



MDG-F 1680
UN JOINT PROGRAMME ON
**ENHANCING THE CAPACITY OF TURKEY
TO ADAPT TO CLIMATE CHANGE**

**Community Based Adaptation
Grants Programme in Seyhan River Basin**

**Implementation & Monitoring
Guideline**

This Guideline delineates the procedures and requirements during implementation, management and reporting of the CBA Grant Projects in Seyhan River Basin under MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change.

The Contracting Authority of the Community Based Adaptation Grants Programme is United Nations Development Programme (UNDP)

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ABBREVIATIONS

UNDP	United Nations Development Programme
MDG	Millennium Development Goals
RPC	Regional Project Coordinator
FAO	Finance and Administrative Officer
PMEE	Project Monitoring and Evaluation Expert

IMPORTANT NOTE:

This Guideline is originally prepared in English language and is translated to Turkish. In any inconsistency or contradiction between these two versions of the Guideline, the rules and procedures defined in the English version will prevail.

1. Introduction

Aim of this Guideline is to set the overarching principles of the implementation and monitoring Community Based Adaptation Grant Projects within the context of UN Joint Programme on Enhancing the Capacity of Turkey to Adapt to Climate Change.

Monitoring can be defined as continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. Monitoring tracks the actual performance or situation against what was planned or expected according to pre-determined targets.

Monitoring must highlight the strengths and weaknesses in project implementation, enabling managers to deal with problems, finding solutions and adapting to changing circumstances in order to improve project performance. Monitoring provides an “early warning system”, which allows for timely and appropriate intervention if a project is not adhering to the plan.

This Guideline will mostly concentrate on how Community Based Adaptation (CBA) Grant Programme will be monitored during the grant project implementation period.

Necessity of Monitoring for Grant Projects; In order to benefit from the grant projects as much as possible, projects should be monitored and supported in a way that all the implementation will comply with Contracting Authority requirements (such as procurement rules, etc..) and national laws and legislation.

Monitoring enhance the effectiveness of Contracting Authority assistance by establishing clear links between past, present and future interventions and results. Monitoring can help to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning. Without monitoring, it would be impossible to judge if work was going in the right direction, whether progress and success could be claimed and how future efforts might be improved.

UNDP is the **Contracting Authority** of this CBA Grant Programme and is responsible to coordinate the monitoring of the projects awarded. Contracting Authority will organize the monitoring activities in cooperation with the Recipient Institutions. All monitoring procedures, process, problems and needs of the projects related issues covered in this guideline will be followed and supervised by UNDP.

Roles and responsibilities of the **Recipient Institution** set forth in the Grant Agreement.

The Recipient Institution agrees to reach the performance targets contained in Section 9-B of Full CBA Grant Project Proposal. The Recipient Institution agrees to inform the Contracting Authority about any problems it may face in attaining the objectives agreed upon.

Any responsibility including quality assurance issues pertaining from the Third Parties (eg. sub-contractors) lies with the Recipient Institution.

2. Grant Projects Monitoring in General

A grant in general is a direct payment of a non-commercial nature by the Contracting Authority to a specific Recipient Institution to implement an action intended to achieve an objective forming part of UN Joint Programme and National policy.

Success of the grant projects requires close monitoring and support activities to Recipient Institution at each stage of the project implementation. These activities should ensure:

- ✓ Project implementations obey the Contracting Authority rules and regulations,
- ✓ Project progressing in accordance with Project Schedule and performing well,
- ✓ Problems encountered earlier,
- ✓ Necessary support provided in a timely manner.

Grant projects are subject to the conditions stated in the Grant Application Guideline, the Grant Agreement and relevant regulations of Republic of Turkey. If any irregularity is suspected or detected corrective actions will be required from Recipient Institution.

UNDP Financial Regulations and Rules is the reference document for the implementation and monitoring of the Grant Projects. Procedural checks of monitoring system focus on consistency of the following with grant project rules and contract.

- ✓ procurement,
- ✓ financial principles (including eligibility of costs),
- ✓ bookkeeping and accounting ,
- ✓ documentation and archiving,
- ✓ publicity and visibility,

These rules are briefly introduced in the following subsections.

2.1. Procurement

The Recipient Institution must comply with UNDP Procurement Procedures and Regulations¹ in awarding subcontractors for services, goods and/or works. There are certain basic principles which any procurement activity must follow in order to obtain the best value for money.

Procurement is the timely acquisition of goods, works and services while addressing the following:

- ✓ the objectives of the organization concerned
- ✓ fairness, integrity and transparency through competition
- ✓ economy and effectiveness
- ✓ best value for money.

The following general principles shall be given due consideration when exercising the procurement functions;

- ✓ **Best Value for Money:** By and large the core governing principle of Contracting Authority is to obtain the best value for money. In the context of the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits. Best value for money should not be equated with the lowest initial price option rather requiring an integrated assessment of technical, organizational and pricing factors in light of their relative importance (i.e., reliability, quality, experience, reputation, past performance, cost/fee realism and reasonableness). The parameters can also include social, environmental and other strategic objectives defined in the procurement plan. The principle of best value for money is applied at the award stage to select the offer that effectively meets the stated requirement. To ensure that best value for money is obtained, the process of soliciting offers and selecting a Contractor should:
- ✓ **Maximize competition;** There should always be a competition for the award of contracts, unless there is a strong and objective reason for not holding a competition. Negotiating with a single supplier very rarely leads to best value for money.

There must be no distortion of competition in discussions with actual or potential participants in contract award procedures. This means that all tenderers must be given the same information and the same opportunities to come up with winning bids.

Any firm or expert participating in the preparation of a project must be excluded from participating in tenders based on this preparatory work, as this would constitute unfair competition.

- ✓ **Minimize the complexity of the solicitation, evaluation, and the selection process,**
- ✓ **Ensure impartial and comprehensive evaluation of solicited offers;** There should be no discrimination against products, services, suppliers, contractors or service-providers on grounds of nationality. There may well be discrimination on technical grounds, or against quality or safety factors, but these can, and should, be objectively assessed. And
- ✓ **Ensure selection of the Contractor whose offer has the highest degree of realism and whose performance is expected to best meet the specifications,** statement of works or terms of reference. There should always be a competition for the award of contracts, unless there is

¹ <http://www.undp.org.tr/Gozlem2.aspx?WebSayfaNo=240>

a strong and objective reason for not holding a competition. Negotiating with a single supplier very rarely leads to best value for money.

