TÜRK KIZILAY

SUPPORT TO HARMONIZATION IN TURKEY PROJECT

Project Implementation Manual

31 March 2021

Version date	Comments
31 March 2021	Approved by the World Bank
25 February 2021	The following revisions were made: modifications to component one activities in response to the COVID-19 challenges; Description of social cohesion support activities under component one added; Recruitment of consultants for project management was removed; Results framework revisions added; Project name changed.
5 May 2020	Approved by the World Bank.
27 April 2020	Shared with the World Bank for review and approval.

This project is financed jointly by the State and Peacebuilding Fund (SPF) and the Turkish Red Crescent (Kızılay). The SPF is a global multi-donor trust fund administered by the World Bank to finance critical development operations in situations of fragility, conflict, and violence. Over 260 grants and transfers have been approved in 61 countries for over US$340 million. The SPF also supports global analysis, expert learning, and multi-stakeholder partnerships. The SPF is kindly supported by Australia, Denmark, France, Germany, The Netherlands, Norway, Sweden, Switzerland, The United Kingdom, as well as IBRD.

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ABBREVIATIONS AND ACRONYMS

CBMP	TRC Community Based Migration Programmes
CQS	Consultant’s Qualification-based Selection
CRM	TRC Complaints and Response Mechanism
DA	Designated Account
DFIL	Disbursement and Financial Information Letter
DGMM	Directorate General of Migration Management
ESCP	Environmental and Social Commitment Plan
ESS	World Bank Environmental and Social Standards
ESSN	Emergency Social Safety Net
FM	Financial Management
INDV	Selection of Individual Consultants
İŞKUR	Turkish Employment Agency
LMP	Labor Management Procedures
PDO	Project Development Objective
PFS	Project Financial Statements
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PPSD	Project Procurement Strategy for Development
QPR	Quarterly Progress Report
RFQ	Request for Quotation
SEP	Stakeholder Engagement Plan
SOE	Statement of Expenses
SPF	State and Peacebuilding Fund
STEP	Systematic Tracking of Exchanges in Procurement
TAC	Temporary Accommodation Center
TL	Turkish Lira
TRC	Turkish Red Crescent
UNHCR	United Nations High Commissioner for Refugees
USD	United States Dollar
VAT	Value added tax

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PURPOSE OF THIS MANUAL

The Project Implementation Manual (PIM) guides the implementation of the Support to Harmonization in Turkey Project (*Sosyal Hayata Katılımın Desteklenmesi Projesi* in Turkish). It is developed based on the Project Paper, Financial Management Manual, Stakeholder Engagement Plan (SEP), and Labor Management Procedures (LMP). The PIM addresses staff of Turkish Red Crescent Society (TRC) and project consultants, and refugees and host community members involved in project-related activities. It provides step by step guidance on implementation and explains the responsibilities of various entities involved in the management and implementation of the Project.

This PIM is a reference document which may be amended to cater for specific needs that may arise in the course of implementation. The adaptation and amendment of the PIM is the responsibility of TRC. The proposals for a revision must seek No-Objection from the World Bank. In the event of perceived or real contradiction between the legal agreements of this project and this PIM, the legal agreements shall take precedence. Points of uncertainty should be addressed with the World Bank for guidance, and PIM updated accordingly subject to No-Objection from the World Bank. The PIM is presented in the following nine sections.

Section 1 | Project Background and Description. This section provides (i) background information on the Project, with a focus on the strategic context in which the Project derived; and (ii) description of Project including the project development objective (PDO), PDO indicators, project components, and project costs.

Section 2 |Institutional Arrangements. This section describes (i) the institutional arrangements for implementation and (ii) the duties and responsibilities of the TRC and key functions in project implementation and oversight; and (iii) project coordination.

Section 3 | Project Implementation. This section describes (i) the set-up of project management; (ii) step-by-step instructions on the start-up steps within the first two months of implementation; (iii) implementation of project component; and (iv) World Bank implementation support. The PIM will be updated during project implementation to include these designs when they become available. The section does not describe World Bank implementation support as it relates to fiduciary and safeguards functions. Those supervisory arrangements are described in respective sections of the PIM.

Section 4 | Monitoring and Evaluation. This section describes (i) M&E arrangements, including roles and responsibilities of implementing entities, staffing and data management, (ii) project's results framework, supplementary indicators, and indicator protocols, and (iii) routine monitoring plan, and (iv) reporting procedures.

Section 5 | Financial Management. The World Bank requires that meticulous financial systems and procedures based on best international practices underpin project management and its accounts. The World Bank has detailed guidelines and policies for financial management (FM) that apply to this project. Steps taken by the TRC Project Implementation Unit (PIU) to fulfill the fiduciary and legal obligations under the financing agreement, namely the fiduciary responsibilities, are described in this and the following section on procurement.

Section 6 | Procurement. The World Bank attaches great importance to using correct methods of procurement which are transparent, treat all bidders equally, provides a level playing field, and provides to the project the best value for goods and services. The World Bank has detailed guidelines and policies for procurement that apply to the implementation of this project. Steps taken by the TRC PIU to fulfill the fiduciary and legal obligations under the legal agreements, namely fiduciary responsibilities, are described in this section.

Section 7 | Safeguards. The environmental and social standards of the World Bank, known as the Environmental and Social Framework (ESF), are the mechanisms for addressing environmental and social issues in Bank-financed project design, implementation and operation, providing a framework for consultation with communities and for public disclosure. This section provides (i) background information on the safeguards standards that the project will comply with; (ii) implementation of safeguards instruments; and (iii) the project's grievance redress mechanism (GRM).

