This Project co-funded by the
European Union and the Republic of Türkiye

**REPUBLIC OF TÜRKİYE**
**THE MINISTRY OF LABOUR AND SOCIAL SECURITY**
**DIRECTORATE OF EUROPEAN UNION AND FINANCIAL ASSISTANCE**

# TECHNICAL GRANT MONITORING GUIDELINE


HRD OS
HUMAN RESOURCES
DEVELOPMENT
OPERATING STRUCTURE

FGB Fondazione Giacomo Brodolini Srl SB

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In the event of any discrepancy between the guidelines and the grant contract and its annexes, the latter shall prevail as legally binding. It should be noted that the issues stated in the guideline refer to the said Grant Scheme only.

**Republic of Türkiye, Ministry of Labour and Social Security**
Directorate of European Union and Financial Asistance
Operational Structure for IPA Employment, Education and
Social Policies Sectoral Operational Programme

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# LIST OF ABBREVIATIONS

| | |
|---|---|
| EU | European Union |
| EUD | Delegation of the European Union to Türkiye |
| MoFLSS | Republic Of Türkiye Ministry Of Labour And Social Security |
| FMU | Financial Management Unit |
| FM | Finance Manager |
| GB | Grant Beneficiary (Entity signing the Contract – referred to as “Coordinator” throughout the Contract) |
| IPA | Instrument for Pre-Accession Assistance |
| EESP SOP | Employment, Education and Social Policies Sectoral Operational Programme |
| EESS OS | Employment, Education and Social Policies Operating Structure = MoFLSS, Directorate of EU and Financial Assistance = Contracting Authority (CA) |
| MoP | Manuals of Procedures |
| OB | Operation Beneficiary |
| OCU | Operation Coordination Unit |
| PIM | Programme Implementation Manual |
| PIM.M | Project Management Unit Programme Implementation Manual |
| PMU | Project Management Unit |
| POG | Programme Operational Guide |
| PRAG | Practical Guide to Contract Procedures for EC External Actions |
| CA | Contracting Authority |
| CM | Contract Manager |
| TME | Technical Monitoring Expert |
| THME | Thematic Monitoring Expert |
| TCO | Thematic Control Officer |

# Preface and Scope

This monitoring guideline was designed to guide HRD OS staff in charge of monitoring and supervision of grant projects, and should be studied by taking into consideration the procedures specified in PIM.P section of the Project Management Unit Programme Implementation Manual (*http://mis.ikg.gov.tr/* → **Project Management Unit** → *Manuals of Procedures* – **PIM.M**) as well as the information provided in the Grant Implementation Guideline.

Monitoring and supervision activities encompass technical assistance and audit activities as well and cover the stages of application for and implementation of grant projects. These activities mainly aim to;

**At the application stage for grant projects,**

- Effectively introduce a scheme and respective rules,
- Identify potential grant beneficiaries and promote relevant partnerships among them,
- Help potential beneficiaries at the project preparation stage,
- Contribute to the preparation of projects of required quantity and quality.

**At the implementation stage of grant projects,**

- Contribute to the implementation of projects in accordance with Turkish legislation and the EU rules,
- Verify that the project budget is spent in line with the contractual purpose,
- Reveal the strengths and weaknesses in the course of project implementation,
- Collect and analyse data on programme indicators,
- Examine the satisfaction levels of relevant final beneficiaries with respect to the quality of project activities,
- Contribute to the sustainability of positive outcomes obtained through projects,
- Take preventive actions for potential risks, identify the problems in a timely manner and offer remedial actions and solutions accordingly…

Grant beneficiaries are responsible for respecting the recommendations and warnings of monitoring teams under audit and technical assistance throughout all stages, especially fulfilling the requirements of submitting documents and acting in coordination and cooperation with them.

# 1 Grant Projects Application Phase

## 1.1 Publication of Calls for Proposals

Through a **'Call for Proposals'**, it is announced that eligible applicants are expected to submit their project proposals on the relevant subjects. Along with any calls for proposals, 'Guidelines for Applicants' are published for the information of all applicants on the following official websites:

- https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome&userlanguage=en (Advanced Search – Type: Grants)
- http://www.ikg.gov.tr/ **(İhaleler – Türü: Hibe)**

The guidelines for applicants explain the purpose of the grant scheme, eligibility rules for applicants, the types of eligible actions and costs, the evaluation criteria, how to fill in the application form, documents to be attached to the application and procedures to be followed during the application.

Call for proposals can be made in two ways, namely open and restricted call for proposals. As a rule, restricted call for proposals shall be made. In this procedure, at the first stage, applicants submit only concept note. Then, the applicants whose concept notes have been accepted and announced to the public after being shortlisted shall be invited to submit full application form. In case of open call for proposals implemented in exceptional cases, all willing institutions and organisations can make full application directly.

## 1.2 Grant Info Days and Help Desks

Following the publication of guidelines for applicants along with calls for proposals, potential grant beneficiaries shall be given minimum 45 days both for concept note and full application in case of restricted call for proposals and minimum 90 days in case of open call for proposals. In open call for proposals, a specific period of time, i.e. 60 days, shall be given if the amount of grant to be provided to grant project is € 100 thousand or less.

In the meantime, information and publicity activities to be organised latest 21 days before the expiry of application deadline are held to attract all potential beneficiaries likely to apply in selected provinces in the regions where the scheme shall be implemented. During information and publicity activities, potential project beneficiaries shall be provided with procedural and technical information with the intention of enhancing their motivation and project preparation capacity for project application.

Tentative dates and venue of grant info days shall be specified in the guidelines for applicants. Any updates shall be announced by relevant institutions. Info days shall be held in line with the 'Communication Strategy and Action Plan' developed by the Operating Structure.

Applicants can ask questions while developing their project proposals, thereby ensuring that only eligible institutions submit a proposal and that any unrealistic expectations and waste of resources are avoided.

To this end, the Operating Structure (HRD OS) may set up help desks in selected provinces at the application stage. The purpose of such desks is to offer support and recommendations to applicants while they prepare their applications. These are informal and non-binding supports that are limited by the rules of the guidelines for applications and target any potential beneficiaries in a non-discriminatory manner in line with the principles of transparency and equal treatment. Guidelines for applicants provide a contact point to which questions may be referred.

### 1.3 Frequently Asked Questions Mechanism

For formal and binding answers, Frequently Asked Questions (FAQ) mechanism is employed. Accordingly, applicants are expected to send their questions in writing latest 21 days before the expiry of application deadline to such contact points within the pre-determined timeframe. Frequently asked questions should be answered by HRD OS latest 11 days before the expiry of application deadline. For the purposes of transparency and equal opportunities, ***"frequently asked questions"*** and the responses provided to applicants which may be of interest for other applicants shall be published for the information of all applicants.

In the selection of project proposals which are eligible for financing, both capacity and scores shall be evaluated. In the evaluation process, proposals which meet capacity criteria shall be scored and listed so that the scheme budget is used for financing the projects scoring high on the list. For these reasons, in application process, transparency and equal treatment shall be attached utmost importance to ensure that none of the applicants receive unfair or privileged advantage over other applicants.

Throughout the period, especially after the publication of call for proposals, there may be some unauthorised persons or institutions who organise info days and possibly ask participants to pay participation fee by introducing themselves as affiliated with authorised bodies or making misleading statements which imply relations with the circles in the capacity of decision making. HRD OS staff in charge should warn potential applicants of such incidents.

### 1.4 Evaluation Phase of Project Proposals

Applicants are expected to submit their project proposals to the HRD OS before the deadline for the submission of proposals in line with the rules set out in the guidelines for applicants.

HRD OS is in charge of the coordination of the evaluation process. The proposals shall be evaluated by an ‘Evaluation Committee’. HRD OS shall appoint a non-voting Chairperson and a non-voting Secretary to the Evaluation Committee. Delegation of the European Union to Türkiye (EUD) may, as well, appoint non-voting observers to the Committee. Voting members of the Evaluation Committee shall be composed of at least three persons with a single number of votes and no hierarchical links between them.

Voting members shall be generally selected among the representatives, with due technical capacity, of the beneficiary institutions so that they can make justified opinions on proposals. The composition of the Committee shall be subject to pre-approval of the EUD.

If project proposals submitted are high in number or in technical capacity, such evaluation, totally or partially, may be conducted by independent evaluators; hence, the Evaluation Committee may have internal consultations based on such evaluation. During evaluation stage, even if any independent evaluators are involved in the process, the voting members of the Evaluation Committee shall have collective responsibility for the decisions made by the Committee.

All members of the Evaluation Committee, any observers and independent evaluators should sign a Declaration of Impartiality and Confidentiality. As required by this Declaration, any evaluation committee member or observer who has or might have an actual or potential conflict of interest with any applicant should immediately withdraw from the evaluation committee.

The budgets of the projects which are found eligible for financing and accepted conditionally are revised, and where appropriate, a consultation process over the budget is initiated with the applying institutions. At this stage, PMU experts may provide support to the relevant unit for budgetary amendments.

Final evaluation report including the list of selected proposals shall be submitted to the EUD by HRD OS. After the approval of the EUD, a grant contract shall be signed between the HRD OS and the successful institutions on the final list. Once the contracts are signed, HRD OS shall publish a grant declaration which entails basic information on the grant beneficiaries, the subject of the grants and the amount to be allocated.

# 2 Grant Projects Phase

Grant Projects Phase Grant projects shall be implemented by Grant Beneficiary institutions in line with the rules and procedures set in the Grant Implementation Guideline.

## 2.1 Key Actors involved in Implementation

In grant schemes financed under the Employment, Education and Social Policies Sectoral Operational Programme (EESP SOP), technical assistance, monitoring and audit activities shall be undertaken by the actors mentioned below. Delegation of the European Union to Türkiye (EUD) or the European Commission on behalf of the European Union may participate in such activities in every stage or execute similar activities itself.

### 2.1.1 Operating Structure (MoFLSS)

The ultimate responsibility for the grant scheme shall lie with the Operating Structure. List of relevant actors and their respective responsibilities under the grant scheme are listed below:

*Head of Operating Structure (MoFLSS, Deputy Minister)*

- Adopts all due measures to enhance the efficiency and impact of the scheme;
- Ensures technical audit and monitoring of the grant scheme.

*MoFLSS, Director of EU and Financial Assistance*

- Ensures that IPA units within the body of the Directorate of EU and Financial Assistance, **the Contracting Authority (***www.ikg.gov.tr***)**, carry out all the relevant activities in relation the grant scheme under his/her supervision;
- Assumes the role of "Project Manager" in implementation under each grant contract.

*Grant Management Unit*

- Ensures the preparation and publication of call for proposals, guidelines for applicants and the answers to "frequently asked questions";
- Performs the activities with regard to the collection and evaluation of project proposals and ensures the engagement of the Operation Beneficiary in this process;
- Ensures the drafting and signature of grant contracts.

*Information, Publicity and Technical Assistance Unit (IPTA)*

- Mobilises resources under technical assistance priority area in order to support the publicity, implementation and monitoring of the grant scheme;
- Effects the payments for the expenditures incurred for the purposes of monitoring activities;
- Coordinates and facilitates info days organised at the application phase and the training courses for potential applicants;
- Carries out training activities for the members of grant evaluation committees;
- Supports training courses for successful grant beneficiaries;
- Coordinates and controls the activities of Technical Assistance Team to be mobilised by the service contract under the technical assistance priority of the Operating Structure as well as the utilisation of incidental budget; verifies and approves the mobilised experts' time sheets; conducts preliminary checks of CV's and terms of reference of short-term experts;
- Supports communication and visibility activities.

*Project Management Unit (PMU)*

- Carries out any actions related to support, management and monitoring of the implementation of contracted grant projects together with its staff composed of contract managers (CM) and Technical Monitoring Experts (TME) (see Programme Implementation Manual *http://mis.ikg.gov.tr/* → **Project Management Unit** → *Manuals of Procedures* **– PIM.M –** *Annex M.02***);**
- Organises training for eligible beneficiaries;
- Evaluates and verifies in technical and administrative aspects the reports received from grant projects and any requests for changes, use of contingency reserves and derogation from the rules of origin, when required, by getting the opinions of Operation Beneficiary;
- Performs preliminary controls of tenders in procurements made under grant projects;
- Ensures that due technical control, verification and audit activities of grant projects are conducted; and when necessary, directly engages in such activities;
- Carries out monitoring and evaluation activities at the levels of grant scheme and grant project in order to measure the progress made towards achieving EESP SOP indicators;
- Develops monitoring system and tools;
- Ensures the establishment of monitoring teams and overall coordination of their activities as well as the delivery of technical support and training for such teams;
- Ensures that due monitoring activities for grant projects are conducted; and, when required, engages in such activities;

- Ensures that visit reports as well as irregularity, risk and early warning reports and check lists are developed by actors in charge of monitoring and are circulated to the relevant units;
- Ensures the information is entered into the Monitoring Information System as well as ensuring the continuity and update of such information.