There must be no distortion of competition in discussions with actual or potential participants in contract award procedures. This means that all tenderers must be given the same information and the same opportunities to come up with winning bids.

Any firm or expert participating in the preparation of a project must be excluded from participating in tenders based on this preparatory work, as this would constitute unfair competition.

- ✓ **Fairness, integrity and transparency:** The procurement contract award procedure must be completely transparent and impartial. All contract awards must respect the principles of transparency, proportionality, equal treatment and non-discrimination.
- ✓ **Effective Competition:** Any firm or expert participating in the preparation of the tender documents owned or related to the Recipient Institution or its partners must be excluded from participating in tenders. The time limits for receipt of tenders and requests to participate must be long enough to allow interested parties a reasonable and appropriate period to prepare and submit their tenders.

Important Reminder;

Firms that are engaged in the below mentioned activities SHALL NOT participate to the procurement process under this program;

- they or their suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines;
- they or their suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

2.1.1. Procurement Procedure

Procurement is divided between those for;

- ✓ **services** (e.g., technical assistance, studies, provision of know-how and training),
- ✓ **supplies** (i.e., equipment and materials) and
- ✓ **works** (i.e., infrastructure and other engineering works).

The Recipient Institution being the Contracting Authority should proceed with tendering and contracting following the standard mentioned in this section (Section 2).

Where contracts are subdivided in lots, the value of each lot shall be taken into account when calculating the overall threshold.

Note that projects must not be split artificially to circumvent the procurement thresholds. Special attention will be paid on procurements with a cost higher than \$2.500.- because of their complex tendering requirements. In order to tender properly, Contracting Authority will support the Recipient Institutions on the tendering process.

Contracts with less than \$ 2.500.- Recipient Institution can supply directly necessary services, works and goods by obeying best value for money principle.

Contracts with more than \$ 2.500.- Recipient Institution being as the Contracting Authority shall receive quotations from at least 3 vendors.

Selection Criteria shall be in line with international good practices and the criteria set in the above Procurement section 2.1.

Recipient Institutions shall ensure that the following steps to be completed as a minimum standard during their Procurement process;

- ✓ Drafting the Terms of References and/or Specification of Works according to the needs (scope, objective, duration, terms of payment, deliverables, other specification as necessary etc.)
- ✓ Invitation of prospective vendors to the bid,
- ✓ Collecting at least 3 appropriate offers,
- ✓ Establishment of Evaluation Committee which is composed of at least 3 members,
- ✓ Evaluation of the bids and reporting the results with recommendation to the Authorized Body,
- ✓ Awarding the contract with decision of Authorized Body.

2.1.2. Award Criteria

Contracts which are in line with the Recipient Institution's procedures and rules, the governing Turkish Law as well as the principles of UNDP as stated in the previous Sections are awarded in one of the following two ways:

- ✓ under the automatic procurement procedure, in which case the contract is awarded to the tender which, while being in order and satisfying the conditions laid down, quotes the lowest price;
- ✓ under the best-value-for-money procedure (i.e. the most economically advantageous tender).

The criteria should be precise, non-discriminatory and not prejudicial to fair competition.

2.2. Financial Principles

2.2.1. Direct Costs

There are special points to be checked under each budget item for the eligibility:

Supplies, Commodities and Equipment:

The purchasing/renting cost of equipment and supplies are eligible, provided they are included in the budget and correspond to market rates. The Recipient Institution is legally obliged to obtain best value for money and respect the cost effectiveness and follow procedures in UNDP Procurement Procedures and Regulations (pls. see section 2.1.).

Personnel:

- ✓ The amounts budgeted under this budget heading may be used for payment of salaries of the staff and fees for the consultants contracted by the Recipient Institution and partners
- ✓ The cost of staff assigned may include actual salaries plus social security charges and other remuneration-related costs

- ✓ Travel costs (Daily substances allowances (DSA) and any kind of transportation) of the staff and consultants realized during the implementation of the Project activities. (Prices of tickets should be economic fare (APEX)). DSA are allowed only for staff assigned to the project /conference and training participants, who have to travel and stay away from their usual place of residence for more than one day for the purpose of the project. DSA covers all meal, hotel expenses and short distance (within the city) travel
- ✓ Salaries and costs must not exceed those normally borne by the Recipient Institution or his partners
- ✓ DSAs should not exceed the ones given in the budget and the DSA rate of the Recipient Institution normally applied at the time of the signature of the Grant Agreement.
- ✓ Local transportation covers the costs of intercity travels in Turkey.
- ✓ Cost of transport between home and work and other inner city travels are ineligible

Costs of Meetings and Trainings:

- ✓ Travel and accommodation cost can be covered under this heading if stated in budget and necessary for the implementation of the project. Prices of tickets should be economic fare (APEX)
- ✓ Cost of the; venue, catering services, stationary distributed during the activity, sound system, etc. should be covered under this budget heading.

Contracts:

- ✓ Fully Sub-contracted services (payment to companies for services) can be claimed under this budget heading.

Other Direct Costs:

Amounts budgeted under this heading cover cost of services such as: publications, translation, promotional materials, communication, etc.

Exchange Rates:

Payments will be made in local currency through conversion of the USD amount to TL by the official UN exchange rate valid on the date of the transaction.

The amount of payment of such funds is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Recipient Institution in the performance of the activities.

Please note that;

Contracting Authority will not pay more than a stipulated proportion of your total eligible costs. In other words, if your total spending on the project falls below what was estimated at the outset, your grant is to be scaled down proportionately.

2.2.2. Contingency Reserve

Contingency Reserve is allocated to cover any adjustment necessary in the light of changed circumstances that may risk the quality and success of the expected results on the ground and

that has not been foreseen. The contingency reserve should not be higher than 5% of the total eligible costs and can only be used with the prior written (by formal letter) authorization of the Contracting Authority, upon a duly justified request from the Recipient Institution.

2.2.3. Indirect Costs

A lump sum amount not exceeding 7% of the total amount of eligible costs of the CBA Grant Project may be claimed as indirect costs to cover the overheads incurred by the Recipient Institution.