Section 8 | Communications. This section describes the project's communications and stakeholder engagement activities. Communications covers component-specific communications and sensitization activities and higher-level activities to promoting the benefits of inclusion of refugees and host communities.

Section 9 | Project Closing and Sustainability. This section describes the steps that will be followed at project closing in the last quarter of project implementation and activities to ensure sustainability of project investments.

Annex A: Operations. This section contains annexes covering operational aspects of the project referenced throughout the preceding sections of the PIM.

Annex B: Monitoring & Evaluation. This section contains annexes covering M&E of project referenced in preceding sections of the PIM.

Annex C: Financial Management. This section contains annexes covering implementation of FM arrangements, FM compliance and relevant FM forms referenced in preceding sections of the PIM.

Annex D: Procurement. This section contains annexes covering implementation of procurement arrangements and compliance referenced in preceding sections of the PIM.

Section 1 | Project Background and Description

1.1. Introduction and Project Background

1. Turkey is both a transit and target country for migrants and refugees. Globally, the country hosts the highest number of refugees seen in the recent years. As a result of the crisis in its southern border with Syria, Turkey has been hosting an increasing number of refugees and foreigners seeking international protection. As of January 2021, in addition to hosting more than 3.6 million Syrians under temporary protection, there are an estimated 320,000 asylum seekers and refugees from other nationalities. More than 98 percent of refugees live in communities, while about 53,000 refugees are accommodated in temporary accommodation centers (TACs, or refugee camps) as of March 2021. The country's policy response has been progressive and provides a model to other countries hosting refugees, but the magnitude of the refugee and migrant influx continues to pose challenges for displaced persons, host communities, and the country at large.

2. Going forward, the government's policy is to provide accommodation for refugees who have special assistance needs.[1] In 2019, the Directorate General of Migration Management (DGMM) under the Ministry of Interior, introduced the country's first framework on refugee inclusion, namely the National Harmonization Strategy Paper and Action Plan. The strategy identifies priorities for ministries, central government agencies, municipalities, and non-governmental organizations on inclusion of Syrians in municipal services, education, healthcare, social services, and local economies. The strategic approach is focusing on harmonization of refugees, migrants and host communities based on six priority areas: social cohesion, information dissemination, education, health, labor market, and social services. The government is aiming to standardize information and counselling services with new tools and processes and establish face-to-face counselling capacity to ensure provision of reliable information and guidance for migrants and refugees.

3. In this context, the project will (i) provide information, counselling and referral services to refugees and (ii) refer newly relocated refugees to available socio-economic empowerment support offered by participating TRC Community Centers. To the extend possible, the project support will target refugees who have transitioned from TACs to independent living in communities. The project will also generate operational knowledge on transition from humanitarian support to mainstream government systems and socio-economic inclusion of refugees. It is expected that the project will inform the design and development of processes, activities and contents that can be offered more systematically in camp and non-camp settings.

1.2. Project Description

Project Development Objective

4. The PDO is to support the transition of refugees to community living in target provinces in Turkey.

Project Beneficiaries

5. The project will primarily target refugees living in Adana (Sarıçam TAC), Hatay (Altınözü and Yayladağı TACs), Kahramanmaraş (Merkez TAC), and Kilis (Elbeyli TAC), including refugees who have

[1] The Turkish Law defines people with needs as "unaccompanied minors, persons with disabilities, elderly, pregnant women, single parents with children, victims of torture, sexual assault or other forms of psychological, physical and sexual violence." Law no 6458, 2013: Law on Foreigners and International Protection.

recently relocated from TACs to target provinces. Given that relocation to communities from TACs is voluntarily and DGMM approves relocation applications on a first-come-first-serve basis, it is not possible to estimate the number of beneficiaries who would be relocating or the provinces of relocation. Therefore, the project will apply a flexible beneficiary targeting approach to ensure that services are available to the following sub-categories of refugee beneficiaries: (a) Refugees living in TACs who apply for relocation (or who have recently relocated) to a target project province; (b) Refugees living in TACs who want to relocate to another province where Turkish Red Crescent (TRC) has a Community Center; (c) Refugees living in TACs who want to relocate to a province without a TRC Community Center; (d) Refugees who want to relocate to another TAC; and (e) Refugees residing in target project provinces who never lived in a TAC who are interested in harmonization activities. In addition, through social cohesion activities, the project will also reach other refugees and host community members. The table below shows the project's contingency plan to respond to various scenarios:

Table 1. Contingency Implementation and Beneficiary Targeting Plan

Scenario	Primary Target Beneficiary Group
Refugee departures from TACs are in line with projections	The project will target refugees who have applied and processed for relocation to communities during project implementation.
Refugee departures are significantly higher than projections	DGMM will approve applications on a first-come, first served basis. Implementation of project activities will be undertaken as per the capacity of TRC Community Centers and project staff. Some project activities may be implemented in a condensed / adjusted manner (i.e. duration of trainings, session hours, class size, etc.).
Refugee departures from TACs are irregular	The project will target (i) refugees who have applied and processed for relocation after project effectiveness and (ii) other refugees who have relocated to communities during calendar year 2019.
No or insignificant number refugee departures from TACs	The project will target refugees who have relocated to communities in since August 2018 and other refugees who are interested in participating in harmonization program.

6. TRC will ensure complementarity and synergies with other refugee inclusion projects on the ground.

Project Components

7. The project includes two components: (i) Support to Harmonization of Refugees and Host Communities and (ii) Project Management.