*Financial Management Unit (FMU)*

- Ensures that all payment, accounting and financial transactions under the scheme is conducted with its staff comprised of Finance Managers (FM);
- Makes in-advance and final payments to the projects;
- Ensures that the projects are audited and verified financially;
- Checks the eligibility of expenditures by means of financial reports, invoices and receipts and calculates total eligible costs.

### 2.1.2 Operation Beneficiary (OB)

*Operation Coordination Unit (OCU)*

Every operation beneficiary shall establish an Operation Coordination Unit (OCU) to ensure proper and timely implementation of all activities on daily basis under the operation. This Unit to be equipped with sufficient number of staff members possessing sufficient qualifications shall be chaired by Senior Representative of Operation Beneficiary (SROB). SROB is in charge of the representation and overall management of the OCU in accordance with the relevant rules and regulations. Under the grant scheme, SROB is also in charge of;

- Introducing grant schemes, supporting activities in the application phase and mobilising the staff who shall take part in the evaluation of project proposals to be financed under the scheme;
- Assigning and supervising the staff who shall be in charge of thematic monitoring (Thematic Monitoring Expert - TME); ensuring the production and circulation of Thematic Monitoring Plans to the HRD OS in accordance with Thematic Monitoring Strategy Document produced under the Operational Contract;
- Ensuring communication and cooperation with the HRD OS and the circulation of all reports and check lists to the HRD OS in accordance with the provisions of the Operational Contract.

OCU is in charge of:

- Providing assistance to the beneficiaries about thematic content;
- Organising “Management and Steering Committee Meetings” (generally on monthly and biannual basis);

- Recording any progress made in Operation indicators into ‘monitoring sheets’ by taking into account the data in the grant scheme and submitting these sheets to the HRD OS along with table of risks;
- Establishing a high level ‘Steering Committee’ and a secretariat under the Operation;
- Carrying out activities specified in the Operational Contract concluded with the Contracting Authority;
- Supporting evaluation activities which shall measure implementation outcomes, effectiveness, impact and sustainability of the grant scheme and disseminating the results of such activities…

*Thematic Monitoring Experts (TME)*

Operation Beneficiary (OB) shall establish a Monitoring Team comprised of a sufficient number of staff members to monitor grant projects. This team:

- Checks, after the signature of the grant contract, whether project activities are consistent with the national legislation, policies, strategy or plans in the relevant thematic field,
- Evaluates whether project activities are in line and consistent with the aims and objectives specified under the Operation Identification Sheet and Guidelines for Applicants, and
- Contributes to the implementation of projects in accordance with the EU rules and Turkish legislation.

Thematic Monitoring Experts (TME) assigned to each project are in charge of:

- Via PROJEMATİK, following up activities, indicators, thematic questions and implementation outcomes of grant projects and informing HRD OS of the remedial and preventive actions in relation to risks;
- Examining questions of thematic content received from beneficiaries, and upon due consultations, preparing and sending answers for such questions on behalf of Operation Beneficiary (OB) via PROJEMATİK (Control Panel → Questions & Answers)
- Verifying indicators (Project Actions→Performance Indicators →Specific Scheme Indicators ) and, if required, warning the GB;
- Ensuring that courses and trainees under the Project are entered into PROJEMATİK, and informing the GB about missing information (Project Actions→ Courses);
- Following project websites published on main page of PROJEMATİK, and ensuring the efficient use of this module by the GBs;

- Within the scope of the examination of technical reports of the Beneficiary; verifying the indicators targeted by relevant scheme and achieved by the project in terms of quantity, quality and cost-effectiveness through "thematic control list and evaluation report" (see Programme Implementation Manual http://mis.ikg.gov.tr/ → Project Management Unit →Manuals of Procedures – PIM.M - Annex M.26) (Control Panel → Reports)


- Upon the request of the HRD OS; checking the change requests sent by beneficiaries; sending the opinions on the eligibility of such requests to be expressed on behalf of the Operation beneficiary to the HRD OS (Control Panel→ Amendments);
- In case a lack of sufficient information on the reports/ PROJEMATİK for monitoring and/or verification; planning thematic monitoring activities and informing the HRD OS (Monitoring → Monitoring Plan → (First) Thematic Monitoring visit→) (see 2.4.3)
- Supporting the evaluation activities of the grant scheme.

Thematic monitoring experts should abstain from responding or offering guidance for questions or problems that, especially, may be controversial and are related to technical monitoring, such as procurement, project amendments, budget utilisation, irregularities and risks, in a way that may potentially affect the outcomes or be binding; and should inform the HRD OS thereof.

## 2.2 Activities towards the Implementation of the Scheme

### 2.2.1 Preparations before the Signature of the Contract

(Under the coordination of PMU Coordinator, Operation Contract Manager and Monitoring Expert)

1. Grant Implementation Guideline Template shall be updated in accordance with the rules specific to the scheme.
2. A list of grant projects to be financed under the scheme shall be received from the relevant unit before the signature of contracts.
3. Grant scheme and the relevant parameters shall be uploaded to PROJEMATİK (see 2.3 Use of PROJEMATİK ).
4. Contract Managers, Monitoring Experts and Finance Managers shall be assigned in accordance with the procedures (http://mis.ikg.gov.tr/ → Project Management Unit →Manuals of Procedures – PIM.M - POG.M.01) in Programme Implementation Manual for each project.

5. Actions for the assignment of Contract Managers, Monitoring Experts and Finance Managers to the projects shall be completed over PROJEMATİK, and it shall be ensured that they enter into the system any budgetary and other relevant information concerning respective projects (see 2.3 Use of PROJEMATİK ).
6. VAT Information Forms shall be prepared by checking the information related to each project.
7. If requested by the FMU, IBAN which is declared on the Financial Identification Form shall be verified, and it shall checked whether accounts are Euro account or not from the address http://www.ibancalculator.com/iban_validieren.html.
8. If requested by the relevant unit, the budget for each contract shall be entered into PROJEMATİK and tested.
9. Contract signature scheme shall be received from the relevant unit; necessary planning shall be made for the meeting to be held in the course of signature; and an info kit shall be prepared.

### 2.2.2 Activities in the course of Contract Signature

Representatives of the Beneficiary coming to the Directorate to sign the contract and staff in charge of monitoring shall have face-to-face meetings focusing on the implementation of projects.

1. In this meeting, issues relevant for the commencement of the project implementation, in particular receiving VAT exemption certificate, use of PROJEMATİK and general information (as well as mobilisation of human resources, utilisation of budget, €/TRY account, procurement plan etc.) shall be discussed; and an info kit (preparation package) including but not limited to the following content shall be delivered to the beneficiaries:
   - Guidelines, training and technical supports to be delivered
   - Timing of pre-payment and the beginning of the implementation period in which expenditures can be made
   - Registration and authorisation on PROJEMATİK
   - Application procedure for VAT exemption certificate and documentation to be used
   - VAT Information Form (Information on this form should be checked with the beneficiary, and the form should be delivered in return for a signed statement in writing)
   - Grant Implementation Guideline (in electronic format)

### 2.2.3 Activities following the Contract Signature

(Under the coordination of Operation Contract Manager and Monitoring Expert)

1. Grant Scheme Launch Event shall be held with the participation of the Operation Beneficiary and EUD, and the subjects to be address shall include but not limited to the following:
    a. Determination of thematic experts to be assigned to each project
    b. Timing and delivery of grant implementation training
    c. Determination of keynote speakers for opening ceremony of the training and submission of draft presentations to the Contracting Authority
    d. Reviewing performance indicators of the scheme
    e. Powers and responsibilities of the relevant operation beneficiary arising from the operational contract with respect to thematic monitoring activities (see PIM.M -Annex M.03, 05 and 26)
2. A training programme of at least 3 days for grant beneficiary institutions shall be designed to include opening ceremony, thematic presentation of the Operation Beneficiary, technical presentations of the Contracting Authority under the project implementation training, and roundtable meetings which bring together Monitoring Expert/Thematic Expert and projects.
3. Technical presentations for project implementation training shall be developed in accordance with "Grant Implementation Guideline" and PROJEMATİK system.
4. An official letter of invitation shall be sent to the beneficiary institutions by putting Operation Beneficiary and Delegation of the European Union to Türkiye in carbon copy (cc) to invite them to the training.
5. Assignment of Thematic Monitoring Experts who have been assigned and officially notified by the Beneficiary Institutions to each project as thematic expert (and as observers for the whole programme) is completed on the system.

### 2.2.4 Procedures for Communicating with Grant Beneficiaries

Director of EU and Financial Assistance (DEUFA) has been assigned as "Project Manager" by the Deputy Minister of the Ministry who is the Head of Operating Structure (HOS) for EESP SOP, and has been entrusted to monitor the implementation of all sorts of operations and contracts (SER = SERVICE, SUP = SUPPLY, W = WORKS, G = GRANTS). In the absence of such assignment, only HOS shall be authorised to sign the relevant documents as project manager.

Any verbal or written instruction, statement or opinion delivered by any persons other than Project Manager or authorised representative of the Contractor (of the GB) cannot be taken as binding. Hence, instructions, orders, opinions, notifications, approvals, agreements, certificates or decisions should be officially confirmed and should be delivered as official letters signed by the Project Manager.

The Project Manager has authorised Contract Managers and/or Monitoring Experts in the implementation of grant projects for the following actions in response of following request of GBs submitted through the system:

- Approving PROJEMATİK user authorisation requests and identifying a new authorised user,
- Giving non-binding answers to questions,
- Completing pre-control for minor change requests,
- Completing preliminary controls regarding major change requests and reports,
- Completing preliminary controls of tendering documents and actions on the system,
- Approving visibility materials,
- Drafting activity and procurement plans, and
- Updating performance indicators.

In any case, for the purposes of the implementation of the project, Contract Manager and Monitoring Expert should thoroughly examine specific and general conditions of the contract as well as the relevant articles set in the annexes, and the process should proceed in accordance with the contract provisions. If required, relevant sections of PRAG should also be checked, and existing templated provided in PRAG should be utilised.

Especially deadlines and timing requirements specified under specific and general conditions of the contract should be attached utmost importance for the actions. Without detriment to these deadlines and timing, as a rule, all actions in relation to approval, agreement, certificate or decision-making by the Contracting Authority should be completed at least within 15 working days, and no unreasonable delay should be allowed.

The Contracting Authority uses an internet portal called BELGENET (https://belgenet.csgb.gov.tr) as an electronic document management system (EDMS). Through this system, any written text, official letter, official information and electronic document can be produced, saved and circulated to the other departments electronically. All documents and attachments, including information about the activities, can be saved and tracked on the system.

Official letters with a date, number and signature by the authorised person which are sent to Contract Managers and Monitoring Experts by any of such direct channels as mail, courier or e-mail, not via BELGENET should definitely be registered on the documentation system of the Directorate as “incoming document”. In this scope, original or electronic copies of cover letters received, for instance, by courier in a box, should be sent to the documentation service for registration. Upon the completion of registration formalities, any official letter addressed to the GB should be written in reference to the in-coming letter received from the GB (Belgenet →Incoming Documents → Show content → Reply). Hence, the response letter should be added as a reference to the official letter of the GB on the system.

According to the contracts, written communication language between the Contracting Authority or Project Manager and the Contractor will be English. On the other hand, in accordance with the Turkish legislation, official correspondences should be in Turkish. Therefore, every letter written in English, including its annexes, should be attached to a letter in Turkish to be prepared on Belgenet system to be able to be sent to the GB. For this purpose, a letter in English signed by Project Manager shall be scanned by CM/THME with its annexes in order to be transformed into electronic format and attached as an annex to the Turkish cover letter on Belgenet. Belgenet cover letter is acceptable on its own for sending approved and signed addenda or exemptions from the rule of origin as well as for sending warning notices, whereas a cover letter in English is required for important issues especially such as suspension or termination of the contract.

All responsibility with respect to the confidentiality, integrity, archiving and accessibility of the relevant correspondence and all documentation concerning project implementation shall lie with the CM and THME. In any correspondence, the subject code should be selected as 746.01.02.04 (Monitoring and Evaluation), and the contract number should also be specified. Selection of subject codes and archiving actions should be managed in accordance with the archiving system of the PMU.

Communication with the GB should be managed via PROJEMATİK to the extent possible, and if necessary, CM/THME should contact the GB by sending a message through the system.