Overhead refers to expenses related to operating the project other than the expenses incurred during implementation of the activities. Since, no cost items regarding the operation will be accepted as direct cost, all items such as rent, office supplies, furniture, refurbishment (not directly related to project activities), communications, utility, etc. shall be covered within this budget heading.

2.2.4. Eligibility of Costs

Eligibility of costs; defines the types of costs which may be financed. In brief they must be real costs, which will actually be incurred and are necessary for carrying out the project. Ineligible costs will result in a lower payment than Recipient Institution may have expected.

The main provisions for eligibility of costs are as follows;

- ✓ Costs have to be included in the project budget
- ✓ Cost must be necessary for carrying out the project
- ✓ Cost must be made in compliance with the principles of sound financial management in particular value for money and cost-effectiveness
- ✓ All costs must be real costs, i.e. actually incurred by the Recipient Institution and partners
- ✓ Cost must be recorded and be identifiable, verifiable and backed by originals of supporting evidences
- ✓ Costs; must be incurred during the project implementation period
- ✓ Payments must be realized through Recipient Institution's bank account. If necessary, payments less than 500 USD can be paid in cash directly to the vendor with a mutually signed protocol.

The following costs are **not eligible**:

- ✓ Payments realized in cash directly to the vendor except the case mentioned above,
- ✓ debts and provisions for losses or debts;
- ✓ salaries of government official²;
- ✓ project preparation activities;
- ✓ costs already incurred;
- ✓ non-project related expenditures;
- ✓ interest owed;
- ✓ items already financed in another framework;
- ✓ purchases of land or buildings;
- ✓ currency exchange losses;
- ✓ credits to third parties.

² As per the governing national law

- ✓ Costs for refurbishment (office renovation, restoration) of current premises are not eligible costs unless they are directly related to project activities.

2.3. Bookkeeping and Accountancy

Recipient Institution is responsible for applying its own regular accounting system (which is in accordance with the accounting and bookkeeping policies and rules that apply in Turkey) for the fund received within the context of this CBA Grant Programme.

Accounts and expenditure relating to the project must be easily identifiable and verifiable. This can be done by using separate accounts for the project concerned or by ensuring that expenditure for the project concerned can be easily identified and traced within the Recipient Institution’s accounting and bookkeeping systems.

Please note that:

- ✓ Payments will be made in local currency through conversion of the USD amount to TL by the official UN exchange rate valid on the date of money transfer, to a bank account which identifies the funds paid by the Contracting Authority.

2.4. Documentation and Archiving

Financial Documentation: All projects are subject to audit at any stage, whether during execution of the projects or once the projects have been completed. All project documentation must be retained for a minimum period of five years after the payment of the balance. These documents must be made available for inspection of internal and external auditors as well as UN Joint Programme team.

The form of the supporting evidence depends on the type and nature of the expenditure and the underlying actions or transactions.

The table below summarizes the main supporting documents that you should retain and present during monitoring visits and in case of audit. Section A of the below table indicates the **mandatory** supporting documents for each financial transaction. Section B of the below table indicates the mandatory supporting documents for each specific budget heading in addition to Section A.

<i>SECTION A</i>	<i>Documents</i>
All expenditure	<ol style="list-style-type: none"> 1. Proof of purchase such as invoices and receipts 2. Proof of payment such as bank statements, debit notices, proof of settlement by the contractor 3. Proof of delivery of services such as approved reports, proof of attending seminars, conferences and training courses (including relevant documentation and material obtained, list of attendees, certificates), etc 4. The Recipient Institution Accounting records (computerized or manual) such as general ledger, sub ledgers and payroll accounts, fixed assets registers and other relevant

	accounting information
SECTION B	
<i>Additional – specific to particular budget headings</i>	
Supplies, Commodities and Equipment	<ol style="list-style-type: none"> 1. Technical Specifications of the purchased supplies, commodities and equipments. 2. Minimum 3 appropriate proposals from different vendors for purchased supplies, commodities and equipments that is above 2.500.-USD 3. Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports 4. For fuel and oil expenses, a summary list of the distance covered, the average fuel consumption of the vehicles used, fuel costs. (Annex 10) 5. Rented vehicle: contract and summary list of distance covered
Personnel	<ol style="list-style-type: none"> 1. Terms of references for the Personnel (including consultants, trainers etc.) 2. CVs 3. Staff and payroll records such as contracts, salary statements, timesheets, outputs of all experts and/or trainers (such as reports, training materials, etc.) 4. Travel: Transport tickets (including boarding passes in case of travel by air) 6. For fuel and oil expenses, a summary list of the distance covered, the average fuel consumption of the vehicles used, fuel costs. (Annex 10) 7. Rented vehicle: contract and summary list of distance covered 8. DSA Request Form (Annex 13) (mutually signed)
Cost of meetings and trainings	<ol style="list-style-type: none"> 1. List of the participants (signed) 2. Invitation and/or participation letter for events. (if applicable)
Contracts	<ol style="list-style-type: none"> 1. Terms of References / Technical Specifications 2. Minimum 3 appropriate proposals from different vendors for services that is above 2.500.-USD 3. Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports 4. Proof of commitments such as contracts and order forms 5. Proof of completion of works, such as acceptance certificates
Other	<ol style="list-style-type: none"> 1. Audio Visual and Print Productions (Publications and Promotional Materials); Technical Specifications, appropriate proposals, electronic copy and samples of each product. 2. Office Rent / Operational Expenditures; contracts, etc.

Technical Documentation: Project technical documentation should be sufficiently detailed to prove implementation of activities, delivery of services and outputs. Examples of project documents for some of the project activities.

Surveys /studies

1. Reports
2. Questionnaires

Publications

1. Copies of publications
2. Copies of audio visual documentary films and animation films.

Seminars, conferences, working meetings

1. Programme
2. List of presentations / conference reports
3. Handouts
4. List of participants
5. List of speakers
6. Minutes (if applicable)
7. Press clippings
8. Feed-back questionnaires (if applicable)
9. Photos from the event

Trainings

1. A detailed description of the training – training modules and hours per subject, methods, etc.
2. Training schedule
3. List of participants / Attendance sheets
4. List of trainers / lecturers
5. Feed-back questionnaires
6. Training evaluation report

Experts

1. Timesheets
2. Copies of the outputs
3. Activities reports

2.5. Publicity and Visibility

This section has been designed to ensure that the communication activities which are funded by the Grant Programme of UN Joint Programme will raise awareness of specific or general audiences on climate change adaptation issues and to create a coherent and consistent image among all project activities funded by UN Joint Programme.