Component 1: Support to Harmonization of Refugees and Host Communities

8. The component includes provision of harmonization trainings and implementation of social cohesion activities.

Note on responding the protection, case detection, socioeconomic empowerment, pss needs of the target group (January 2021)

TRC has a strong and holistic presence in the field through its community centres, and internal referral system between programs have effectively been utilized. There are ongoing projects in the target provinces where above-mentioned services have been provided. Rather than having specific intervention in this project, cases identified will be referred to other programmes; or some activities will be announced through channels utilized in other projects. For instance, a woman role model identified within this project can be also inspring for women committees that will be conducted with other teams in CCs. Similarly, people who are receiving support (such as a person benefitting from courses of socioeconomic empowerment) from other projects will be able to be referred to this project, such as to harmonization trainings. This harmonized approach will (i) enable target population to benefit from the services in the most efficient way, (ii) avoid any potential duplication of the efforts whose ultimate goal is same: empowering communities.

Subcomponent 1a. Strengthening Communities Through Provision of Harmonization Trainings

9. This subcomponent will cover (a) beneficiary screening, case management and protection; (b) delivery of information and counselling services; and (c) referrals to socioeconomic empowerment services provided by TRC Community Centers.

(a) Implementing Harmonization Trainings

10. DGMM prepared a harmonization training module in 2019. Due to Covid-19 restrictions, DGMM and Turkish Red Crescent could not start harmonization training in the field for a long time. In 2021, DGMM and Turkish Red Crescent will begin harmonization training after the training of trainers will be implemented. Harmonization training will implement in the Turkish language and the translator will translate it simultaneously into the Arabic language.

11. Project activities will start after a beneficiary submits an application declaring their intent to relocate from TAC. DGMM/TAC management will review the application and refer the applicant to the project. With the beneficiary information provided by TAC management, the Caseworker and the Interpreter will assess to obtain profile information of the individual and the family, prospects about relocation, and livelihoods (technical, education and language skills, interests). Individuals identified through the assessment who require additional assistance will have the option to be added to the TRC Case Management Software and assigned a case file. Participation in case management and protection services is voluntary. The Caseworker will then arrange, coordinate, monitor, evaluate the beneficiaries, and advocate for additional protection services and referrals to meet the specific needs of beneficiaries. During the assessment, individuals who may require psycho-social support will be identified and referred to Community Centers, where licensed psychologist will undertake a thorough psycho-social screening to identify those who may need psycho-social support).

12. Protection activities in the context of this project aim to facilitate refugee access to the rights and services offered by the Government and other organizations, including to the Emergency Social Safety Net (ESSN), as it is expected that some beneficiaries relocating from TACs will be eligible to receive this support. Case management uses a multi-faceted approach to support individuals to address, reduce and eventually eliminate a protection concern.

(b) Delivery of Harmonization Trainings

13. After the training of trainers, harmonization training will be announced through social media platforms and Advisory Committees, Women's Committees, Youth Advisory Committees, Key Influencers and volunteers, and the trainings will be systematic. The project's information and counselling activities will consist of a comprehensive learning curriculum covering (i) harmonization, (ii) transition from TACs to communities, and (iii) social, cultural and economic life in Turkey. Harmonization information and counselling services will cover various topics such as rights and responsibilities, accessing basic services and economic opportunities, and socioeconomic, administrative and cultural information about Turkey. Beneficiaries who depart TACs will register their new address and contact information at the Provincial Directorates of Migration (PDM). After relocating to communities, the beneficiaries will have the option to participate in various social cohesion activities offered by the Community Centers.

14. *Follow-up of beneficiaries.* There will be follow-up visits covering at least 70 percent of beneficiaries who were screened at relocating from TACs. The follow-up visit will be undertaken after six months of relocation from the TACs. Beneficiaries who opted to be included in TRC Case Management System will be followed up periodically as these individuals will have dedicated case files that will continue until the case is resolved or referred to another agency/institution.

15. *Production of print and visual material for harmonization* will cover design and production of print materials (brochures, guides, infographics, etc.) and visual materials (videos, animations, etc.). The contents and materials will be customized to the needs of various sub-groups of beneficiaries (i.e. families, women-headed households, children, etc.). Short videos and animations in case of need may be prepared and disseminated that will allow the project to reach a wider audience.

(c) Referrals to Socioeconomic Empowerment Services (offered by TRC)

16. New beneficiaries will be referred to socioeconomic empowerment services provided by TRC Community Centers to enhance beneficiaries' skills and help them pursue independent socioeconomic life in Turkey. Socioeconomic empowerment services in the context of this project cover social, psychological and economic aspects, including pyscho-social and livelihoods support. Services will be delivered by TRC's licensed psychologists, counselors, and education specialists. These services will be part of the TRC contribution to the project and will cover the costs of trainings, materials and services provided to new beneficiaries. The socioeconomic empowerment services are summarized below.

17. Community Center **psycho-social support** includes: (i) individual and group therapy; (ii) health training and seminars, targeting both refugees and host community members to improve their knowledge of basic health, key health risks, healthy lifestyle and good hygiene practices; and (iii) psychoeducation targeting parents and children. The psycho-social services are delivered by licensed psychologists and social workers, who are employees of TRC. Cases that require clinical intervention are referred to psychiatric services.

18. **Livelihoods support** services cover various trainings for the beneficiaries to improve their technical, social and life skills. The project will refer beneficiaries to the following support services based on their interests, aspirations and livelihoods profiles: (i) Turkish language courses; (ii) vocational skills (certified by the General Directorate of Lifelong Learning, Ministry of National Education); (iii) soft and life skills; (iv) job counselling services; and (v) job placement/work permits. During appraisal, supporting home-based businesses for refugee and host community women has been identified as a potential intervention. TRC will implement pilot home-based business support activities to test modalities that can be replicated or scaled up to improve economic opportunities for women.