### 2.3 Use of PROJEMATİK

**MIS**, called as **M**anagement **I**nformation **S**ystem or **M**onitoring **I**nformation **S**ystem, which is an electronic system into which data should be entered regularly in accordance with the provisions of the contract for the purposes of the management and monitoring of the projects is called **PROJEMATİK** under the scope of Employment, Education and Social Policies Sectoral Operational Programme (https://PROJEMATİK.ikg.gov.tr). **PROJEMATİK** has been developed for following purposes:

- To implement and monitor EU funded grant projects effectively,
- To inform the general public adequately and to reach intended beneficiaries of the projects,
- To provide sufficient support to implementing agencies,

- To prevent any possible actions which are against the contract and the implementation guideline,
- To reduce bureaucratic burdens.

PROJEMATİK is an internet-based information system. The system is accessible to everybody free-of-charge under the philosophy of public services. The system encompasses various different functions for different users. For instance, citizens who are not registered users of the system and wish to benefit from project activities can follow project events such as courses and seminars from websites automatically developed by the system for the projects, and they can make online application. Project officers authorised to run the project (coordinator, consultant, project secretary or accountant etc.) can complete various actions regarding the project via PROJEMATİK.

**Basic Functions of the System:**

- First of all, PROJEMATİK is a database. Documents, plans, progress and reports related to the project can be uploaded to the system and are stored in the system. The system produces various statistics by utilising such data (Statistics).
- Secondly, PROJEMATİK is a communication channel. Technical assistance required during the implementation of the project can be received via PROJEMATİK. Questions and reports are presented, and actions are presented for ex-ante control via the system. Required information is communicated to the beneficiaries via the system as 'announcement'. All staff in charge of monitoring and GBs can access basic information and contact details of the project via the system (Monitoring – Grant Projects→ All Grant Projects) (GB – Other→ Other Grant Projects).
- Moreover, PROJEMATİK is a warning system. For instance, when deadline of required reports or dates of visits to be paid to the project by officers come closer, the system warns the officers of beneficiary institutions through means such as e-mail, thereby contributing to timely completion of required preparations.
- PROJEMATİK is a document information system. Documents to be prepared and composed of plenty of pages can be prepared within shorter period, more easily and correctly by utilising the form integrated into the system. Standard templates to be used for the documents are available on MİSTİK.
- Furthermore, PROJEMATİK is a management system. Thanks to planning, follow-up and control functions, for instance, activity and procurement plans can be developed; expenditures can be entered into the system to keep track of the budget, and required reports can be derived from the system automatically.

## SYSTEM USERS AND BASIC ACTIONS

**System Administrators:** **R**efer to the staff with full authority over the system, including experts in charge of software development and maintenance, IT Unit staff and those who have full authority to access database, update source codes, etc.

- "System Administrator" authority of the personnel who leave the institution due to various reasons shall be removed without delay by other managers without the need for instructions.

**Coordinator:** Refers to the most authorised actor of the system among users.

- Staff members who work in the capacity of project management unit (PMU) coordinator and financial management unit (FMU) coordinator are authorised as "Coordinator" by system administrators or current authorised coordinators without the need for a preliminary approval (Coordinator actions → System authorities of users).
- Coordinators of PMU and FMU may authorise other staff members at their own departments as coordinator; however, such PMU and FMU staff members who are subsequently authorised cannot authorise other staff members as coordinator without preliminary written approval of the unit coordinator.
- If a staff member who holds coordinator authorities leaves his/her position as PMU or FMU coordinator or leave his/her unit altogether for various reasons, "coordinator" authorities of such person, if any, shall be removed without delay by other coordinators without the need for instructions.

Main authorities of a coordinator which can be performed over the system interface are as follows:

- Appointing users as coordinator or as authorised user
- Creating and updating grant schemes
- Identifying types of activities and performance indicators, and assigning them to the schemes
- Granting due authorities at the following authorisation levels, and determining their capacities to authorise each other:
    - Observer,
    - Contract Manager,
    - Finance Manager,
    - Thematic Control Expert,
    - Thematic Control Officer,

    - Technical Monitoring Expert, and
    - Grant Beneficiary,
- Designing and approving monitoring visit schedules
- Seeing irregularity notifications sent through the system
- Seeing login data and last access time of users of all authorisation levels on daily basis
- Setting up over the activity log notification system on which subjects and in which cases automatic e-mails to be sent by the system shall be created.

### 1 – Creation of Grant Scheme on PROJEMATİK

### (By Coordinator)

Electronic form under the segment of Coordinator actions → Create Scheme shall be filled out.

As an example, please see previously created schemes under the segment of Coordinator actions → Update current schemes → Create Project.

- **Code** refers to the scheme acronym. Numerical code of the grant scheme on HRDMIS should be written. In this way, projects agreed to be supported under the scheme can be derived by HRDMIS from the segment Update Current Schemes → Project Creation on MİSTİK.

- **Number** refers to the first part of the project and contract numbers to be assigned to the projects under the scheme. If contract number is in the format of **"**TRH4.1.ISEDP/P-03/…"**,** then the number should be "TRH4.1.ISEDP/P-03".

- **Title** refers the name of scheme published under the grant application manual. At the beginning of this section, it is useful to enter the scheme code or Turkish acronym. For example, Turkish acronym for ISEDP programme and operation is "DESİP" which has been entered into the system as "DESİP_Improving Social Integration and Employability of Disadvantaged Persons".

- **Start date** should be entered as defined in Article 2 of special conditions of the project contract under the scheme. If the projects start on different dates, the starting date of the first project in the scheme shall be entered.

- **End date** should be entered as defined in Article 2 of special conditions of the project contract. If the projects have different duration, the end date of the last completed project in the scheme shall be entered.

- **Percentage of EU Contribution** refers to the percentage of maximum grant which is indicated under the section of 1.3 and the section of "Grant Amount" and made available to the Beneficiaries for total eligible expenditures of the project.
- **Limit of Major Change (in percentage)** should be entered as defined in Article 9 of the general conditions of the project contract under the scheme: for instance, 25 for 25%**.**
- **Operation Beneficiary** is selected, and **web address** section is filled with the address of Beneficiary institution.
- For **contingency reserve budget number,** relevant PRAG procedure to which the programme is subject is selected.
- In the section **Interim Report Yes,** relevant option is clicked in accordance with the reporting requirements under special conditions of the contract.

Upon the creation of the scheme, in order to introduce the projects to the system one-by-one especially after the signature of the contracts, PMU and FMU coordinators may authorise the staff of the respective units as Authorised User (Coordinator actions → User System Authorities).

**Authorised User:** Refers to the second most authorised actor of the "relevant grant scheme" after the coordinator among users. If a staff member leaves the unit for various reasons, authorities of such person shall be removed by coordinator without delay.

Main authorities of an authorised user which can be performed through the system interface are as follows:

- Updating grant scheme (except for creating a new scheme)
- Creating projects under the scheme
- Identifying types of activities and performance indicators, and assigning them to the schemes
- Making announcements to all users of the relevant programme to which s/he has been assigned as Contract Manager.

**2– Entering Performance Indicators of the Scheme into the System and Assigning them to the Scheme**

**(by Coordinator or Authorised User)**

Indicators of relevant outputs and results of the EESP Sectoral OP to which the grant scheme shall contribute are entered into the section of Performance Indicators Pool→Click – to identify new performance indicators as indicated in grant application guideline. Consistency of indicators set in the application guideline with the indicators specified in relevant action and/or activity of SOP should be checked.

On the identification of the indicators, these indicators should be assigned to the scheme by using "Update" link on the **Perf.Indicators** column of the relevant scheme under the segment of Update Current Scheme → Create Project.

**3 – Entering Activity Types of the Scheme into the System**

**(by Coordinator or Authorised User)**

In the section of Activity Types → Click to identify new activity type, the activities listed under section of "Activity Types" under the title of 2.1.4. Eligible Activities of the Grant Application Manual.

**4 – Introducing Guidelines And Templates under the Scheme**

**(by Coordinator or Authorised User)**

In order to upload guidelines and standard documents to be used by the staff in charge of monitoring and the grant beneficiaries for the purposes of project monitoring and implementation activities, "Update" link on **Menu (Manual)** of the relevant scheme under the segment of **Update Current Schemes → Create Project** should be used. Menu introduced for a previous scheme may be copied to save time during first update. While copying, the most appropriate current scheme or the most up-to-date scheme should be selected among previous schemes.

**5 – Creating Projects**

**(by Coordinator or Authorised User)**

To enter projects into the system, "Project Check" link in the column of **"HRDMIS Project Integra-**

**tion"** or the link the number included in the column of **Number of Project** of the relevant scheme under the segment of **Update Current Schemes → Create Project** should be used. A new project **may be added** by clicking on the icon of  on the right top side of the table opened from project number link. In this section, utmost importance should be paid to enter Contract Number and Project title information exactly as they are written in the contract.


### 6 – Authorising Users in charge of Monitoring Activities

First of all, Coordinator shall select the relevant scheme under the segment of User Authorisation and shall make due updates by clicking on the sign of , and then users listed below in charge of Monitoring and Verification Activities shall be added one-by-one to the projects by clicking on the icon of :

1. Contract Manager (CM)
2. Finance Manager (FM)
3. Thematic Monitoring Expert (TEMIZ)
4. Thematic Control Officer (TCO) and
5. Technical Monitoring Expert (TEKIZ) can see and work only on the projects assigned to them under the scheme.

First of all, THME and CM's who have been assigned to the projects in accordance with assignment procedure set in the relevant parts of Programme Implementation Manual of the Contracting Authority should be mobilised. Then primarily the budget and other data of relevant projects should be entered into the system by abovementioned staff members.

Assignment of each user in charge of Monitoring Activities shall be made by Coordinator after the creation of grant scheme and projects under this specific scheme in the system (Coordinator actions → User Authorisation). Staff members assigned to each project by operation beneficiary and notified to the Contracting Authority shall also be authorised as Thematic Control Experts in the system.

Coordinator can set system parameters in a way to allow these users to authorise each other (Coordinator actions → Authorisation Matrix). As a rule, Technical Monitoring Expert, Thematic Control Officer and Thematic Monitoring Expert should not have the authority to assign grant beneficiary. Users of all authorisation levels may authorise any system user to a position equal to their own authority level. For instance, THME can assign their substitute for their off-work days as THME in their project (Authorised Schemes → Technical Monitoring Expert Log in→Authority Panel → Delegate Authorities). If a staff member leaves his/her position for various reasons, authorities of such person shall be removed without delay by the coordinator.

**7 – Authorising Users in charge of Observation Activities as Observer:**

Observer refers to an officer who can see all projects and actions taken in the projects under the scheme but cannot perform any actions. Any staff member of the Contracting Authority, representatives of the European Union, authorised auditors, representatives of the Operation Beneficiary in charge of thematic monitoring and those who have been mobilised within or out of the institution for technical assistance may be authorised as observer upon their request or directly by the "Coordinator" (Coordinator actions → User authorisation). Authorisation is enabled after the grant scheme is created in the system.

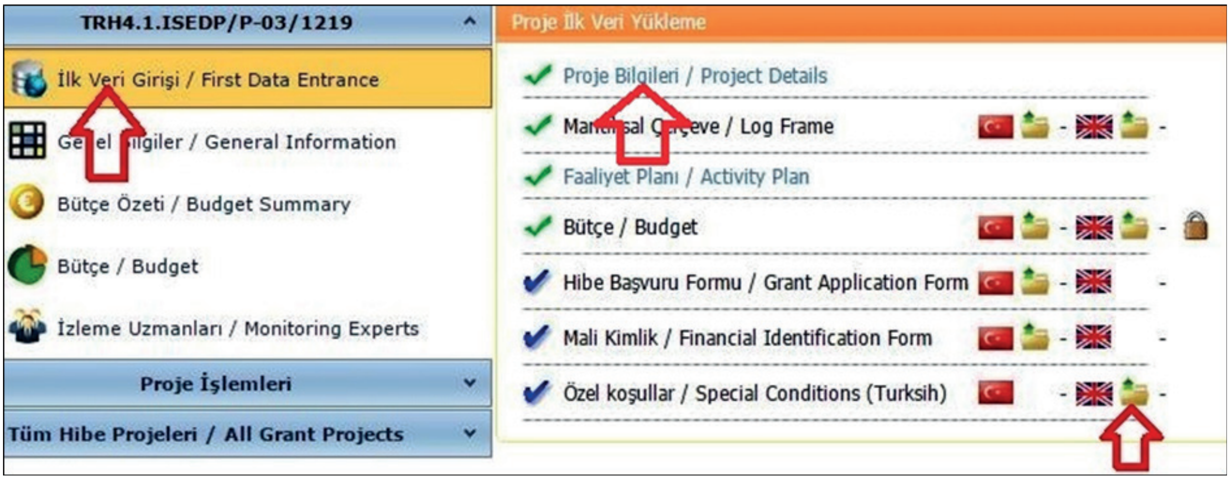
"Observer" authorities, if any, of staff members who leave their job for various reasons and other observers whose job is completed shall be removed without delay by the Coordinator.