This section mainly covers the written and visual identity of UN Joint Programme. It sets out requirements and guidelines for written and printed materials, press conferences, web sites, audio-visuals and all other tools used to highlight UN Joint Programme's support.

All communication and visibility activities should be carried out in close cooperation with UN Joint Programme.

In all actions communications activities should be properly planned and in order to maximize the communication efforts:

- ✓ Activities need to be timely
- ✓ Information used must be accurate
- ✓ The right audience(s) should be targeted
- ✓ Messages should interest the target audience(s)
- ✓ UN Joint Programme should be informed about the planned communication activities
- ✓ Activities should be appropriate in terms of resources spent and expected impact
- ✓ Activities should focus on outputs and the impacts of the actions results

2.5.1. Basics

Recipient Institutions will be expected to use UN Joint Programme logo in all communications materials to ensure the acknowledgment of UN Joint Programme's support and to strengthen the visibility of UN Joint Programme.

The logo will be used in all printed, visual, electronic, and any other materials, (presentation, banner, invitation, sign, plaque, etc.) produced within a UNJP funded project.

The UN Joint Programme logo should be placed at the top left-hand corner or according to circumstances at the bottom justified on the front cover of all print publications: reports, books, brochures, posters, leaflets, flyers and etc.

The logo should be preferably printed on a white background. Multicolor backgrounds should be avoided, especially those involving a color that clashes with the colors of UN Joint Programme logo. Where a colored background is unavoidable, a white border must be used. The logo can be downloaded from www.climate.mdgf-tr.org or www.iklim.mdgf-tr.org.

When producing a publication with other partners (e.g. government institutions, civil society organizations, private sector entities and etc.), all logos should be placed on the same line either at the bottom or at the top of the front cover of the publication. All logos should be visually equal; no one logo should take precedence over the other logos of partnering agencies or organizations.

A standard description on UN Joint Programme shall appear in all communications materials. Recipient Institutions will be expected to use the standard description given below especially in the publications.

Also the standard description will be available in Turkish at www.climate.mdgf-tr.org or www.iklim.mdgf-tr.org.

Standard description to be used to mention the UN Joint Programme

This grant project is supported by “MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change United Nations Joint Programme”

United Nations Joint Programme “Enhancing the Capacity of Turkey to Adapt to Climate Change”, aims to develop capacity for managing climate change risks to rural and coastal development in Turkey. This UN Joint Programme is funded by the Millennium Development Goals Achievement Fund (MDG-F) entrusted to United Nations by Government of Spain and will be managed by the Ministry of Environment and Forestry in cooperation with other UN agencies. This Programme is an initiative with the participation of United Nations Development Programme (UNDP) as the leading agency and coordinator of the project, the Food and Agricultural Organization (FAO), the United Nations Industrial Development Organization (UNIDO), the United Nations Environment Programme (UNEP) and other stakeholders.

Within this UN Joint Programme the pilot projects are realized at the Seyhan River Basin through a Grant Programme on Community Based Adaptation to Climate Change aiming to enhance locals’ and institutions’ adaptation capacity against climate change and the uncertainty it brings thus minimizing the negative effects of changing climatic conditions in the Seyhan River Basin and providing and opportunity for maximum benefit.

All communications materials should be sent to UN Joint Programme for approval and/or for giving information (pls. see section 2.5.2. Communication Activities) at least 7 working days before the date scheduled for production.

2.5.2. Communication Activities

Press Releases

Press releases are an important tool for communication activities. A press release is generally issued to announce a new project, a success in a project, a solution to a problem, the results of the project, an event, a training, etc.

A newsworthy press release should contain; a heading, a strong leading paragraph summarizing the essential facts (giving answers to questions who, what, where, when, how), the main body of the story, quotes, some background information, contact details for further

information and should be dated at the top. The release should be kept to one side of an A4 page whenever possible and should be supported with the visuals.

The release should be written to Recipient Institutions' stationary. At the bottom of the stationary UNJP logo and the standard description should be used as given below.



This project is supported by "MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change United Nations Joint Programme". The contents of this press release are the sole responsibility of <name of the Recipient Institution> and can in no way be taken to reflect the views of the UNJP.

It would be recommended to liaise with UNJP before sending the press release out, not for approval just for giving information.

Press Conferences

Press conferences can be organized to launch a project, report or to share the results of the project with media. If a press conference is planned, there should be something new to say. There should be press folders including press release, background information, visuals, etc. The invitations should bear the UNJP logo and the standard description in accordance with the applicable general rules.

At the press conference itself, UNJP flag/banner should be displayed if other flags/banners are being displayed.

Publications

Publications like leaflets, brochures, posters, newsletters, etc are an important communication tools to disseminate the message and the results of the projects to specific audiences.

- ✓ Leaflets can provide basic factual information and contact details
- ✓ Brochures can go in greater details, highlighting the context, with more visuals
- ✓ Newsletters are characterized by their regularity, and can be issued to inform on the progress of an action, activities, training programmes, etc.
- ✓ Posters are often designed more focusing on visuals (photographs, illustrations, etc) to attract the attention to the information it contains. Posters are used to display information about the activities, advertise events or products often displayed in public places.

The publications given above and others like books, reports, training materials, etc should always be tailored to the audience. Texts should be short and simple, and photographs should be used to illustrate the actions and the context.

All publications should incorporate the basic elements of UNJP; logo and standard description (see section 2 Basics *Standard description to be used to mention the UNJP*)

The UNJP logo should be placed at the top left-hand corner or according to circumstances at the bottom justified on the front cover of all print publications: reports, books, brochures, posters, leaflets, flyers and etc.

When producing a publication with other partners (e.g. government institutions, civil society organizations, private sector entities and etc.), all logos should be placed on the same line either

at the bottom or at the top of the front cover of the publication. All logos should be visually equal; no one logo should take precedence over the other logos of partnering agencies or organizations.

The logo should be preferably printed on a white background. Multicolor backgrounds should be avoided, especially those involving a color that clashes with the colors of UNJP logo. Where a colored background is unavoidable, a white border must be used.