19. In addition to the socioeconomic empowerment services, the Community Centers will help beneficiaries socialize with both refugees and host communities and obtain information on various issues.

20. An equal number of refugees (those who participate in harmonization trainings) and host community members (identified based on vulnerability criteria) will be provided with hygiene kits.

Subcomponent 1b. Supporting Social Cohesion

21. The project will implement various activities to contribute to social cohesion in the communities. The project will build on existing initiatives that were already tested and found successful and explore additional avenues to promote social cohesion. Activities with high impact and low risks will be prioritized.

22. *Role models.* The project will facilitate events where positive role models who have established socioeconomic and cultural lives in Turkey will share their experiences with other refugees. These events will provide a forum for refugees to learn from each other's lived experiences on issues such as housing, education, health, and livelihoods. The events will be organized in TACs, Community Centers, or other available facilities in partnership with municipalities, non-government organizations and other stakeholders.

23. *Sports and recreation* can contribute to social cohesion and can create an environment for inclusion. Sports can be a positive catalyst for empowering refugee communities, helping to strengthen the social cohesion and forge closer ties with host communities. The activity will be developed in partnership and coordination with national and local authorities and stakeholders, including DGMM, municipalities, federations of professional sports, and local sport and recreational clubs.

24. *Mobile theater.* The activity will create theater plays that positively affect individual behavior and social change. Plays will be written by professional writers and provide interactive environment where audiences consisting of migrants and host communities can take part. The aim is to strengthen cohesion and communication. Prior to start of the show, some supportive activities such as handcraft, cultural folk dances, ice breaker games and awareness rising activities are planned. In addition to the aforementioned activities, transportation will be provided to the surrounding districts through the Mobile theater/Mobile Truck.

25. *Coding, Intelligence and Technology Workshop.* Within this project, it is aimed to provide basic information transfer that will help the beneficiaries to develop simple coding applications with the workshop, to explain that the coding elements are enjoyable and concepts can be encountered in all areas of life, to bring together the beneficiaries with the basic coding concepts and to enable them to improve themselves by gaining a strong coding basis.

Component 2: Project Management

26. Project Management will cover the costs of project management, implementation and supervision, including: FM and procurement functions, monitoring and evaluation (M&E), communications activities, progress reporting, and compliance with applicable safeguards standards. It will finance costs of the PIU which will be in charge of the above-mentioned functions, equipment, materials and supplies, and operational costs.

27. M&E will cover regular monitoring, reporting, and evaluation of project activities, and engagement with beneficiaries to inform project implementation. The project will prepare quarterly progress

reports (QPR) and a project completion report. There will be an external evaluation of the project financed by the bank-executed portion of the grant. The evaluation will also cover the assessment of effectiveness of the harmonization training and social cohesion activities. In addition, the bank-executed grant will finance activities to disseminate the learning that is obtained from the project.

28. Communication activities have the specific purpose of communicating information about the project to beneficiaries and stakeholders. It will also be critical to communication the efforts made to achieve the project objectives by sharing results and lessons. Communication and visibility activities in the field will be consulted in advance with DGMM and the Bank and during implementation.

Donor visibility and acknowledgement

29. SPF Donors as well as the WB Senior Management (IBRD is a contributor to the SPF) have requested that the SPF adhere to guidelines for external (e.g. reports and project websites) activities.

30. For SPF acknowledgment, the following text (short or long version, as appropriate) will be included in any document that is related to activities funded by an SPF grant:

(a) Short Version: The State and Peacebuilding Fund (SPF) is a global fund administered by the World Bank to finance critical development operations and analysis in situations of fragility, conflict, and violence. The SPF is kindly supported by: Australia, Denmark, France, Germany, The Netherlands, Norway, Sweden, Switzerland, The United Kingdom, as well as IBRD.

(b) Long Version: The State and Peacebuilding Fund (SPF) is a global multi-donor trust fund administered by the World Bank to finance critical development operations in situations of fragility, conflict, and violence. Over 260 grants and transfers have been approved in 61 countries for over US$340 million. The SPF also supports global analysis, expert learning, and multi-stakeholder partnerships. The SPF is kindly supported by: Australia, Denmark, France, Germany, The Netherlands, Norway, Sweden, Switzerland, The United Kingdom, as well as IBRD.

Project Costs and Financing

31. The project will be financed with a USD 650,000 recipient-executed grant from the SPF and an estimated indirectly contribution of USD 520,500 by TRC.

Table 2. Project Cost and Financing

Project Components	Project cost	Trust Funds	Counterpart Funding
Component 1: Support to Harmonization of Refugees and Host Communities	1,010,000	568,500	441,500
Component 2: Project Management	163,000	81,500	82,000
Total Costs	1,173,500	650,000	523,500

Section 2 | Institutional Arrangements

2.1. Institutional Arrangements

32. The key institutions of the project will be:

- National level: DGMM and TRC.
- Provincial level: PDMs, Management of TACs (which include District Administrators and technical DGMM staff), and Community Centers.

33. Project coordination from the DGMM side will be undertaken by experts from the Harmonization and Communications Department, the International Protection Department and the Migration Policies and Projects Department. This technical DGMM team will liaise with TRC on the implementation of project activities in line with national strategies and policies. Regular coordination meetings between DGMM and TRC will be held in Ankara and/or online due to the COVID-19 restrictions to discuss Project progress and information flows. Information sharing and support mechanism will be improved between DGMM and TRC for specific project activities. TRC PIU will have overall responsibility for project implementation, coordinating activities on the ground, and monitoring and reporting.