**8 – First Date Entrance for Projects**

At this stage, THME, CM or FM shall enter basic information about the project in accordance with the information on the contract file under the section of First Data Entrance → Project Data.

At the next stage, the documents of project budget, log frame and activity plan shall be uploaded to the system in file format.

Especially when e-copy of the budget in excel format is uploaded under Budget section, budget items will be automatically uploaded to the system. As for the other sections, the relevant parts under the contract file (along with all pages signed and initialled) should be scanned and uploaded in pdf format.




After the files are uploaded, THME/CM should complete, without delay, due entries and updates in the following parts of the Project Actions section in consultation with the GB:

- Activities→ (PROJEMATİK guidelines)
- Tender (see Guidelines for Applicants Section 2.6. and PROJEMATİK instructions)
- Performance Indicators→ Update Performance Indicators specific to Scheme/Project

**9 – Authorisation of Representatives of Grant Beneficiary Institutions**

Such project staff members as project coordinator, secretary or accountant who have been authorised to use the system by the Grant Beneficiary institution may perform any actions related to the projects by using these authorities.

By using the following info note, beneficiary institutions shall be informed to register in the system and request authorisation:

**PROCEDURE FOR REGISTRATION AND AUTHORITY REQUEST ON PROJEMATİK**

1. Access PROJEMATİK from following address: https://mistik.ikg.gov.tr.
2. Enter the address and click the link Register.
3. "First Registration Form" is filled in.
4. Since the Turkish ID number and name written into the form are checked through MERNİS it is highly important that the information is entered just like it appears in the ID card and fully. "First registration information mail" automatically sent by the system to the e-mail provided is opened (Message sent by PROJEMATİK can be defined as junk or spam by e-mail account and may not appear in inbox. In this case, boxes called as "junk or spam" are checked. PROJEMATİK e-mail appearing in junk/spam/filter folders are marked as "Not Junk" or "Not Spam". Thus, further massages sent by PROJEMATİK appear in Inbox). (If you cannot find any messages sent by the system, contact hibe_izleme@ikg.gov.tr)
5. In the message, first registration verification address is clicked.
6. In the address, username and password are entered, and the registration is completed (No space should be left especially at the end of user name identified. It is recommended that the user avoids Turkish characters such as ç, ı, ş, ğ, ü, ö and capital İ. If e-mail address has been set as username, the system can give error while entering the system. Thus, only the first section of the e-mail address is used, and "@"and further part is not written).
7. The system is entered from the address https:// PROJEMATİK.ikg.gov.tr by using the user-name and password created.
8. Those who occupy a position such as entitled to commit and represent the beneficiary institution, project coordinator, project assistant or accountant and authorised by project owner to perform project actions via PROJEMATİK should first of all request authorisation from this section in order to access the project and to perform project actions. To this end, information required about the project is entered from the link "Please click in order to request authorisation as grant beneficiary." and the request can be sent. (Information required during authorisation request is already included in the signed grant contract.) Position held in the project should be written in the section called "explanation".
9. Contract number should be entered into "Contract No" section in following format: TRH1.2.PYEIS/P-03/61 (contract number of the project numbered 61)
10. Once authorisation request is sent, it is assessed by system administrators, and authority is granted if deemed appropriate. In order to see the authorisation, the user should sign out and enter the system again. Once the authority is granted "Grant Beneficiary Entry" link will appear.

11. If a problem occurs in authorisation requests though all information is entered correctly, you can send the information required during authorisation request (namely, contract number, sub-total of human resources in project budget and total project budget) and Turkish ID number to Monitoring Expert via e-mail.

As a rule, GB can only be assigned by "Coordinator" (Coordinator actions → User Authorisation) and "Contract Manager" (Authorised Schemes → Contract Manager Sign in → Authority Panel → Delegate Authorities). The relevant scheme shall be selected from the segment of Delegate Authorities, and due updates shall be introduced by clicking on the icon of ; and new people shall be added by clicking on the icon of or [[Yeni yetki talebi!]] which emerges in case of a new request for authority. If a user leaves his/her job for any reasons, his/her authorities as GB shall be removed without delay. The relevant scheme shall be selected from the segment of Delegate Authorities, and due updates shall be introduced by clicking on the icon of ; name of the person to be deauthorised shall be clicked by setting the status as "Passive-No Authority".

In principle, the authorities as GB should be removed immediately in the aftermath of uploading of the final reports of the project into the system or at latest within 6 months following the finalisation of the project.

### 2.4 Monitoring Data and Monitoring Tools

Activities and outputs committed by signed grant contracts as well as performance indicators shall be verified by teams in charge of monitoring activities through **desk-based** and **thematic monitoring activities.**

**In desk-based monitoring activities;**

- **Questions asked by the beneficiaries,**
- Assistance requests of the beneficiaries,
- Statements made by the beneficiaries,
- Reports submitted by the beneficiaries and
- Change requests and contingency reserve utilisation requests of the beneficiaries throughout the implementation phase shall be used as primary monitoring data.

**Thematic monitoring** activities shall be conducted especially for high risk projects and in case above-mentioned desk-based monitoring data and information are not sufficient enough to make verification. Findings obtained through monitoring visits with prior notice to the beneficiary institution and on-the-spot controls to high risks projects without prior notice shall be used as monitoring data. In response to this data, monitoring teams shall produce checklists and reports, examples of which are referred to as monitoring tools on PROJEMATİK.

### 2.4.1 Technical Assistance and Questions

Technical assistance to GBs shall start during the signature of the contract and shall continue until the final reporting is concluded. During the signature of the contract, initial introductions and discussions with GB shall be held (see Section 6.3.2); then, training programmes such as project implementation, report preparation and PROJEMATİK training shall be delivered.

During the initial introduction meeting with the GB and during the initial training or monitoring visit, the activities of the project and the significant procurement that require tenders should be planned, and the indicators corresponding to the OP indicators of the project should be identified. In this context, necessary entries and updates should be completed immediately in consultation with GB in the following sections of the Project transactions section of PROJEMATİK:

- Activities → (PROJEMATİK instructions)
- Tenders (see Grant Implementation Guideline Section 2.6. and PROJEMATİK instructions**)**
- Performance Indicators → Update Performance Indicators specific to the Scheme/Project

All requests for assistance and questions received from beneficiaries on daily basis shall be used as significant monitoring data; and they should be replied immediately and to the extent possible by THME or CM on PROJEMATİK (Control Panel → Questions & Answers)

In particular, questions addressed through MİSTİK should be answered by referring to relevant reference documents as follows:

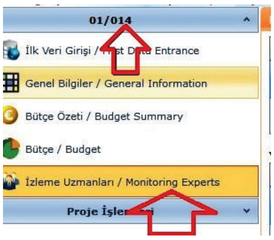
- Grant Contract: Application Form (Project Definition) and Special Conditions
- **Grant Implementation Guideline**
- **Guidelines for Applicants**
- **Operation Identification Sheet and National Legislation, Policies/Strategy Papers etc. concerning the Operation.**

Special and general conditions of the contract and the grant guidelines should be used as the main reference documents, and any questions and request for assistance which are not clearly regulated by these documents should be replied, if necessary, after a process of joint consultations with the Contracting Authority. **Process of joint consultation** shall be conducted in the form of a meeting whose decisions are recorded in minutes under the chairmanship of Director of Institution in the capacity of Project Manager and with the participation of THME, CM, FM, PMU and/or FMU coordinators as well as of, if necessary, representatives of Unit of Irregularities.

Issues related to thematic content should be forwarded to TME to get opinions in a way that also reflect the institutional view of the Operation Beneficiary (Control Panel → Questions & Answers → Reply→ Convert into Thematic Type).

Contact information of all users in charge of monitoring activities under the scheme can be accessed via (Authorisation Panel → Authorised Persons).

Communication with the beneficiary institutions through various channels such as telephone or e-mail other than PROJEMATİK does not comply with the documentation requirements and institutional image and creates risks of conflict of interest and increases workload. Hence, the function of sending message to beneficiary through system is used so that communication without the use of the system is at minimum.




For the name and contact information of THME, TME, CM and FM under a single project, after entering the related project, the project number on the top left and the link of "Monitoring Experts" should be clicked on.

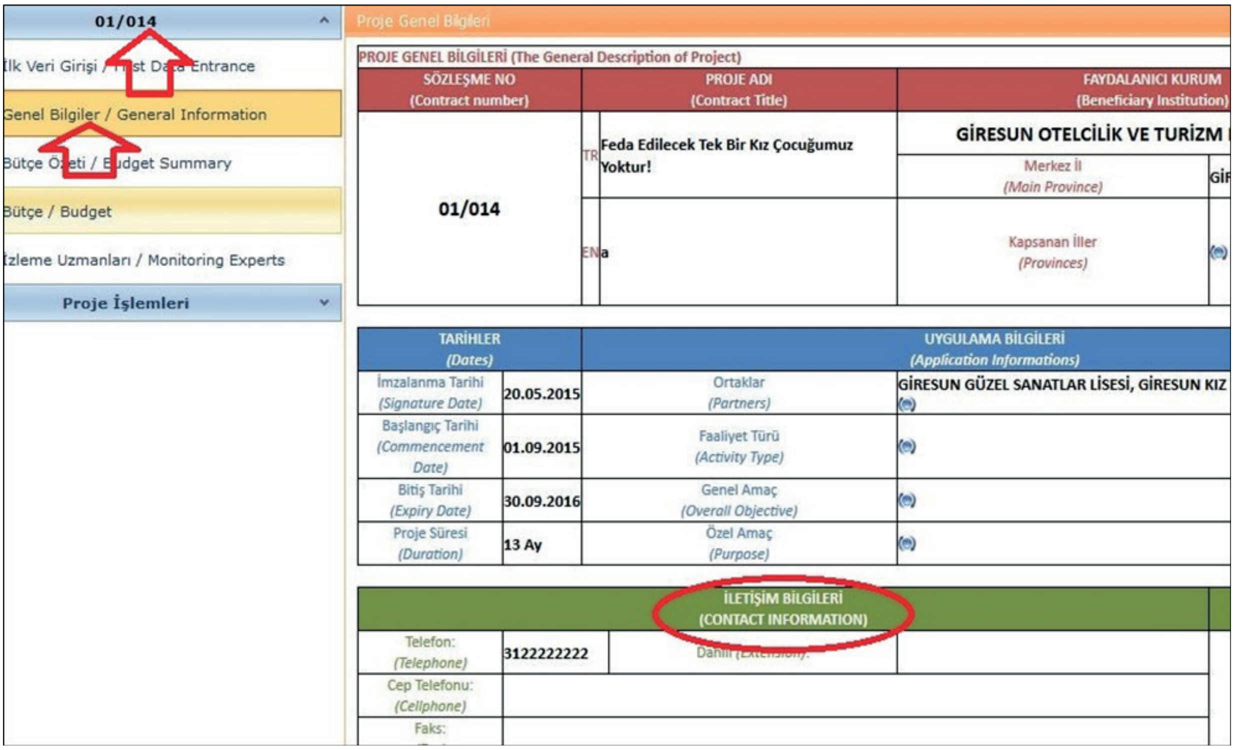
It is important to remind the GB at every opportunity that any information other than the responses provided with the signature and official letter of the Project Manager is provided as non-formal and non-binding advisory support and that the ultimate responsibility rests with them.

An institutional and common answer should be prepared for a question of the same nature which is frequently received from the projects under the scheme; and the answer should be made available with the approval of PMU and FMU coordinators under "frequently asked questions" module for the information of all beneficiary institutions (Control Panel → Frequently Asked Questions).

Within the scope of the scheme, general issues concerning all projects or more than one project may be published in the form of announcements. For this purpose, the draft announcement script may be published by selecting the respective GB on the system after the approval of the PMU or FMU coordinator. THME, TME, CM and FM may issue announcements by selecting all or some of the projects for which they are authorised (Control Panel → Announcement Management → (Left bottom) Click to add new announcement). The announcement for all GBs of the scheme can only be published by the Authorised User assigned by the Coordinator.

Users in charge of monitoring activities (THME, TME, CM, FM) can also send messages to a project under their responsibility via PROJEMATİK (Control Panel → Questions & Answers→ New Message). As communication with the beneficiary institutions through various channels such as telephone or e-mail other than PROJEMATİK does not comply with the documentation requirements and institutional image and creates risks of conflict of interest and increases workload, communication without the use of the system should be kept at minimum.

To access GB contact information, after entering the project, the project number on the top left and the link of "General Information" should be clicked on.




## 2.4.2 Change Requests

Change requests that may be made by the beneficiaries during project implementation can be used as important monitoring data to identify progress and problems in projects.

Change requests should be addressed swiftly to prevent any blockage in project progress, and maximum support should be provided to the beneficiaries for the preparation of change requests.