The logo can be downloaded from www.climate.mdgf-tr.org or www.iklim.mdgf-tr.org.

Back cover of the publications should also contain the following disclaimer:

“The content of this publication is the sole responsibility of <name of the Recipient Institution> and can in no way be taken to reflect the views of the UNJP.

All publications should be sent to UNJP for approval at least 7 working days before the date scheduled for production.

Web Sites

Web sites are a basic requirement for effective communication. Web sites provide an access to reach wider target audience in a short time with a minimum cost.

The UNJP logo and the standard description should be used as given below at the bottom of the Recipient Institutions’ web site. And a link to www.iklim.mdgf-tr.org or www.climate.mdgf-tr.org should be made from the Recipient Institutions’ web site by clicking the UNJP logo.



This project is supported by “MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change United Nations Joint Programme. The contents of this web site are the sole responsibility of <name of the Recipient Institution> and can in no way be taken to reflect the views of the UNJP.

It would be recommended to liaise with UNJP before launching the web site, not for approval just for giving information.

Banners, roll ups

If Recipient Institutions will produce a banner or roll up for an event, press conference, etc. UNJP flag/banner should be displayed if other flags/banners are being displayed.

Promotional items

All kinds of promotional materials such as t-shirts, mugs, caps, pens, etc. which Recipient Institutions will produce, should include at least UNJP logo. If the logo is used in promotional materials, the designs or the samples should be sent to UNJP for approval at least 7 working days before the date scheduled for production.

Vehicles, supplies, equipments

Any vehicles used in UNJP supported action should visibly carry the UNJP logo and the phrase *“Provided with the support of MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change United Nations Joint Programme”*. The Recipient Institution’s or its partners’ logos may appear on vehicles but the UNJP logo should be displayed as prominently as of all parties involved.

Any supplies or equipments delivered under the UNJP supported project should feature prominently the UNJP and carry the phrase *“Provided with the support of MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change United Nations Joint Programme”*.

Audio-visual productions

TV spots, TV series or programmes, video clips, animation films, documentaries, training DVDs, radio spots are some examples for audio-visual materials. These materials are appropriate when there is a realistic chance of being distributed by media or displaying as publicity material or disseminating as training tools.

All these productions should acknowledge the UNJP support, by featuring the logo at the beginning and/or end and should mention the phrase *“This project is supported by MDG-F 1680 Enhancing the Capacity of Turkey to Adapt to Climate Change United Nations Joint Programme. The contents of this production are the sole responsibility of <name of the Recipient Institution> and can in no way be taken to reflect the views of the UNJP*

All audio-visual productions should be sent to UNJP for approval of the logo and phrase used in the production before distribution of the final version

3. Contractual Obligations and Modifications

Grant Agreement signed between the Recipient Institution and the Contracting Authority is the main document that defines rights and responsibilities of each party. Recipient Institution must follow the procedures as stipulated in the Grant Agreement. In case of a risk in fulfillment of /unfulfilled contract obligations, there can be three options to deal with the problem;

- ✓ contract modifications,
- ✓ early warning reports and corrective actions, and
- ✓ irregularity report.

3.1. Contract Modifications

Recipient Institutions should try to implement the project according to their Grant Agreement. Nevertheless situations may arise where there is a need to make some changes in the activities or budget, or replace some personnel. In such situations an amendment will have to be applied to the contract. A Grant Agreement may need to be modified during their lifetime if the circumstances in which the Action is implemented have changed since the initial contract was signed.

The following general principles must always apply:

- ✓ A Recipient Institution's requests for Grant Agreement modifications should not automatically be accepted. Such requests must be properly substantiated. Contracting Authority must examine the reasons given, and reject requests having little or no substantiation.
- ✓ The modification must not have the purpose or the effect of making such changes to the contract as would call into question the grant award decision or be contrary to the equal treatment of applicants or change the purpose of the project. Therefore, a fundamental alteration of the description of action may not be allowed.
- ✓ Grant Agreements can only be modified within the lifetime of the contract; modifications cannot be made retroactively.
- ✓ The amount of the grant may not be increased.

There are two ways to change the provisions of the contract – through a notification letter or through an amendment. These two types of documents follow different procedures:

3.1.1. Minor Changes (Notification)

Minor modifications should be notified to the Contracting Authority 5 days prior to the implementation of the changes.

Minor modifications requiring notification by the Recipient Institution are as follows:

- ✓ Changes that does not affect the basic purpose of the project
- ✓ Changes of which financial impact is limited to a transfer between budget lines within the same budget heading
- ✓ Transfers between budget headings involving a variation of 15% or less of the amount originally entered (or as modified by amendment) under each relevant heading for eligible costs (This method may not be used to amend the headings for administrative costs)
- ✓ Change of project coordinator or experts
- ✓ Changes of bank account (Contracting Authority is not responsible for the deductions to be made by the Recipient Institution Bank)

✓ Changes of address

Minor change	How to notify	Deadline
Small change of activities with no budgetary implications	Unofficial written notice (e-mail)	5 days before the implementation of the change
Change of expert		
Small changes of activities with budgetary implications	Official Notification Letter	5 days before the implementation of the change
Changes of address		
Changes of bank account		

Additional documents that have to be attached to notification letters are as follows:

Increase of approved unit rates	Documents proving that the new requested rates does not exceed normal market rates
Change of expert	CV of the expert

3.1.2. Major Changes (Amendment)

Major modifications to the contract require prior approval of Contracting Authority. Major modifications in the contract cannot be implemented before the signature of the amendment by Contracting Authority and Recipient Institution. An amendment cannot cover earlier activities. Amendment can not affect the basic purpose of the project.

Major modifications requiring an amendment to the contract are as follows:

- ✓ Significant changes in activities are only allowed if they do not question the grants award decision or are not contrary to the equal treatment of applicants
- ✓ Transfer between budget headings involving a variation of exceeding 15% of the amount originally entered (or as modified by amendment) under each relevant heading for eligible costs
- ✓ Addition of a new budget line in the budget
- ✓ Change of legal status of the Recipient Institution
- ✓ Removing or adding of project partners

Requests for amendment to Grant Agreement must be made, allowing at least 30 days for the Amendment to be signed and before the modifications are intended to enter into force.