2.2. Implementation Arrangements

Project Implementation Unit

34. The PIU will ensure compliance with the provisions of the PIM which establish the guidelines for the implementation of project activities and compliance with FM, procurement and safeguards requirements. Staff from relevant departments of TRC will be assigned to the PIU to manage FM, Procurement, Safeguards, and M&E functions. The costs of all staff assigned to the Project will be paid from a TRC contribution to the project. The PIU will oversee drafting the project action plan and budget which will be reviewed and approved by the World Bank. The Community Center Managers will be responsible for overall implementation, coordination, monitoring and reporting of project activities, and supporting safeguards implementation.

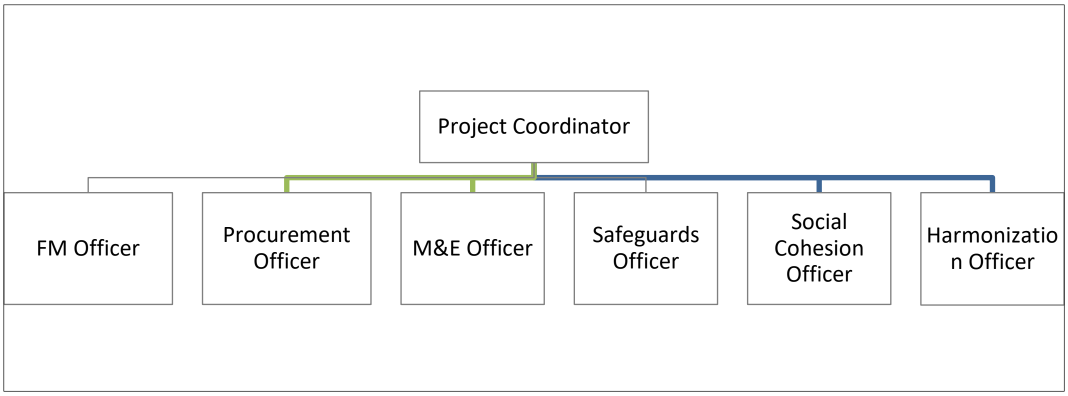
35. The PIU will be in charge of:

- Implementation, supervision and monitoring of the implementation of project activities
- Management of the Designated Account (DA)
- Management of consultancy contracts
- Supervision and monitoring Community Centers activities
- Preparation of financial and progress reports for submission to the World Bank
- Ensuring project M&E across all project activities and reporting to the World Bank
- Implementing stakeholder engagement plan, labor management procedures and other procedures as agreed upon financing agreement.

Table 3. Project Implementation Unit Composition

Project Staff	Financing
Project Coordinator	TRC
Financial Management Officer	TRC
Procurement Officer	TRC
Monitoring and Evaluation Officer	TRC
Safeguards Officer	TRC
Social Cohesion Officer	TRC
Harmonization Officer	DGMM

Figure 1. Project Implementation Unit



36. The Community Centers will run project activities at the provincial level. In each Community Center, there will be a technical project team including a Harmonization Trainer and an Interpreter. Other Community Center staff and other staff assigned from various agencies (e.g., psychologists, vocational trainers, language instructors, protection officers, livelihood officers etc.) will engage in various activities to supporting the project implementation and provision of all available TRC-provided services. A Social Cohesion Officer in Ankara will coordinate the activities implemented on the ground and support the Project Coordinator.

37. DGMM will share required data, information with TRC and support the activities in terms of operational facilitation and content provision in a timely manner.

38. The indicative Terms of Reference (ToRs) for project staff to be assigned to the Project who will take on responsibilities for the delivery of project activities are provided in Annex A2.

2.3. Project Coordination

39. Coordination meetings between DGMM and TRC will be held as needed to ensure effective management, team communication, and flow of information. Meetings will be virtual or in-person depending on the availability of DGMM and TRC staff. The coordination meeting can include UNHCR and other relevant agencies, if needed. Activity-specific and ad-hoc meetings are also foreseen with already mentioned partners and other activity partners in the field such as schools' administrations, Directorate General of State Theaters and so on. For pre-defined coordination meetings, meeting notes will also be prepared by a different attending partner during each coordination meeting. The meeting notes will be shared with other participating actors within five workdays after the coordination meeting.

40. Project activities are carried out in coordination with governorships. After the project activities are planned by DGMM, TRC, PDM and CC, they are submitted to the governorship. The governorship may revise the activities according to the social conflict and social tension of the region. The revision of the activities can be in the form of date change, termination of the activity or cancellation of the activity. After the governorship approves the activities, the plans are finalized and implemented.

Section 3 | Project Implementation

3.1. Project Start-Up Steps

41. The following project start-up steps may commence prior to the effectiveness of the project and conclude before or following the effectiveness of the project.

- *Finalize Project Procurement Strategy for Development (PPSD).* The project PPSD will be finalized before the project launch and will be updated as necessary (requires approval by the World Bank).
- *Management and Administration* includes (i) orientation of TRC staff in Community Centers; (ii) opening a project account designated in US-dollar account; (iii) procuring equipment, supplies and vehicle for project implementation; and (iv) registering in the World Bank Client Connection and the Systematic Tracking of Exchanges in Procurement (STEP).
- *Project staffing.* PIU and project staff will be assigned by TRC and their salaries and other benefits will be financed by TRC.
- *Activate Institutional Arrangements* by conducting the first project coordination meeting in Ankara.

3.2. Project Implementation

Beneficiary Targeting

42. The table below shows different targets depending on various scenarios:

Table 4. Project Implementation Scenarios

Scenario	Primary Target Beneficiary Group
Refugee departures from TACs are in line with the projections	The project will target refugees who have applied and processed for relocation to communities during project implementation.
Refugee departures from TACs are significantly higher than projections	DGMM will process applications on a first-come-first-serve basis. Community Centers and project staff will continue to implement project activities.
Refugee departures from TACs are irregular	The project will target (i) refugees who have applied and processed for relocation after the project has been active and (ii) other refugees who have relocated to communities during the calendar year 2019.
No or insignificant number of refugee departures from TACs	The project will target refugees who have relocated to communities since August 2018 and other refugees who are interested in participating in the harmonization program.