After the requests are uploaded to the PROJEMATİK by the beneficiaries in accordance with the relevant recommendations and warnings, they should be examined by the monitoring teams without delay in accordance with the principles set in the Programme Implementation Manual. The checklists to be prepared in response to the change requests shall also be prepared through the system (Project transactions→ Requests → Check).

<table>
<tr><td colspan="2">Decision on change requests should be made, if necessary, either through joint consultation with the Contracting Authority or after receiving the opinion of the Operation Beneficiary (OB).</td></tr>
<tr><td>Process of joint consultation shall be followed when the consultation between THME, CM and PMU Coordinator fails. Process of joint consultation shall be conducted in the form of a meeting where decisions are recorded in minutes under the chairmanship of Director of the Institution in the capacity of Project Manager and with the participation of THME, CM, FM, PMU and/or FMU coordinators as well as of, if necessary, representatives of Unit of Irregularities.</td><td>In particular, changes implying a significant (more than 25%) reduction in the number of committed indicators in the project should be considered as a major change, and the view of OB should be sought. In order to save time while getting the view of OB, an e-mail may be sent to the Thematic Expert in charge and a response that reflects the OB's institutional view may be requested. In this context, it is important that the relevant thematic expert sends his/her reply via e-mail by completing the internal consultation process in the institution and putting SROB in carbon copy (cc). In this response, it is expected that it is stated whether the proposed change "harm the decision to award grant contract" in the view of OB.</td></tr>
</table>

On the other hand, changes in description of action (application form) affecting the excepted results (impacts, results, outputs) of the Project and changing the elements specified in Logical Framework shall be considered as major change as well, and procedure for major change shall be followed. However, in this case, it is not required to sign additional contract (addendum), and primarily, official written approval of the Contracting Authority shall be sought for such changes. Approved changes should be described in the next report.

In the case of major changes agreed to be adopted, three copies of an addendum [PRAG Annex E10] and an explanatory note [PRAG Annex A6] together with the amended parts of the contract shall be prepared by CM, with the support of THME, in English. The signed copies of the checklists of THME and CM and the guidance note in the Programme Implementation Manual (http://mis.ikg.gov.tr/ → Project Management Unit → Manuals of Procedures – PIM.M) POG M.17 (Routing Slip Addendum Grant Contracts) shall be added and subjected to quality control shall be submitted to the Authority. If deemed appropriate, additional contract (addendum) prepared by the Contracting Authority shall be sent to the Delegation of the European Union to Türkiye for approval. Three copies of signed major changes (addenda) shall be sent to GB with a Turkish cover letter to be drafted on 'Belgenet' and two signed copies shall be requested in return. At this stage, scanned e-copies of addenda and explanatory note should be attached to the letter to be drafted on 'Belgenet', with the Operation Beneficiary and the Delegation of the European Union to Türkiye in CC and the letter sent from GB for changes as reference (References → Add Document Registered on the System → Search Document → Add Reference).

### 2.4.3 Thematic Monitoring and Verification Activities

In cases of insufficiency of desk-based monitoring data, thematic monitoring and verification activities shall be carried out through monitoring visits conducted by informing GB or on-the-spot controls without prior notice, particularly for high-risk projects. If collection of monitoring data requires GB to make preparation, GB should be informed, and visit date should be agreed with GB. On the other hand, in case of any doubt of irregularity that might particularly have a financial impact, it is stipulated that the project be audited through on-the-spot control without informing GB.

Visits shall be carried out to determine and validate actual on-site performance of the project. Feedbacks received during these visits shall be used as an important means serving to take due remedial and preventive decisions and to increase efficiency and effectiveness of project implementation. In general, the following technical monitoring visits shall be conducted:

- **"Preliminary monitoring visit",** carried out immediately after signing of grant contract particularly for the purpose of technical support;
- **"Intermediary monitoring visit",** carried out to take verification and due remedial decisions in the middle of the project;
- **"Final monitoring visit",** carried out to offer technical support for verification and reporting right before the submission of final report.

Each thematic technical monitoring activity should be based on risk assessment that establishes the rationale for on-site verification and should be linked to a plan. In general, on-site verification is required when:

- The GB has insufficient project management experience,
- There are plenty of interlinked activities between project components,
- The project is implemented in more than one region,
- There is a long time gap between the design of the project and its commencement,
- There is a complaint or irregularity report/doubt,
- (Early) Warning/risk notice has been made, which needs to be followed,

- There is a risky secondary procurement / tender concerned (like tender assessments of goods or service procurement with the value of above €20,000 ),
- Information within reports/MİSTİK is not sufficient enough to facilitate monitoring and/or verification,
- There are findings of a thematic report or an audit which need to be followed,
- There are major changes or plenty of minor changes (more than 3),
- There is a change of key personnel like project coordinator,
- There are major delays in activities,
- There are non-cost-effective activities,
- Activities foreseen or logical framework are complex,
- There are significant activities, which need to be audited on-site or for which participation is required,
- There is participation in activities that require representation,
- Participation is required in monitoring or evaluation activity conducted with internal funds of the project.

Valid conditions listed above should definitely be indicated in rationale section of visit plan of the project to be visited. For example, if the project is previously warned, this should be specified in the plan.

While both technical and thematic visits are planned, most rapid and shortcut route principle should be adopted, and weekends should also be included in the timetable for monitoring visits paid by informing the GB. Besides, all projects implemented in visited region or provinces within this region should be covered as much as possible. Attention should be paid to match the visit dates with the dates of main activities of the project like vocational training courses, and how these activities are delivered should also be monitored.

With regards to reimbursement of costs incurred through technical visits, procedures in relevant guide of Contracting Authority shall be followed. In order to make reimbursement, legal authority approval for visits outside Ankara should be issued by adding at least visit plan prepared in the following format. In this scope, when on-site verification is considered necessary, each visit plan based on risk assessment should be prepared by technical monitoring expert or contract manager and should be submitted to PMU Coordinator.

| İzleme Uzmanı / Sözleşme Yöneticisi | Tarih Saat | Proje No | Ziyaret Türü | No | Seyahat Açıklamaları / Risk Değerlendirmesine Göre Ziyaretin Gerekçesi | İzleme Yeri |
|---|---|---|---|---|---|---|
| ... | 5.12.2016 08:00 | N.A. | Seyahat | | 19:00 İstanbul Sabiha Gökçen (SAW) Terminal TK2980 | Yol |
| ... | 23.11.2015 14:00 | TRH.2.1.IAREFG-II/P03/014-Feda Edilecek Tek Bir Kız | Yerinde Kontrol | | Proje koordinatörü gibi kilit personel değişimi | Trabzon |
| ... | 24.11.2015 09:00 | TRH.2.1.IAREFG-II/P03/014-Feda Edilecek Tek Bir Kız | Yerinde Kontrol | | Erken uyarı bildirimi yapıldı | Trabzon |
| ... | 24.11.2015 14:00 | TRH.2.1.IAREFG-II/P03/014-Feda Edilecek Tek Bir Kız | İzleme | | ... | Trabzon |
| ... ... | 25.11.2015 12.00 | N.A. | Seyahat | | Trabzon - Gümüşhane ... açıklamalar ... | Yol |
| ... ... | 25.11.2015 14:00 | TRH.1.2.PYEIS/P-03/0649-Nitelikli Genç Otomotivcile | İzleme | | Şikayet veya usulsüzlük raporu/şüphesi bulunmakta | Gümüşhane |
| ... ... | 26.11.2015 09:00 | TRH.2.1.IAREFG-II/P03/014-Feda Edilecek Tek Bir Kız | Yerinde Kontrol | | ... | Trabzon |
| ... ... | 27.11.2015 09:00 | TRH.3.1.UYEP-2/P-03/48 Eskişehir Chamber of Comm | İzleme | | ... | Trabzon |
| ... ... | 9.12.2016 22:10 | N.A. | Seyahat | | 20:10 Ankara Esenboğa (ESB) Terminal TK2985 | Yol |
| | | | | | | |
| Ziyaret Süresi | | | | | | |
| 4 | GÜN | 14 | SAAT | | | |



Also, when collective plans are needed for thematic verification activities that will be carried out by thematic monitoring experts, they shall be submitted to HRD OS:

| Adı Soyadı | İletişim Bilgileri | Unvanı | Proje no | Kurum Adı (Başvuru Sahibi) | Tarih | İl | Uzman Talebi | Yerinde Doğrulanması Planlanan Proje Faaliyetleri |
|---|---|---|---|---|---|---|---|---|
| XXX | E | Uzman Yard. | 343 | Bingöl Solhan Belediyesi | 15.02.2017 | Bingöl | Hayır | |
| | E | | 61 | Bingöl Ticaret ve Sanayi Odası | 16.02.2017 | Bingöl | Hayır | Seminer |
| | E | | 74 | İzmir Terciler ve Konfeksiyoncular Odası | 22.02.2017 | İzmir | Hayır | |
| | E | | 230 | Uşak Ticaret ve Sanayi Odası | 23.02.2017 | Uşak | Hayır | Eğitim Faaliyeti |
| YYY | E | Öğretmen | 102 | Düzce'de Kaydadeğer İstihdam | 23.02.2017 | Düzce | Evet | |
| | E | | 224 | Tekstil Sektöründe Kayıtlı İstihdamın Teşvik Edilmesi | 23.02.2017 | Düzce | Evet | Eğitim Faaliyeti izlenecek |
| | E | | 290 | Genç İstihdama Kayıt(dışı)sız Kalma | 24.02.2017 | Kocaeli | Evet | |

Plan finalised upon the no-objection of authority should be registered in PROJEMATİK system (TME, THME, CM and FM - Monitoring →Monitoring Plan Update → Participate → Accept

When list of visits registered into the system is approved by Coordinator (Coordinator - Coordinator Procedures → Monitoring Visits → Accept List).

And thus, visit report can be prepared through module within the system (TME, THME – Monitoring → Monitoring Visits → Prepare → Save → Send).

In order to have a full grasp of the project **before monitoring visit,** description, budget, reports of the project and previous visit reports should be examined. Various parts of report template that needs to be prepared after visit shall be prepared in a way that can be filled out during visit. In this respect, report can be filled out by entering the system during visit; however, it is recommended to take a hardcopy of blank form while going to the visit in case this may not be possible.

**During visit,** grant beneficiary is mainly in charge of:

- Arranging appropriate meeting venues,
- Making key personnel especially such as those authorised to represent and bind, project coordinator, accountant and those in charge of reporting as well as representatives of co-beneficiary institutions stand ready and,
- Submitting all documents and information required and ensuring to show places where activities are implemented, including equipment installation units.

Therefore, monitoring teams, in the first place, should evaluate whether the beneficiary fulfils these responsibilities during visits, and if necessary, should not conclude the visit to allow additional time to beneficiary to set up due conditions for smooth implementation of visit, and should report if necessary conditions are failed to be met.

If conditions for smooth implementation of visit have been met by beneficiary, during the visit, activities performed, problems and risks, communication with partners and other relevant actors, EU rules and conformity with Turkish legislation and requirements of technical and financial documentation shall be examined. By planning subsequent activities, due support shall be provided to the Beneficiary. Previous recommendations, if any, should be reminded during visits, and it should be controlled whether these have been respected or not.

The most important purpose of the monitoring visit is to verify the current status of the project during the visit on site. In this respect, the visit report should not be drafted only by summarising the statements of the individuals interviewed. Instead, the report should include the observations of the staff who personally monitored them during the visit and his/her conclusions based on the observations. In this respect, it is very important to document the issues detected during the visit with visual evidence such as photographs and video recordings and to collect all kinds of verification sources fully.

During monitoring visit, meetings should be held with project team, authorised senior managers of beneficiary institution and representatives of partner institutions, and names of persons met should be included in the report. It is of vital importance, before and after visit, that project partners' self-assessment of project activities be requested in writing, and opinions of other relevant stakeholders such as neighbouring enterprises to the project office that are not partners, be sought. During visits, final beneficiaries like trainees should also be met, and unless quality of feedbacks that can be received from them requires them not to give their names, their names should also be included in reports.