Introduction of a new activity /budget line must be justified by showing that it will be of real value in achieving the project objectives; the mere availability of funds (following budget savings) is not sufficient to justify introduction of new activities.

Please note that;
You are strongly advised to avoid making changes to your project that are sufficiently large to create the need for an amendment. The amendment procedure can be long and complicated so you are advised to seek an amendment only if absolutely necessary.

3.2. Early Warnings

Early Warnings are prepared by Project Monitoring and Evaluation Expert (PMEE) to inform Contracting Authority about a project in danger of non-fulfillment of contractual obligations and can turn into irregularity status (suspension of the contract) or termination of project unless a corrective action is taken.

An Early Warning Report should be prepared in following cases that cause a risk for termination or irregularity;

- ✓ Significant delay in project implementation
- ✓ Serious concern on quality of services
- ✓ Serious problems with partners or local authorities / local communities
- ✓ Threat of a change in legal status of Recipient Institution or the partners without approval
- ✓ Major modifications in the project purpose, activities or target group without approval
- ✓ Expenditures over budget
- ✓ Any suspected unintentional irregularity
- ✓ Any breach of the conditions stated in the Grant Application Guideline, the Grant Agreement and relevant regulations of Republic of Turkey

Under these conditions, Contracting Authority warns the Recipient Institution about the problem, discuss the possible corrective actions with the Recipient Institution. Depending on the case, recommendations can be either to continue with corrective actions or to terminate the project.

Following the receipt of Early Warning Report from the Contracting Authority, Contracting Authority can suspend the payments until getting a conclusion about status of the project. Depending on the conclusion, the following measures can be commanded by Contracting Authority;

- ✓ An effective corrective action agreed with Recipient Institutions and its partners
- ✓ Contract termination initiated in line with the Grant Agreement

3.3. Irregularities

Irregularity means any breach of a provision of Contracting Authority or Turkish law resulting from an act or omission by an authorized officer.

Irregularities can be classified as intentional or unintentional irregularities as described below:

Intentional irregularities are actions of an employee of the institutions or a Recipient Institution him/herself involved in grant project in order to enrich himself or any other person, mainly through:

- ✓ Invoices made out for undelivered services, goods and works (dummy/fictitious invoices)
- ✓ Invoices made up by a fictitious firm (falsifications), in duplicate and for excessive amounts
- ✓ Inaccurate quantity, price and other discounts in the invoices
- ✓ Fraudulent transfer of funds
- ✓ Manipulating findings of documentary checks and findings arising from on-the-spot checks
- ✓ Falsifying and modifying accounting and/or other records and justifying documents

- ✓ Purchased equipment or supplies those do not correspond to technical specifications given in the documents or are not found in the specified location during the physical check

Unintentional irregularities are mainly results of faults and errors caused by negligence, unintentional infringement of operating procedures, and insufficiently defined control (check) environment and financial management system.

If any irregularity is suspected or detected, anyone should immediately report to Contracting Authority, the latest within 3 working days of the suspicion or detection. In parallel, if any irregularity is detected by Contracting Authority, corrective action shall be applied immediately.

These contracts can continue or be terminated depending on the conclusion of Contracting Authority's investigation.

4. Progress of Grant Projects

One of the main goals of the monitoring is to ensure that the project is able to produce expected outputs with planned activities within the limits of the contract budget and project duration. Any suspicious situation threatening this goal will risk the project implementation and needs immediate remedies to be taken.

Contracting Authority will monitor the progress regarding the performance of the projects. To be able to measure the performance, Monitoring Field Visits and Recipient Institutions' Progress Reports will provide data to assess financial and technical progress, risk, and performance indicators.

4.1. Financial Progress

Financial aspects of the projects will be monitored in order to ensure that the actual financial progress can produce expected outputs in project lifetime.

Financial progress will be assessed considering budget headings; Supplies - Commodities & Equipment, Personnel, Cost of Meetings & Trainings, Contracts and Other Direct Costs.

Although Recipient Institution is obliged to provide Financial Report (Annex - 3) with the Final Report (Annex - 2), Contracting Authority has the right to request Financial Report from the Recipient Institution at any time during the implementation period.

4.2. Technical Progress

Technical progress will be observed by comparing planned and actual realizations of the activities (provided in Section C of the Grant Agreement) and delivery of outputs as well as considering the quality. Contracting Authority will collect the information about the realization in addition to the problems in performing the activities. Therefore, it is possible to analyze the technical progress and problems in order to give necessary support to Recipient Institution and extract lessons learnt for future programmes and/or projects.

4.3. Risks

Risk can be defined as likelihood of any failure to fulfillment of contract obligations. In grant programme, projects have the risk on completing the project within contracted budget and time limits.

Contracting Authority will concentrate on more risky projects and allocate monitoring resources accordingly. High risky projects will be reported by Early Warning Reports in order to take measures on time.

Risks will be monitored by both the Recipient Institution and the Contracting Authority based on the risks identified in the Full CBA Grant Project Proposals (Section D of the Grant Agreement).

Any risk that will arise during implementation period shall be recorded to the **risk-log** provided in Annex - 8, in this case, it is the duty of the Recipient Institution to inform the Contracting Authority by filling and sending the mentioned risk-log immediately when the risk

arises. Submitted risk-logs will be used to update the records of the Project Monitoring and Evaluation Expert.

4.4. Performance Indicators

Performance indicators are the measures of inputs, outputs, results, and impacts for projects and the grant programme. When supported with sound data collection—perhaps involving formal surveys—analysis and reporting, indicators enable managers to track progress, demonstrate results, and take corrective action to realize projects and grant programme successfully.

Each project has detailed indicators in logical framework or methodology part of the Full CBA Grant Project Proposal. Whenever additional use of performance indicator (exempt from the ones defined during the Project Development Phase) will be necessary in order to monitor the Project (or if some of indicators are not very well elaborated), it is the role of the Contracting Authority to help Recipient Institution to identify supplementary indicators during implementation. The Recipient Institution shall make necessary actions in order to monitor these supplementary indicators.

5. Monitoring Tools

In order to ensure smooth implementation of the grant projects and sustain a sound monitoring framework, monitoring system will use three main tools;

- ✓ reports,
- ✓ visits and
- ✓ support activities.

These tools provide signals for monitoring the overall grant programme and intervening on time to correct or improve the conditions of the projects.