43. In addition to the scenarios stated in Table 4, some beneficiaries may want to transfer to another TAC, instead of moving to the communities. For such cases, provision of information will be undertaken by TAC Management directly and/or through informational materials (leaflets, brochures) that are available in TACs.

44. Provision of information about the project will be provided to beneficiaries as follows:

(a) For the beneficiaries who would be relocating from camps:

i. TAC management will inform the beneficiaries about the project when they apply for relocation. TAC management will then share the contact information of the beneficiary with the Community Center Manager and Protection Program Officer. In addition, informational materials about the project and the Community Center services will be prepared and shared with participating TACs. TAC management will then disseminate to the beneficiaries.

ii. Next, Caseworkers and the Interpreters will meet the beneficiary at the TAC and will provide additional information about the project.

(b) For the beneficiaries who have relocated from the TACs earlier and who are now living in communities:

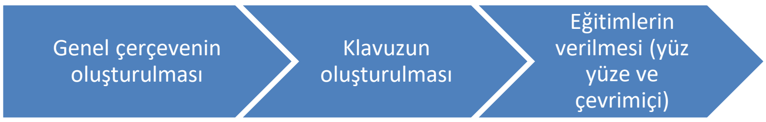
i. TAC management and PDMs will provide the contact information of beneficiaries who have relocated from the TACs in August 2018. The Community Centers will reach out to this beneficiary group via phone calls, text messages, or house visits to inform them about the project activities.
ii. Each participating Community Center will provide the aforementioned informational materials for refugees relocated from TACs in August 2018.

(c) Beneficiaries who are already living in communities may voluntarily come to the Community Centers (via announcements, referrals from other projects/programmes or recommendations from community leaders etc.), where they can register for various activities, and learn more about the project.

Component One: Support to Harmonization of Refugees and Host Communities

Subcomponent 1a: Strengthening Communities Through Provision of Harmonization Trainings

45. Subcomponents are based on three main stages of the project. Further details are presented below:



(a) Implementing Harmonization Trainings

46. Refugees who have relocated from TACs since August 2018, will be given priority for the Harmonization training. Other refugee beneficiaries at the Community Centers will also be able to register to the harmonization training.

47. Harmonization trainings will be delivered at the Community Centers by the Harmonization Trainers who will receive training-of-trainers by DGMM on the DGMM's harmonization curriculum. DGMM's harmonization training covers the topics below:

- Adapting to life in a new country
- Turkey's cultural structure, traditions, and customs
- Rights and obligations
- Information about social life
- Education and health facilities
- Civil law and legal issues
- Access to livelihoods
- Useful information

48. As mentioned above, DGMM prepared harmonization training module regarding to the Guide to Living in Turkey. Harmonization training will implement in the Turkish language and the translator will translate it simultaneously into the Arabic language. It is also thought to be performed online and face to face. The goal is to reach more beneficiaries across various platforms.

49. The training of trainers will be organised in coordination with the DGMM.

50. The Ministry of National Education Center of Public Education staff and TRC staff will received training of trainers on how to present and instruct training modules. These 2-day training of trainers will be organized by DGMM. The goal is to advance eduactors interpersonal and technical skills.

(b) Delivery of Harmonization Trainings

51. Harmonization Trainers will be the focal point for planning and training delivery. They will ensure participation and the follow-up of beneficiaries and take attendance during each session.

52. *Face-to-face/In-person trainings.* Guide to Living in Turkey will be provided. Face-to-face trainings will be applied in two ways: (i) Standard 8-hour long trainings once a week and (ii) specific modules will be integrated with other programs. Trainings are planned to be given at community centers and at other locations (e.g., Center of Public Education, hotels and conference rooms). Due to COVID-19 restrictions, the maximum training capacity will 25 people. Other programs will be organized and executed depending on the number of attendees. In cases of high demand, the frequency of the training will be increased to twice a week. Hygiene kits will be given to beneficiaries who attended and completed the face-to-face trainings. DGMM will release the announcement of the trainings where beneficiaries will be invited to submit their application (priority will be given to the beneficiaries who left the refugee camps prior to the pandemic, people with disabilities, widowed, elderly, unemployed, in this order). All these lists will be provided in the support and coordination of the Provincial Migration Administration. Civil society organizations, schools and local non-governmental organizations will also be able to access the lists. The priority, however, will be given to the disadvantaged group identified in the Provincial Migration Administration and Field Studies.

53. *Online/Virtual trainings.* Due to restrictions of Covid-19, harmonization training will be organized online platforms (zoom, teams, skype etc.) A link to the Guide to Living in Turkey will be shared with the participants. The analysis will be completed via pre and post test. Online trainings will last eight hours. If the training is organized online, it will be informed participants.

54. Beneficiaries' feedback will be taken through forms that will be distributed by the central office and after each training. These feedback forms, which will be launched in February 2021, will include both open and close-ended questions about participants' knowledge level and thoughts regarding the training process. Forms will also capture the data about how many participants attended which programs. The field crew will complete the analysis, share it with the center office, and prepare and share a consolidated report including the results. After harmonization trainings will end, focus group discussion will be held with participants of training for a one time.

55. ***Provision of Hygiene/Support Kits***. Each beneficiary (on behalf of family) receiving face-to-face harmonization training will be provided with a hygiene/support kit.