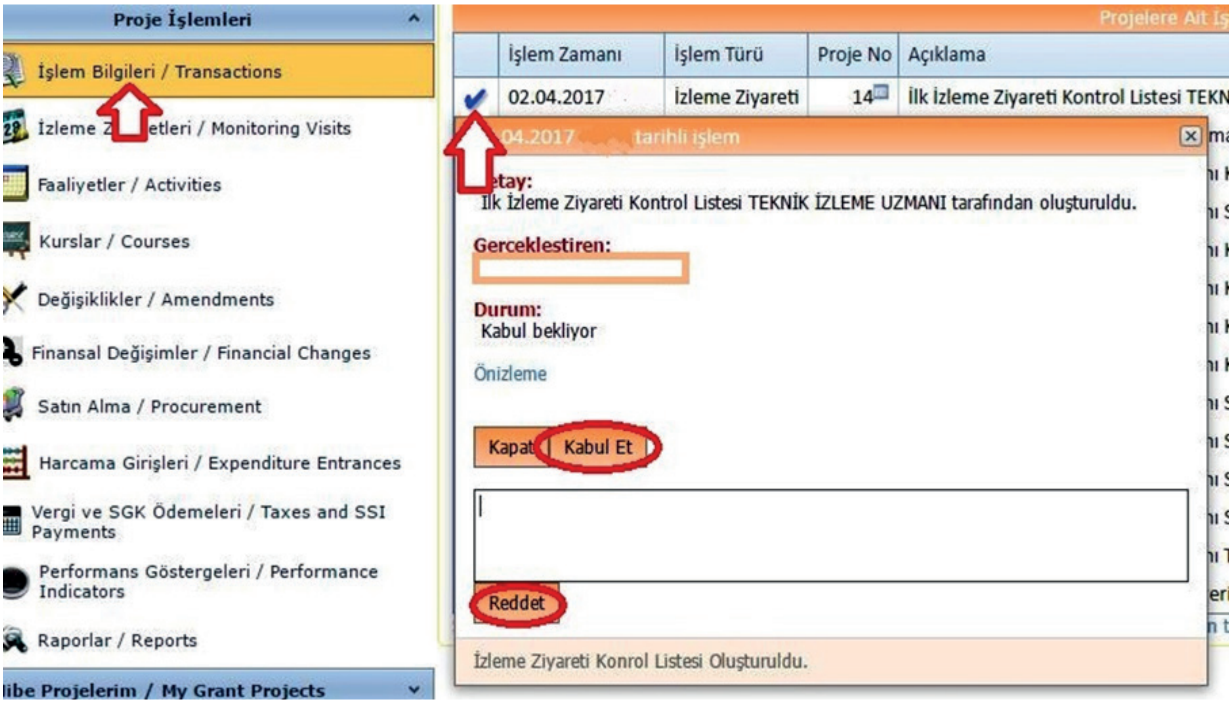
It is of crucial importance that interviewees are identified by randomly from sources such as participation tables, registration forms and project database and by sampling among representatives of final beneficiaries. Final beneficiaries to be interviewed may also be selected during visit, and the beneficiary may be requested to make necessary arrangements to interview with same people during following visits. Number of interviewees should be high enough to evaluate progress and weaknesses of the project. Interview with final beneficiaries should be conducted outside the project office where there are no representatives from project team. If required, these individuals might be requested to provide written feedback during or after the visit. Measuring quality of project activities and the satisfaction level of final beneficiaries is among the core objectives of the visit.

If necessary, physical delivery of procured equipment to beneficiary institution and its installation to be operated in foreseen place and/or realisation of construction works shall also be controlled during monitoring visit. For this purpose, an equipment list including information on equipment's model & type, manufacturer's name and serial number may be requested from GB. Recorded serial numbers shall be crosschecked with numbers indicated in procurement documents and products. It is inspected whether equipment carries a sticker demonstrating equipment's conformity with rules of origin and its procurement with the contribution of the EU.

Findings obtained through monitoring visits should be prepared through PROJEMATİK without any delay as of visit date. Beneficiary and CM should also be informed on the findings to be followed, and due recommendations should be made.

Visit report is prepared by TME (by THME in thematic visits) through module within the system and submitted to CM for approval.

CM approves the report developed by TME or may send it back to be improved/updated – Transactions → Monitoring Visit).




| | |
|---|---|
| TME/THME follows presented draft report from Monitoring → Monitoring Visits section. | |
| Rejected report is marked with icon, and CM comment is available next to this icon. According to this explanation, the report should be updated through Prepare link. | Accepted report is marked with icon. A copy of the report is printed , signed and then added to implementation file. |

### 2.4.4 Activities, Indicators and Tender (Procurement) Pre-Controls

It is a contractual responsibility arising from the project contract for the grant beneficiaries to enter the data on all developments related to their projects on a daily basis. In this scope, developments particularly in activities, performance indicators and budget shall be followed and controlled without depending on any reporting period. Beneficiary institutions that do not enter necessary data into the system should be warned with an official **“warning notice”,** and they should be reminded of this responsibility. While such notices are prepared through ‘Belgenet’ system, the Operation Beneficiary Institution and, if necessary, project co-beneficiary (partner) institutions should also be added to CC.

Each project should have detailed indicators in its logical framework or method that comply with relevant indicators of EESP SOP. Activities as well as procurement plans and “performance indicators” should be elaborated on the system together with grant beneficiaries during preliminary monitoring visit in particular. At this stage, each performance indicator foreseen in the project should also be matched with relevant indicator of the scheme. This is of crucial importance in terms of data consolidation. Monitoring teams should verify that planned outputs and result indicators of the project are realistic, that they comply with project’s objectives and sources, and they should also confirm accuracy of relevant information declared by beneficiaries on these matters.

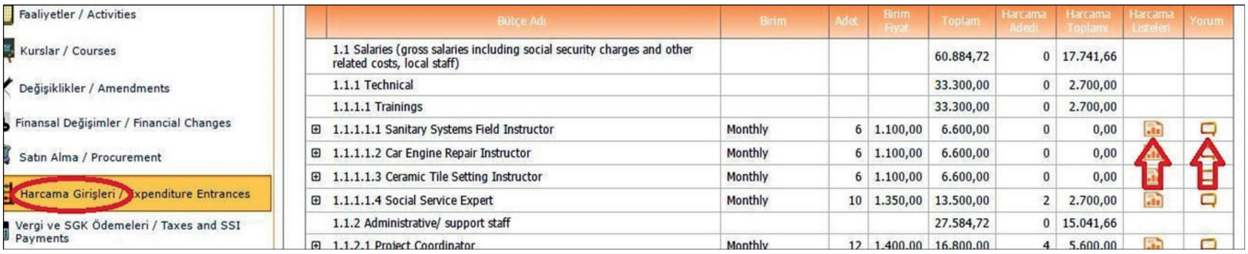
Identified indicators should have the following characteristics:

- Specific: measuring what is targeted to be measured
- Measurable
- Available with an acceptable cost/Available/Attainable
- Relevant to related target / Result-oriented
- Time bound

Types of indicators can be categorised as follows:

- Input indicators – sources, goods and services supplied (credits, delivered training courses)
- Output indicators – shows the amount and quality of the deliverables (certificate number, quality of the system developed)
- Outcome and impact indicators – show the impact of produced goods or service on their users (Knowledge level, changes in satisfaction and behaviours, decrease in unemployment rates and unregistered employment).

Contractual budget per project and allocations corresponding to each activity and item in this budget are regarded as input indicators. In order to follow developments in budget items (input indicators), it should be ensured that project expenditures are entered into the system by beneficiaries (Project Transactions → Expenditure Entrances). “Ledgers” automatically produced by system as a result of expenditures entered into the system by GB can be uploaded from expenditure entrances section. Besides, comments on expenditure entrances, if any, can be uploaded to the system through link marked with icon from this section in a way that GB can see them.




| Bütçe Adı | Birim | Adet | Birim Fiyat | Toplam | Harcama Adedi | Harcama Toplamı | Harcama Listeleri | Yorum |
|---|---|---|---|---|---|---|---|---|
| 1.1 Salaries (gross salaries including social security charges and other related costs, local staff) | | | | 60.884,72 | 0 | 17.741,66 | | |
| 1.1.1 Technical | | | | 33.300,00 | 0 | 2.700,00 | | |
| 1.1.1.1 Trainings | | | | 33.300,00 | 0 | 2.700,00 | | |
| 1.1.1.1.1 Sanitary Systems Field Instructor | Monthly | 6 | 1.100,00 | 6.600,00 | 0 | 0,00 | | |
| 1.1.1.1.2 Car Engine Repair Instructor | Monthly | 6 | 1.100,00 | 6.600,00 | 0 | 0,00 | | |
| 1.1.1.1.3 Ceramic Tile Setting Instructor | Monthly | 6 | 1.100,00 | 6.600,00 | 0 | 0,00 | | |
| 1.1.1.1.4 Social Service Expert | Monthly | 10 | 1.350,00 | 13.500,00 | 2 | 2.700,00 | | |
| 1.1.2 Administrative/ support staff | | | | 27.584,72 | 0 | 15.041,66 | | |
| 1.1.2.1 Project Coordinator | Monthly | 12 | 1.400,00 | 16.800,00 | 4 | 5.600,00 | | |

In description of action (Application Form), which is the first annex of grant contract, activities beneficiaries are responsible for and outputs and outcomes foreseen to be achieved through these activities are referred to as output and outcome indicators. In order to ensure that monitoring activities are carried out more efficiently, activity plan as well as output and outcome indicators should be rendered to facilitate monitoring at the beginning of the project. Activities and indicators shall be monitored through progress data that needs to be regularly entered into the system by beneficiary (Project Transactions → Activities, Courses, Performance Indicators, Procurement).

Within the scope of verification of indicators, attention should be paid which project indicators included in description of action (application form) and logical framework correspond to indicators set in the Operational Programme (EESP SOP). Indicators in the Operational Programme have been entered into the system by Coordinator previously.

Once project indicators are matched with EESP SOP indicators, numeric values targeted for each indicator should be entered into the system **as defined in description of action (application form) and logical framework.** In this framework, TME or CM should examine relevant section and, if necessary, make due updates by also taking THME's views **(**Project Transactions → Performance Indicators → Programme Specific Performance Indicators ). Since indicators within description of action (application form) and logical framework are linked to the contract, these indicator objectives should be achieved. If it is found out that it is not realistic to achieve indicators, relevant amendment procedure should be pursued. Revisions exceeding 25% in indicator target numbers shall be deemed as major changes.

Monitoring significant procurements of beneficiaries that require a competitive setting against the procurement plan, pre-control of procurements and, when necessary, participating in these activities as observer are among significant monitoring means.

In order to do this, TME/CM should make procurement plan through PROJEMATİK by consulting GB **(**Project Transactions → Tender**)**. Thus, procurements that shall be subject to pre-control of the Contracting Authority are also identified. Within the scope of the project, in risky procurements, regardless of their amount, and particularly in procurements exceeding €20,000, a tender should be held (please refer to Grant Application Guideline Part 2.6 and PROJEMATİK instructions).

Pre-control shall be carried out through the system at two stages (Control Panel → Tender Pre-Controls)

1. Control of procurement / tender documents (invitation letter, specification, etc.) prepared as a template by GB before sending invitation letters to firms,
2. Control of evaluation report and received proposals prior to the signature of the contract.

In case of high cost and risky procurements, TME or CM should participate in evaluation activities of relevant procurement as observer.

### 2.4.5 Risk Assessments

Monitoring teams should identify and assess risks deemed to negatively affect grant project at each stage of project implementation on the basis of monitoring data and findings obtained during implementation.

In general, a risk refers to factors that may prevent the performance of project activities and thus endanger attainment of project objectives or significantly minimize efficiency of the project. Risks require the adoption of corrective and preventive measures on a timely manner. Risks, in the meantime, may cause violation of an applicable rule (irregularity) or financial loss. Therefore, risks identified at any stage should be reported by staff in charge of monitoring without waiting a specific period. Reporting should also include recommendations on corrective and preventive measures.

If identified risks and recommended measures also concern, apart from PMU, other units such as FMU and Office of Irregularities and if a joint consultation process is required, early warning report **(**PIM.M, Annex M.19**)** should be prepared by TME and/or CM and submitted to PMU Coordinator. Process of joint consultation shall be conducted in the form of a meeting where decisions are recorded in minutes under the chairmanship of Director of the Institution in the capacity of Project Manager and with the participation of THME, CM, FM, PMU and/or FMU coordinators as well as of, if necessary, representatives of Unit of Irregularities.

On the other hand, if an issue identified, beyond risk, is an irregularity that may be regarded as a rule violation (PIM. Annex Q.02**)** or a suspicious case (PIM. Annex Q.03), relevant forms should be prepared and directly sent to the Unit of Irregularities.

Once they are approved by the Contracting Authority, the measures covered in early warning report shall become instructions which must be followed by relevant people.

In general, the following measures are foreseen for risky projects:

- Giving warning notice,
- Arranging additional visits and controls,

- Suspending some activities or payments, or
- Cancelling some transactions like tenders held by GB.
- Opinions of other relevant institutions may be asked, when necessary.

In cases where giving a warning notice to the GB would be sufficient as a measure and hence, no joint consultation shall be required, there is no need to prepare an early warning report and submit it for signature. Instead, notice to be written to GB shall be prepared and submitted as a draft.

