with related to the COVID-19 Pandemic. List of institution and interviewees along with questionnaire that will be used during stay will also be submitted.

PO submits second and third sections of the field report once expert(s)' time has ended in the host country. Second section of the field report states the current situation in host country. Finally, third section will present recommendations and conclusions. All three sections will be prepared according the information that is stated in Project Fiche.

8.2.10. Disbursement Request Form

DRF is the document that shows details about expenditures made during respective period. It includes certain sections for information regarding different expenditures in line with the project budget.

PO submits two Disbursement Request Forms after sections of the field report are approved by the CCO. PO submits first DRF as an annex of first section of the field report.

The PO can request 60% of the total approved budget after CCO approve the first section, list of institutions, list of interviewees and questionnaire.

Final DRF will be submitted by PO once CCO approves second and third sections of the field report. DRF shall be prepared by Expert and approved (checked and signed) by Responsible Authority.

Necessary documents (invoices, etc.) verifying the expenditures will be attached to DRF.

- **Direct Grants**

- 8.2.11. First Disbursement Request Form**

PO submits first DRF, after CCO selected the vendor. First DRF is prepared for the 40% of the total payment for the machinery, equipment or service. Selected pro forma invoice of the vendor will be attached to the DRF.

- 8.2.12. Final Disbursement Request Form**

PO submits final DRF, after the respective machinery/equipment is delivered or service in question is provided. Final DRF is prepared for the 60% of the total payment. Original invoice, delivery pictures, delivery receipt form (Annex 17) will be attached to the DRF.

DRF shall be prepared by contact person and approved (checked and signed) by Responsible Authority.

The following reports are used in all project types:

- 8.2.13. Addendum Form**

PO submits an Addendum Form (Annex 12) to request a change on the basics (detailed work plan, activities, and transfer among budget items over 1000 USD etc.) of the project. However, the PO cannot make a transfer from other budget items to human resources item under any circumstances. The Addendum Form, must be submitted at least one month before the respective activity is implemented. Addendum Form is subject to approval of the CCO.

- 8.2.14. Notification Form**

PO submits a Notification Form (Annex 13) for transfers between budget items up to 1000 USD. The Form must be signed by the Contact Person and sent to the Bank.

- 8.2.15. Irregularity Report**

PO submits an Irregularity Report (Annex 14), if and where necessary, by providing detailed explanations about the irregularity including description, date and duration, financial amount and supporting documents, etc. within one week after an irregularity is detected. Additional information, justification and/or documents can be requested from PO and in that time the payments can be suspended until the requested information, justification and/or documents are provided.

The Coordination Committee evaluates the Irregularity Report and informs the PO regarding the decision in 15 days starting from the day that the respective report is submitted. If the respective irregularity is recoverable, the Coordination Committee can

request the PO to comply with the Contract, Project Fiche and Program Implementation Guidelines in carrying out the project activities. If the PO fails to do so within officially notified time-frame, the Coordination Committee can abolish the Contract and cancel the project by withholding and/or recalling funds that are already allocated.

9. Non-compliance and Related Sanctions

In an event of non-compliance (to Contract, Project Fiche, Detailed Work Plan, Program Guidelines, and Visibility Manual) identified by the Coordination Committee, the CCO sends an official letter to the Responsible Authority to take corrective action in 15 days.

If PO fails to comply with Coordination Committee's decision in 15 days, the Committee is authorized to cancel some of the project activities or the entire project on the 15th day. In this case, PO is informed about the Committee's final decision through an official letter sent by the CCO.

In case commitments stated in the Contract, Program Guidelines, Project Fiche and Visibility Manual are not met by PO (such as not fulfilling its duties and responsibilities completely, efficiently and on time), the Coordination Committee is also authorized to withhold and/or recall funds that are already allocated. In this case, PO is informed about the Committee's final decision by the Bank.

10. Force Majeure

The following circumstances shall be deemed as force majeure, on the condition that (i) they do not result from actions of one of the parties, (ii) constituting an impediment to honor the commitment to implement the project and (iii) the parties are unable to remove such impediment.

- a) Natural disasters,
- b) Strikes,
- c) Epidemics,
- d) Armed conflict
- e) Declaration of partial or general mobilization.
- f) Embargo (if related to the equipment necessary for project implementation)

In that case, the Project Owner may request the extension of project duration on the condition that it will not hamper timely completion of the project activities. If the Coordination Committee considers the request as appropriate, the Project Owner shall update detailed work plan and send it to the Bank and the CCO via electronic mail or other means.

On the other hand, if the Coordination Committee agrees that the execution of project activities is extremely difficult under such circumstances, it can decide;

- (i) to suspend, postpone or cancel project altogether,
- (ii) or suspend, postpone or cancel some of the project activities.

If latter is the case, the Committee would request the Project Owner to update detailed work plan and complete the rest of project activities accordingly.

In case of a suspension, postponement or cancellation of the entire project, the CCO informs the Project Owner via electronic mail or other means regarding the new contractual procedures and/or implementation process later on.

ANNEXES:

1. Declaration of the Responsible Authority of the Project Owner
2. Service Contract
3. Detailed Work Plan Template
4. Detailed Project Budget Template
5. CV Template
6. Timesheet Template
7. Monthly Progress Report Template
8. Financial Progress Report Template
9. Activity Report Template
10. Project Completion Report Template
11. Disbursement Request Form
12. Addendum Form
13. Notification Form
14. Irregularity Report Template
15. Needs Assessment Report Template
16. Field Report Template
17. Delivery Receipt Form