56. Support kits will include below items that are standardized with the International Federation of Red Cross and Red Crescent Societies:

- Washing powder, 1 kg bag (x3)
- Toilet paper, pack 4 rolls

- Body soap, 125 g piece (x8)
- Toothpaste for adult, 75 ml tube (x3)
- Toothbrush for adult, pack 5 pcs
- Shampoo, 500 ml bottle
- Disposable razor, pack 5 pcs
- Ultra slim hygienic pads, pack 20 pcs (x2)
- Shaving cream, 100 g tube
- Bath towel, 60 x 40 cm (x2)
- Nail clipper
- Washing liquid for dishes, 500 ml bottle (x2)
- Sponge for washing dishes, pack 4 pcs
- Tissue paper for face, pack 100 pcs (x3)

57. ***Distribution of Kits***. Every community center will receive hygiene kits. However, only beneficiaries who attended face-to-face trainings will receive a kit. The kits will be distributed to disadvantaged populations based on the priority order: widowed, orphan, elderly, people with disability, single women. Moreover, only families who attended to the trainings will receive one hygiene kit (meaning even if there are two participants from the same family, only one hygiene kit will be distributed). Trainings will be conducted every other week or will be integrated into one program activity. Low income and refugee families in need of more hygiene kits. Therefore, if the demand for the trainings is higher than anticipated, the frequency of face-to-face trainings will be increased to once or twice a week. The hygiene kits will be given to one family member. Therefore, even if there are two or more members from the same family, that family will receive only one kit. Hygiene kits will be delivered to the family or person's home in order to prevent queues in front of the community centers. The distribution of the hygiene kits will proceed along with the delivery of training modules.

(c) Referrals to Socio-economic Empowerment Support Services

Subcomponent 1b: Supporting Social Cohesion

(a) Positive Role Models

58. Positive role models are migrants living inside the cities, who are willing to share their experiences via educational seminars in order to encourage other migrants recently left the camps. Additionally, positive role models will produce videos in order to disseminate information to the beneficiaries. TRC Beneficiary Relationship Officer in Community Centers, PDM Harmonization Officer, TRC Social Cohesion Officer in Ankara and DGMM Harmoziation Officer in Ankara will be responsible for this activity.

59. Seminars or video studies will be carried out with role models detected by community centers. Seminars will be virtual or face-to-face depending on the group (e.g., Young role models in high school and college students; women business owners who opened their business and other women).

60. Video series will be executed through support from a company and in coordination with the Turkish Red Crescent Communication team and DGMM. There will be two types of videos: (i) a short video including biographies of each role model and (ii) personal video series for each role. Videos will be advertised through different social media platforms, various Advisory Committes, Women's Committees, Youth Advisory Committes, Key Influemcers and volunteers.

61. Role models will be identified through DGMM and TRC. Video shoots and seminars will be executed and proceed through these individuals.

62. Videos will also be distributed to the general public in order to prevent and reduce the possibility of prejudice towards the refugee population.

63. The detailed plan for activities for the period of January - August 2021 was presented in the excel sheet.

(b) Sports and Recreational Activities

64. This activity aims at contributing social cohesion efforts through sports. Teams will consist of equal number of Turkish and Syrian players who are between 18-45 years old. Equipment and materials, referee and health services (e.g., ambulance for injuries) will be provided by the project budget.

65. Team sports (e.g., soccer, basketball) and solo recreational activities (e.g., cycling, hiking, camping) are planned under harmonization efforts. Harmonization through support may vary depending on the target population's needs and requests. Furthermore, the needs of the disadvantaged population, such as disabled, isolated, bullied, will be taken into account regarding the design and execution of the sports activities (e.g., basketball for individuals with wheelchairs).

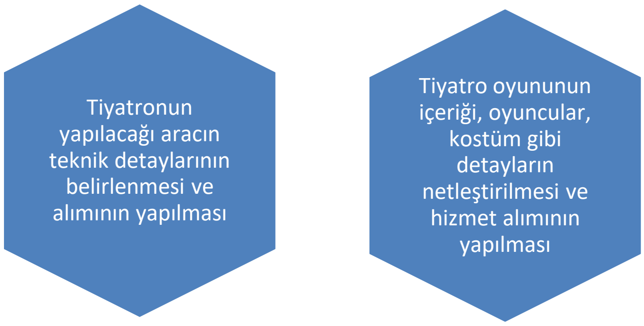
66. Sports activities will be designed in collaboration with the Ministry of Youth and Sports, DGMM, local municipalities, civil society organizations and local sport clubs. Harmonization through support will be planned based on the needs of local community centers in different cities and regions. There will be monthly or bi-monthly harmonization activities through sports at each community center.

67. Beneficiaries who received harmonization training will be prioritized for sports activities. The contact information of those who would like to participate in these activities were received. In case there is capacity, those external participants will also be eligible to join the sports activities.

68. Depending on the external (e.g., COVID-19) and local factors and beneficiaries' requests, other activities, such as culture, art, and history trips, can be planned.

(c) Mobile Theater

69. The activity will support the creation of plays aiming to positively affect individual behavior and social change. Plays will be written by professional writers and provide interactive opportunities for both migrants and host communities. The main goal is to strengthen cohesion and communication. Prior to start of the show, some supportive activities such as handcraft, cultural folk dances, ice breaker games and awareness rising activities are planned. In addition to the aforementioned activities, transportation will be provided to the surrounding districts through the mobile theater. The cast will be recruited under the project. The play will be created by professional staff based on DGMM's social cohesion trainings. The activity encompasses two subcomponents:



70. Within the scope of this activity, the General Directorate of State Theaters will provide guidance and support in purchasing or renting mobile theaters, identifying directors and actors, allocating play costumes, and creating the plot. State Theaters will present a detailed plan, the TRC architect finalized the design, and the agreement will be finalized during the meeting on the last week of January. The current plan states that mobile theater(truck and trailer) will be rented or purchased, and then the General Directorate of State Theaters guides TRC to provide the director, actors, and the plot for the plays.