Warning notices should be submitted to the GB by means of official letter by putting all co-beneficiary institutions and the OB in carbon copy (cc) and allowing a specific period of time for the GB to take measures. If beneficiary fails to comply with recommended corrective activities, termination process of the contract may be initiated.

It should be noted that plans prepared for on-site verification activities also need to include an elaboration of current risks of the project **(see** 2.4.3)**.**

### 2.4.6 Requests for Exemptions from Rule of Origin

If total value of each procurement under the scope of the Project is €100 thousand and more, equipment and materials to be procured should comply with rule of origin. In some cases, some exceptions might be requested for this rule which is applied in procurements with total value of €100 thousand and more. An exemption request whose justifications and prices presented in market research are deemed reasonable shall be sent to the EUD for preliminary approval. To that end, a cover letter in English, transmission note and explanatory note [PRAG Annex A6] shall be prepared by CM with the support of TME. Request letter and market research table of GB shall be attached to these documents. English versions of request letter and market research table may be requested from the GB, if necessary.

Especially in explanatory note, justifications put by the GB should be summarised; and also it should be explained in details that equipment is project specific, they are required for the implementation of activities and necessary for achieving project goals and achieving sustainability, alternative methods like renting are not cost-effective or feasible, it is impossible for the GB to supply relevant products from its sources. Thus, it should also be indicated which indicators shall be achieved via these relevant products. Technical features of products should also be specified in detail as required in market research document submitted by GB.

The GB shall be informed via an official letter with respect to the requests approved/rejected by the EUD.

### 2.4.7 Reports

The most important monitoring data for desk-based monitoring and control activities is reporting. There are two types of reports arising from contract, namely technical (narrative) and financial reports. HRD OS may also request different types of reports.

Timely submission of reports is a contractual obligation, and failure to do this may lead to termination of the contract. Therefore, in order to ensure timely submission of such reports as defined according to procedures defined in project contract (Article 15 of general conditions and Article 4 of special conditions and additional articles, if any) and the guidelines for applicants, it is important to warn the beneficiaries thereof, deliver training on report preparation or to pay technical assistance visits to this end.

Grant beneficiaries failing to submit their reports on time should send their justifications and time extension requests to the Contracting Authority in writing.

**Technical and Financial Report** should firstly be controlled through the system simultaneously to the extent possible, and it should be ensured that necessary revisions are made by beneficiaries.

Every report should be examined on time by comparing obligations in description of action with the information declared, additional information and documents should be requested from beneficiaries if necessary, and checklist pertaining to report should be prepared as of the submission date of report or additional information and documents, if requested, without any delay. According to relevant contract articles, if the Contracting Authority does not provide any feedback within a specific time (depending on the provisions of grant scheme, this is up to 60 or 90 days) as of submission date of the report, it is deemed that the report is approved, and relevant payment should be effected. In this term, Article 15 of general conditions as to reporting and payment requirements of the project contract and Article 4 of special conditions and additional articles, if any, should be taken into consideration, and examination of the report should be completed before deadlines for payment are expired. Foreseen period is mostly suspended by requesting additional information and documents.

Additional information and documents requested by the Contracting Authority must be submitted within 30 days The countdown process shall start again in the time prescribed for payment after the reason for the suspension disappears, such as the additional information and documents requested are submitted by the GB in a complete and correct manner. Apart from exceptional cases, information and documents sent by beneficiaries after the deadline shall not be taken into consideration within the scope of technical and financial verifications, and the authorities of beneficiary on PROJEMATİK system shall be removed.

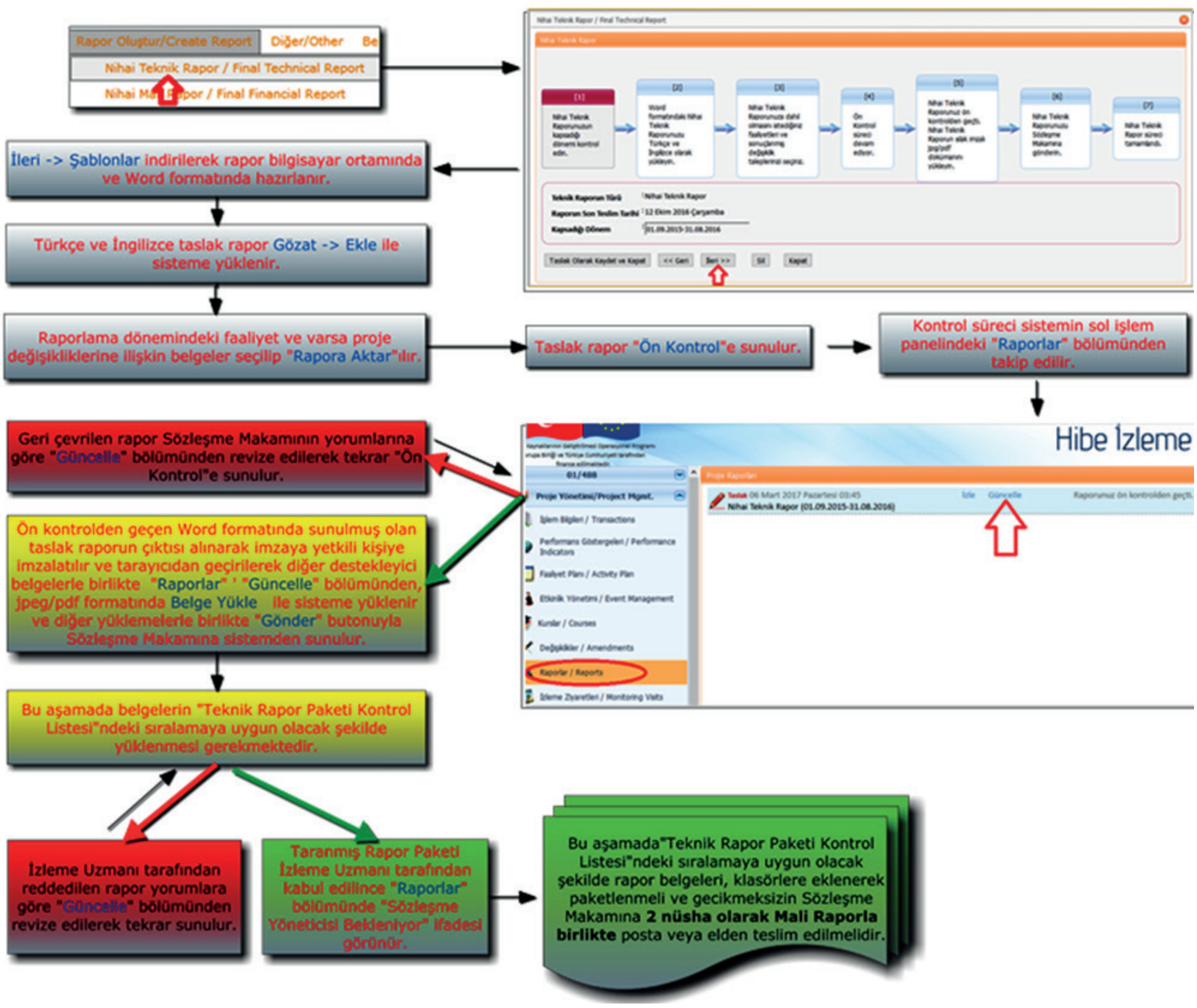
Technical reports shall be mainly examined by preparing a **“technical report checklist”** to check whether the project implementation corresponds to the activities envisaged in the contract, the quality of the project activities, the level of satisfaction of the final beneficiaries and whether the expenditures made are in line with the outputs obtained.

Financial report is analysed by controlling ledgers, which are kept within the scope of financial documentation and need to be submitted as supporting documents for the report, as well as by controlling payment and expenditure documents. **"Financial report checklist"** shall be prepared, and the eligibility of costs, consistency between the project budget and activities carried out shall be considered accordingly.

After reports are delivered by mail during final reporting period, experts from relevant project should also fill in 'monitoring team columns' of "Report Package Check List" which has been filled in by beneficiary, and they should add these to their checklists.

### 1 – Two-Stage Control of Technical Report Through the System

GBs shall primarily submit their technical reports for two-stage control over the system as shown below. Technical report package checked through the system, together with financial report that has also been checked over the system, shall be submitted to the Contracting Authority by mail or by hand.



1. TME, within the scope of pre-control, shall examine Turkish and English draft technical report and documents regarding the activities as well as project amendments, if any, from Transaction Information → Preview. Draft technical report that does not include sufficient and necessary information and found inappropriate to be submitted with signature, shall be returned with "Reject" button by indicating the reasons accordingly and allowing 7 days at most to correct these deficiencies. At this stage, it should be confirmed that co-beneficiary institutions are also consulted with regards to information declared in the report and that they also contribute to the process. Pre-control is be completed when the report resubmitted to pre-control after the revision by the GB is approved.

2. When technical report and supporting documents passing pre-control are signed by the GB and scanned, TME shall initiate second stage controls with "Technical Report Checklist" from Project Transactions → Reports or Control Panel → Reports. "Submission Date of Report" shall be left unfilled to be filled out manually when the report is delivered by mail.

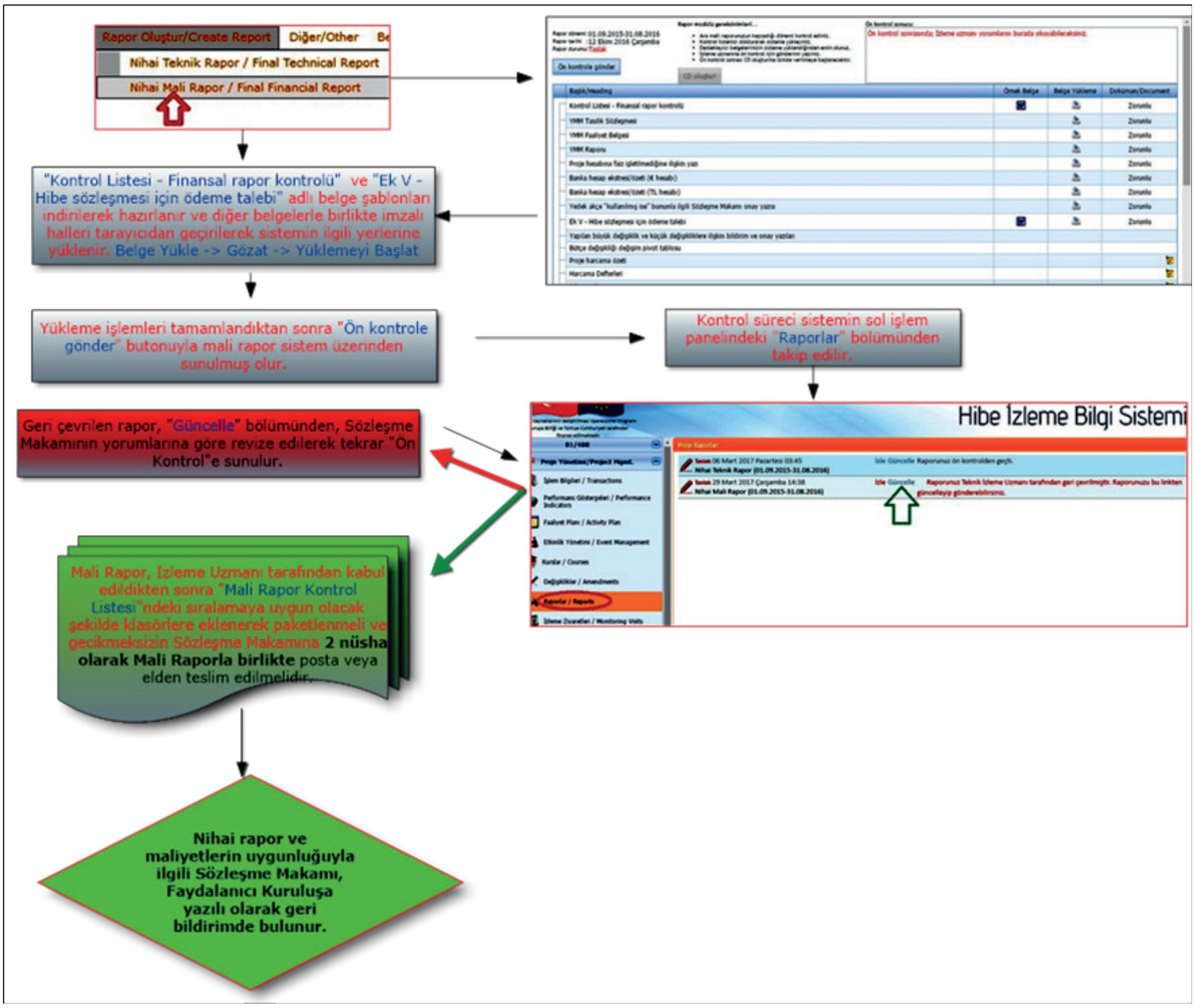
   During Administrative Control, TME shall return package, which does not include sufficient and necessary documents and is not appropriate for submission, by indicating the reasons accordingly and allowing 7 days at most to correct these deficiencies. Within the scope of administrative control, documents added by the GB should comply with the content of and order set in **"Technical Report Package Checklist".**

   Within the scope of technical verification, TME should submit necessary explanations and findings in detail to ***"Notes for Contract Manager"*** section for each check point answered as "No" in the checklist.