Reports and visits will be the main tools for collecting data and controlling the fulfillment of the contractual obligations.

Reports are formal documents declaring the progress/problems of projects to the Contracting Authority as a contractual obligation or a system requirement. These reports are submitted to Contracting Authority. Reports will be kept as hard copy in the documentation system and as soft copy in Contracting Authority's archives.

5.1. Project Reports

Project reports classified in two groups;

- Recipient Institutions' Regular Reports. There are two types of Reports that has to be prepared by the Recipient Institution;
 - Interim Reports (Will be submitted prior to each Delivery Milestone Period except first payment tranche.) and
 - Final Report (Will be submitted prior to the Final Payment)
- Monitoring Reports. During the lifetime of the Project, Monitoring and Evaluation Expert (PMEE) should prepare and submit the following reports;
 - Monitoring Visit Reports,
 - Early Warning Reports (if necessary) and
 - Irregularity Reports (if necessary).

5.1.1. Interim and Final Reports

These reports are declarations of the Recipient Institution to the Contracting Authority about the progress in the project and fulfillment of contractual obligations. Based on these reports, Contracting Authority shall examine the request for payment and determine to release of payment tranches based on the assessed eligible costs of the project.

The Recipient Institution must draw up an Interim report and a Final report as a contractual obligation³. These reports consist of both technical and financial sections.

Technical section of the reports provides information about implementation of project activities, project management, and participation of partners, relations with key stakeholders (local state authorities), visibility, and progress based on performance indicators, general assessment of the project and notifications about minor contract changes and amendments, where applicable.

³ Article IV of the Grant Agreement

On the other hand, financial section consists of planned, realized and deviation between the mentioned figures for the relevant payment period. Supporting documents will not be submitted to the Contracting Authority with these reports. However these documents shall be kept and made be available whenever Contracting Authority request.

Recipient Institution should consult to PMEE on preparation of Interim and Final Reports before sending the final versions to the Contracting Authority.

Following the revision of the Report(s), the Recipient Institution should submit the final version of the Interim report(s) in 2 copies (and additional soft copy) to the Contracting Authority (no later than 7 days prior to the relevant Deliverable Milestone Period).

Recipient Institution should submit the draft version of Final Report to Contracting Authority within maximum 60 days following the completion of the project. The procedure on the submission of interim reports mentioned above will also apply to the submission of final reports.

In case of delay of the submission of Interim or Final Reports, the Recipient Institutions should send a written letter to Contracting Authority in order to justify the delay.

The Contracting Authority will check the financial section following its own procedure.

5.1.2. Monitoring Visit Reports

Monitoring visit reports are the documents indicating actual performance of the project and can be used for analysis of the problems and the needs of Recipient Institution. These reports are prepared following the first, regular and on-the-spot visits. These Reports are transparent and reliable record-keeping tools, since they are signed by both the Recipient Institution and PMEE, including the objections of the Recipient Institution if any.

The following tasks are performed in regular monitoring visits:

- To perform general checks on;
 - ✓ change in legal status of the Recipient Institution
 - ✓ correspondence between implemented versus planned activities and the expenditures
 - ✓ physical existence of purchased equipment
 - ✓ delivery and performance of sub-contracted services
 - ✓ compliance with the procurement rules
 - ✓ compliance with visibility and publicity rules
 - ✓ existence of a sound system for documentation and archive
 - ✓ up-to-dateness of project budget in cumulative expenditures
- ✓ To analyze whether the project needs major/minor changes based on the progress
- To assess the progress based on the performance indicators
- To determine the difficulties/bottlenecks encountered by the project
- To check the implementation of corrective actions (if any prescribed so far)
- To give recommendations about the corrective actions if necessary

Regular monitoring visits provide a control and support for projects. This can be used as a correction tool before the problems are becoming intricate.

5.1.3. Early Warning Report

The Early Warning Report serves as a tool to detect projects with high risk on fulfillment of contractual obligations and to take measures to solve the problem before getting into a difficult situation. Contracting Authority will use Early Warning Report and corrective action proposals to decide on the future of the project. Based on the decision of the Contracting Authority, the project shall be carried out in accordance with corrective actions, or suspended/terminated.

5.1.4. Project Irregularity Report

Irregularity report is the last action if there is nothing to correct the difficult situation for fulfilling the contractual obligations. In case of suspected or detected irregularities, it should be reported by the Contracting Authority. The status of the projects will be determined by the conclusion of investigation if needed by the Contracting Authority.

5.2. Grant Programme Reports

Grant Programme reports describe the overall picture of the programme and concentrate on certain issues about the Project implementation.

Also, a final report evaluating the overall grant programme which includes the outcomes, outputs achieved in the projects will be prepared by PMEE in coordination with Regional Project Coordinator (RPC), including the assessment of the grant program, related to its contribution to the “Community Based Adaption in Seyhan River Basin” and to the other relevant components of the MDG-F 1680 Project.

5.2.1. Monthly Progress Report

Monthly Progress Reports prepared by PMEE present information about the current situation of the programme implementation and monitoring activities, current and anticipated problems, remedial actions and planned future activities.

5.2.2. Grant Programme Irregularity Report

Grant Programme Irregularity Report gives a summary of detected/suspected irregularities on a monthly basis. If there is no irregularity during the period, a Zero Irregularity Report is prepared instead.

6. Support During The Implementation Period

Smooth implementation of projects can be achieved with well-performed support activities to Recipient Institutions in addition to regular controls. Support activities are carried out by the Contracting Authority to Recipient Institutions in the fields listed below:

- Technical and financial documentation
- Procurement procedure and documentation
- Eligibility of costs, accounting and record keeping
- Visibility and publicity rules
- Schedule of reporting
- Preparation of reports

Based on the support or action plan of the Contracting Authority, advisory services can be given. These advices can be on the mostly needed subjects such as accounting, record keeping, procurement procedures, and preparation of tender dossiers, contract amendments or any other subjects.

Recipient Institutions can ask questions regarding their projects to PMEE via telephone, face-to-face meetings, e-mail and other communication media depending on the seriousness of the subject.

7. Monitoring Procedure

Monitoring process describes how and when Contracting Authority and Recipient Institute use the tools in the time frame in the project period. Modifications on the process (if needed) can be made with the approval of the Contracting Authority.