- Checklist for technical report package considered to be ready to be delivered to the Contracting Authority and approved by TME, shall be completed through system with "Save/Finish" button.

### 2 – Control of Financial Report Through the System

GBs shall submit their financial reports to pre-control through the system as shown below. Financial report package checked through the system, together with technical report that has also been checked through the system, shall be submitted to the Contracting Authority by mail or by hand.




- Within the scope of pre-control, TME opens Financial Report Panel through ✔ Transaction Information → Check → Open Financial Report. At this stage, by checking if uploaded documents are in due and proper format so as to enable verification, necessary explanations, if any, should be written down on "Explanation" column in detail. If there are any ineligible costs they should be particularly indicated in irregularity section.
- Draft financial report that does not include sufficient and necessary information and found inappropriate to be submitted with signature, shall be returned with "Reject" button by indicating the reasons accordingly (to COMMENTS FOR BENEFICIARY section) and allowing 7 days at most to correct these deficiencies. The report revised by the GB and resubmitted to pre-control shall be reexamined, and detailed explanations shall be entered into COMMENTS/NOTES/REMARKS section. Pre-control is completed when financial report is approved through the system with "Save/Finish" button.

### 3 – Control of Technical and Financial Report on File

When report package covering technical and financial reports and their annexes are delivered to the Contracting Authority by mail or by hand, TME, without any delay, shall complete final controls over the package.

In the meantime, one copy of the report packages which arrive in two copies shall be prepared by the Contract Manager in charge of the Operation and overall Grant Scheme with the support of TME and subsequently sent to the Operation Beneficiary Institution and another copy to the EUD with an official cover letter to complete thematic verification. According to the Operational Agreement, thematic experts in OCU should complete their thematic verifications, and (Annex M.26) they should submit Thematic Checklist and Assessment Report to the Contracting Authority with wet signature within 45 days upon the submission of the report. In order not to cause any delay, instead of waiting for all the reports to be delivered, after first arriving packages are sent to the OB by CM with an official letter, subsequent reports should be sent with reference to the first letter.

Since **thematic experts** can also access these reports on the system, to save time, they should timely start examining the reports through the system without waiting report print-outs to reach them (Control Panel → Reports → Monitor). If information on reports/PROJEMATİK is not sufficient to allow monitoring and/or verification, the OB can carry out thematic monitoring activities by informing HRD OS.

If the Contracting Authority does not provide any feedback within a specific time (depending on the provisions of grant scheme, this is up to 60or 90 days) as of submission date of the report, it shall be deemed approved, and relevant payment should be effected. In this term, Article 15 of general conditions as to reporting and payment requirements of the project contract and Article 4 of special conditions and additional articles, if any, should be taken into consideration, and examination of the report should be completed before deadlines for payment are expired. Durations specified in Programme Implementation Manual POG.M.17 should be taken into consideration.

Within this framework, TME shall:

1- Fill in and sign “Technical Report **Package Checklist”** sent by GB as a package.

2- By taking a printout of **“Technical Report Checklist”** previously filled out through PROJEMATİK; enter “list submission date” manually and sign it. (At this stage, if there is any additional document or information he/she has to request, he/she shall manually enter them onto Checklist or add to the Checklist an additional document that he/she will prepare.)

3- Submit the whole package and checklists (together with additional notes he/she will prepare if necessary) together with routing slip numbered PoG.M.17 (Routing Slip Report Examination for Grant Contracts) of Programme Implementation Manual to the Contract Manager without any delay.

4- Inform CM and FM by e-mail that they have completed the assessment of the report. He/she shall attach the notes that have been prepared by himself/herself regarding findings that are not included in technical and financial checklists that can be accessed through the system to this e-mail.

5- Follow-up thematic verification that needs to be performed by the OB in relation to the report. Finally, with the support of thematic expert, he/she shall ensure verification of uploading of necessary data and visuals by the GB to website module produced by PROJEMATİK upon the verification of realised numbers declared in performance indicators section by the GB and closing this section for further updates.

For technical verification through the report package received, **Contract Manager** shall:

1. First, examine technical report checklist prepared by TME through "Pre-Checklist" and financial report checklist through "Monitor" link.
    - Transaction Information, or
    - Project Transactions → Reports → Technical/Financial Report, or
    - Control Panel → Reports → Technical/Financial Report
2. Subsequently, for technical report, complete his/her own checklist through "Control" link by considering financial report, if needed. While technical report analysis continues, financial report folder shall be forwarded to Finance Manager, and examination of two reports shall be made simultaneously and in coordination.

   At this stage, if there is any additional document and information to be requested in relation to financial or technical report, the GB shall be requested, in written through PROJEMATİK, by e-mail or official letter with the support of TME, to submit them maximum within 15 days. In this situation, checklist within the system shall be only recorded as draft by CM. Following the submission of report package, if there is an additional information and document request in relation to financial or technical report, foreseen period for report approval or payment (depending on the provisions of grant scheme, this is up to 45 or 60 days) shall be suspended; on the date when information and documents are submitted by the GB, countdown shall resume. Therefore, technical assessment should be completed immediately in order to enable financial verification in the time remaining as well.

The date when relevant additional information and documents are submitted shall be entered into *"Written request(s) and respective replies for clarifications (date)"* section, and control shall be resumed.

For each control item answered as "No" in the checklist, necessary remarks should be indicated in *"General Comments"* and/or *"Suggestions to FMU"* sections. Especially for ineligible costs, detailed feedback should be provided to FMU together with reasons.

3. Technical verification shall be completed with "Save/Finish" button after the checklist is filled out by CM. After this stage, CM shall take a print-out of the list and sign it; together with copies of checklists of TME and THME (and additional notes if necessary), they shall deliver them to PMU Coordinator with routing slip numbered PoG.M.17 of Programme Implementation Manual.

4. After taking signature of PMU Coordinator to routing slip and their own checklist, they shall indicate that technical verification is completed and forward copies of checklists of TME, THME and CM, and additional remarks in relation to findings (if any), to FMU by e-mail and in order to confirm the delivery, they shall get FMU Coordinator or FM sign the routing slip.

5. Signed checklists prepared by TME, THME and CM shall be placed in project implementation file together with routing slip signed by FMU, and technical report package sent by the GB shall be archived in Unit Archive.

6. At this stage, ineligible expenditures, together with other irregularities or suspicious cases (if any), should be forwarded to Unit of Irregularities with PIM. Annex Q.02 or Annex Q.03 forms without delay.

7. Once the final reports of the project are uploaded to the system, GBs' authorities on PROJEMATİK should be removed maximum within 6 months following the finalisation of the project and without any delay in a manner that prevents the revision of report data retrospectively.

## 2.5 Suspension or Termination of the Contract

If it can be established based on the monitoring data that conditions set forth in Articles 11 and 12 of General Conditions of the contract have been realised, the contract may be suspended or terminated During the establishment and evaluation of the conditions related to the suspension or termination, it would be useful to pursue the process of joint consultation within the scope of risk assessment (see Section 2.4.5).

The GB should immediately inform the Contracting Authority about every situation that may potentially hamper or delay project implementation.

If current conditions (essentially force majeure, see Article 11.8 of General Conditions) render project implementation difficult or dangerous, the GB may request the project to be suspended entirely or partially. In this case, if reasons presented by the GB or findings of monitoring team are sufficiently accepted by the Contracting Authority, suspension decision may be taken. For example, if it is set forth in application requirements of the project that at least one co-applicant (co-beneficiary or partner) institution be included into the project and if such institution is withdrawn from the project during the implementation, this is evaluated as suspension reason, and the project is suspended until an appropriate institution is found. During the suspension, project's activities and expenditures must be halted.

Project implementation must be completely suspended in the following situations in particular:

1. If there is doubt about a critical mistake made during project evaluation and selection process (e.g., selection of the project an of institution by mistake which fails to meet eligibility criteria),

2. If there is doubt about a critical irregularity conducted by beneficiary during implementation (such as violation of a significant condition of the contract or an applicable rule).

In these cases, the project must be suspended until the respective doubt is proved or refuted. The project may be terminated if a serious mistake calling into question the decision awarding the grant or a serious irregularity during the implementation is proved without leaving any space for doubt.

The following similar cases require the termination of the contract (see General Conditions Article 12):

1. In case beneficiary fails to fulfil its obligations arising from the contract or responsibilities such as submitting requested information without any reason and despite of written notice or does not make a satisfactory explanation within 30 days upon delivery of such notice,

2. A beneficiary is bankrupt or being wound up, is having its affairs administered by the courts,

3. A beneficiary has been found guilty of an offence concerning his/her professional conduct proven by any means,

4. A beneficiary, partners or authorised representatives have committed fraud, corruption, or are involved in a criminal organisation, money laundering or any other illegal activity,

5. In a way to harm project award decision, a change in legal, financial, operational or project ownership status of beneficiary or withdrawal of some co-beneficiaries from the project,

6. Failure to fulfil obligations related to social security premiums or tax payments according to relevant legislation.

If identified suspension or termination conditions are relevant, apart from PMU, for other units such as FMU and Unit of Irregularities as well and process of joint consultation needs to be pursued, Early Warning Report (PIM.M, Annex M.19) should be prepared and submitted to PMU Coordinator by TME and/or CM.

If suspension/termination decision is taken at the end of this process (in cases where joint consultation process is not required for suspension/termination decision), suspension/termination letter shall be prepared in English and submitted to PMU Coordinator with routing slip numbered POG.M.13 (http://mis.ikg.gov.tr/ → Project Management Unit → Manuals of Procedures – PIM.M) (see Sample Letters).

Suspension period should be kept as short as possible and when conditions re-enable, implementation should be re-initiated. In this case, suspension should be removed with an official letter to be sent to GB.

In case of contract termination, the Contracting Authority may request reimbursement of the amount already paid from grant budget fully or partially. If required, the beneficiary might be asked to submit final report and payment request.

## 3 Evaluation of Grant Scheme

Grant scheme shall be subject to an independent evaluation at final stage. Evaluation should be performed by independent auditors.

Data obtained through monitoring, audit and technical assistance activities should be made available for evaluation activities at this stage. Evaluation, in general, shall be carried out based on relevance, efficiency, effectiveness, impact and sustainability criteria.

Issues covered by the evaluation are as follows:

- Evaluation of to what extent grants contribute to policy goals by taking the amount of expenditure made into consideration (Relevance);
- Evaluation of whether grants are the best cost-effective way to achieve such policy goals (Efficiency);
- Evaluation of overall effectiveness of projects and relevant effectiveness of different intervention methods;
- Evaluation of programme in terms of its impact on employment of unemployed and job creation opportunities;
- Evaluation of arrangements with regards to scheme implementation and impact of such arrangements on the outcomes of the scheme;
- In case of continuation of grant policy, evaluation of whether sustainable outcomes can be achieved or not;
- Lessons learnt for future schemes to be implemented.

Within the scope of evaluation, examination of the impact of the scheme on target group should emphasised in particular. It is expected that evaluation provide information on the following issues:

- Ensuring participation of various disadvantaged groups in the scheme and factors affecting their participation;
- Types of activity undertaken by different project groups;
- Comparison of outcomes obtained from different project types;
- Outcomes of project implementations on different groups, weak/vulnerable/unprotected groups in particular;
- Dissemination of positive outcomes of projects to different target groups in terms of employability, incomes, employment opportunities, access to services, etc.;
- Current social risks undermining project achievements;
- Dissemination of equal opportunities;

- Necessary institutional and organisational setting to enable project implementation and participation in such projects.

It is preferred that evaluation directly entails a quantitative analysis of the scheme and does not only result in an overall narrative report. According to this study's methodology, it may be expected that sampled projects are examined individually and scored according to evaluation criteria. Thus, evaluation study also enables the selection of best practices and projects.

The positive and negative outcomes of the intervention made via the scheme should be identified as the main objective of the study to assess net or additional impact, including sustainability. For a meaningful evaluation, net impact or contribution can be measured by evaluating whether a project has brought expected changes and/or outcomes or it has provided an additional advantage or not. To this end, impacts such as counterweight, substitution, displacement and multiplier should be included in evaluation study, and some of the basic statistical and econometric measurement means should be utilised (see Sample Methodology).

Evaluation methodology should also include the application of surveys towards grant beneficiaries, relevant stakeholders and final beneficiaries.

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