7.1. Flow Diagram for Monitoring Visit

7.1.1. First Monitoring Visits

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Preparation of Monitoring Plan (Anticipated Field Visit Date) for all Recipient Institutions.	Prepared by PMEE - Approved by RPC	Within one month after Contract Signature
2.	Agreed on the plan	PMEE -Recipient Institution	
3.	Necessary arrangements for Monitoring Visits	PMEE	1 week Prior to Field Visit
4.	Perform Monitoring Field Visits	PMEE	After establishment of the agreed monitoring plan
5.	Ensure that all Project Staff are available	Recipient Institution	At the visit
6.	Latest status of the project - up to date information	Recipient Institution	At the visit
7.	Ensure that necessary monitoring report form have been filled and mutually signed	Drafted by PMEE. Mutually signed by PMEE & representative of the Recipient Institution	At the visit

7.1.2. Regular Monitoring Visit

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Organize monitoring field visit in accordance with Monitoring Plan	PMEE	1 week before
2.	Review Project Document	PMEE	Prior to field visit
3.	Conduct the field visit	PMEE	At least 3 times during the project lifetime
4.	Ensure that key staff of project and necessary documentation are ready during the visit	Recipient Institution	At the visit
5.	Ensure that necessary monitoring report form have been filled and mutually signed	Drafted by PMEE. Mutually signed by PMEE & representative of the Recipient Institution	At the visit

7.1.3. On the Spot Visit

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Conduct the visit	PMEE, RPC and/or FAO	If needed
2.	Provide latest status of the project – up to date information	Recipient Institution	At the visit
3.	Ensure that necessary monitoring report form have been filled and mutually signed	Drafted by PMEE. Mutually signed by PMEE & representative of the Recipient Institution	At the visit
5.	Report any irregularities suspected or detected or early warning condition to RPC	PMEE, RPC and/or FAO	ASAP

7.2. Flow Diagram for Project Reports

7.2.2. Interim and Final Reports

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Prepare draft Interim and Final reports and submit to the Contracting Authority for comment (via e-mail)	Recipient Institution	Not later than 7 days prior to the relevant Delivery Milestone
If necessary	Remind delays on reporting to Recipient Institution	PMEE	If Reports are delayed more than 3 days
2.	Submit commented and final version of the report to Recipient Institution (via e-mail)	PMEE; Approval of RPC	Within 3 working days following to the receipt of the report
3.	Revise and insert necessary comments to the report. Resubmit the final version to the Contracting Authority with	Recipient Institution	Latest 5 days after receiving the comments

	supporting documents through official cover letter		
4.	Assess the interim and Final financial report and approve the payment request of the Recipient Institution accordingly	PMEE & FAO; Approval of RPC	As soon as possible
5.	Approval of the Contracting Authority prior to release of the following Payment Tranche	Contracting Authority	As soon as possible

7.2.3. Early Warning Report

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
If necessary	Report to the Contracting Authority for critical situations of the projects	PMEE	When issue arise
1.	Analyze emergency case and warn Recipient Institution about possible results	PMEE	As soon as possible
2.	Prepare Early Warning Report	PMEE	
3.	Evaluate the issue and propose or request corrective actions	PMEE&FAO; Approval of RPC	
4.	Propose whether to terminate the project or to continue with implementation of the corrective actions to Contracting Authority	PMEE & FAO; Approval of RPC	Within 5 days after receiving report
5.	Approval of Contracting Authority	UNDP	As soon as possible
6.	Apply corrective actions	Recipient Institution	Immediately
7.	Follow implementation of the corrective actions	PMEE	During remaining life time of the Project

7.2.4. Irregularity Report

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Notify the Contracting Authority regarding the irregularity	PMEE and/or RPC	As soon as possible
2.	Evaluate, formulate and propose necessary measures including termination of the contract or taking corrective action to Contracting Authority	PMEE & FAO; Approval of RPC	As soon as possible
3.	Decide whether to terminate the project or to continue with implementation of the corrective actions	UNDP	Within 5 days after receiving report
4.	Apply corrective actions (if the Project is not terminated)	Recipient Institution	Immediately
5.	Follow implementation of the corrective actions	PMEE	During remaining life time of the Project

7.3. Flow Diagram for Contract Amendments

7.3.1. Minor (Notification)

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Prepare draft Minor Change notification letter	Recipient Institution	As soon as possible, minimum 5 days before implementation of the change
2.	Comment the draft letter	PMEE, FAO & RPC	Within 3 days after receiving the draft letter
3.	Revise the request and its justifications, supporting documents, if necessary, according to recommendations of the Contracting Authority	Recipient Institution	Within 2 days after receiving the comments of Contracting Authority Project Team
4.	Revise and implement project in accordance with the changes	Recipient Institution	5 days after the submission of the draft letter

7.3.2. Major (Amendment) Changes

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Prepare draft Major Change request letter	Recipient Institution	As soon as possible*
2.	Comment the draft letter	PMEE & FAO; Approval of RPC	Within 7 days after receiving the draft report
3.	Revise the request and its justifications, supporting documents, if necessary, according to recommendations of the Contracting Authority	Recipient Institution	Within 7 days after receiving the comments of Contracting Authority
4.	Asses and decide on the changes	Contracting Authority	As soon as possible
5.	Revise and implement project in accordance with the changes	Recipient Institution	Immediately after the signing of the amendment

* please keep in mind that minimum 30 days is required for the signature of the amendment

7.4. Support (if necessary)

STEP	ACTION	RESPONSIBLE AUTHORITY	DUE DATE
1.	Analyze Recipient Institutions' needs	PMEE	Monthly basis
2.	Prepare support plan	PMEE; Approval of RPC	Monthly basis
3.	To combine support plans and organize support activities	PMEE; Approval of RPC	Monthly basis
4.	Conducting support activities	PMEE	Monthly basis

8. List of Annexes

1. Recipient Institution Interim Progress Report
2. Recipient Institution Final Progress Report
3. Financial Report Template
4. Monitoring Report Template
5. Minor Change Letter Template
6. Major Change Letter Template
7. Timesheet (for trainers, consultants etc.)
8. Project Risk-log Template
9. Type's of Risk Table
10. Travel Form
11. Early Warning Report
12. Irregularity Report
13. DSA Request Template