71. The agreement will be finalized based on the decisions that will be made during the January 2021 meeting. Then truck and trailer will be purchased. It is anticipated that purchasing the truck and the trailer will take a maximum of 90 days.

72. Based on the meeting with State Theaters, the preparation of the plot for Mobile Theather activity will also be completed within a maximum of 45 days. The decoration will proceed right after the completion of the play.

73. Plays will be based on new plots or a revised version selected among prior immigration-related plots. DGMM, TRC and State Theaters will monitor the content. Each play will last 60-90 minutes.

74. The completion of the Mobile Theater activity is estimated to take 3 months. Therefore, the first show is planned for the beginning of July 2021.

75. A couple of plot examples will be examined by TRC, DGMM and General Directorate of State Theaters. Three organizations will decide on which plot to be executed.

76. As a result of the completion of the preparations, planning will be made to be shown in each Community Center region once a month from May.

77. Target population is youth and middle-aged refugees and local individuals. Community Centers and PDM will determine regions. Activities will mostly take place in areas where there is high social tension and prejudice towards refugees. These areas will be identified through the analysis mentioned above and/or DGMM and local police.

(d) Coding and Technology Workshop Pilot

78. The objective of this pilot activity is to test provision of trainings targeting youth to develop simple coding applications. The workshops will include coding elements that are easy-to-learn. It will provide the beneficiaries with basic coding concepts and skills. The activities will include Coding and

Technology Training (Arduino Robotic Programming, Coding, 3D Modeling) and brain games to stimulate thinking and problem-solving.

79. If the space and trainers can be allocated, the Coding and Technology Workshops will be conducted at the community centers. If the necessary space cannot be allocated, schools will be used for workshops, and there will be half refugee and half local participants. This way capacity of the schools will be strengthened through harmonization, child executive development, and adjustment will be advanced through technology workshops. If these activities could not proceed as planned, TRC will consult relevant firms to conduct coding and technology training online or face-to-face.

80. Provincial Directorate of National Education and TRC field team is identifying the local needs in coordination with the central office of DGMM and TRC. Based on this assessment, training classrooms are being formed in schools and community centers. The frequency and content of the training will vary across different regions.

81. Coding and technology workshops will be conducted face-to-face for children and youth who do not have access to the internet or computer. Both refugees and the local community are highly interested in technology, brain, and coding training. There is a lot of demand from Advisory Committes, beneficiaries, and schools for the opening and activation of such workshops.

82. The goals include eliminating prejudice and peer bullying among children and young people through the technology workshop, improving their technical skillset, and leading them to become contributing members of society

83. Impact measurement will be requested from service providers in technology and coding workshops. In the activities carried out in schools, the computer instructor will be asked to measure the impact or improvement. Furthermore, children and youth will be engaged in other activities (sports, brain games, theatre) to maintain continuity.

84. Technology classrooms will include children and computer teachers in half and half capacity. Children and youth who don’t have broadband and computer access will be identified and prioritized for these workshops. Students’ participation, success, and developmental needs will be monitored by TRC staff and DGMM staff.

Section 4 | Monitoring and Evaluation (M & E) Arrangements

85. The PIU will be responsible for (i) monitoring and data collection activities; (ii) QPR reporting; (iii) evaluation activities, informing implementation and suggesting modifications as needed; and (iv) preparing the Project Completion Report.

86. The project will utilize existing M&E systems and procedures implemented at the TRC Community Centers and TRC Headquarters: (i) the Community Center Management Software and (ii) the Management Information System used at the TRC headquarters. The systems are interoperable.

87. Data flow from the Community Centers to PIU will be ensured by the Harmonization Trainers. The staff will enter data into Community Center Software and the PIU M&E Officer will gather the information and data from the software. Harmonization Trainers will take attendance and log the list of participants to the Community Center Software. Reporting Officer will keep the narrative reports and updates from the field and deliver them to Social Cohesion Officers. Community Center Manager will oversee the implementation of this process and ensure communication between project team members.

88. The roles and responsibilities for project M&E are summarized below:

(a) Respective project staff at Community Centers will be responsible for data collection on project indicators:

   i. *Harmonization Trainers* will be responsible for data collection and monthly reporting to PIU M&E Officer on relevant project activities. Harmonization Trainers will receive necessary beneficiary data from the Community Center Database and will be in charge of ensuring attendance with the training attendance sheet.

   ii. *Social Cohesion Officer (Ankara)* will arrange trainings in Community Centers and will create a course and schedule on the Community Center Software. Caseworkers in TACs will place beneficiaries into those courses scheduled on the Community Center Software.

   iii. *Community Center Manager* will ensure that the data process and communication between the field and Ankara are intact.

(b) *PIU M&E Officer* will be in charge of overall project M&E, particularly ensuring data verification. In addition, they will consolidate data from Community Centers into QPRs.

(c) *PIU Project Coordinator* will be responsible for the overall coordination of project M&E, ensuring data collection, timely reporting per the schedule agreed, data quality and sign-off on the indicators before submission to the World Bank.

89. The project coordinator and M&E officer will conduct a beneficiary satisfaction survey (BSS). The survey will include questions along with a as focus group discussions including different categories. Furthermore, key informant interviews with the local authorities and DGMM will also be conducted.

90. Indicator protocols describing data collection and calculation methodology are provided in Annex B.

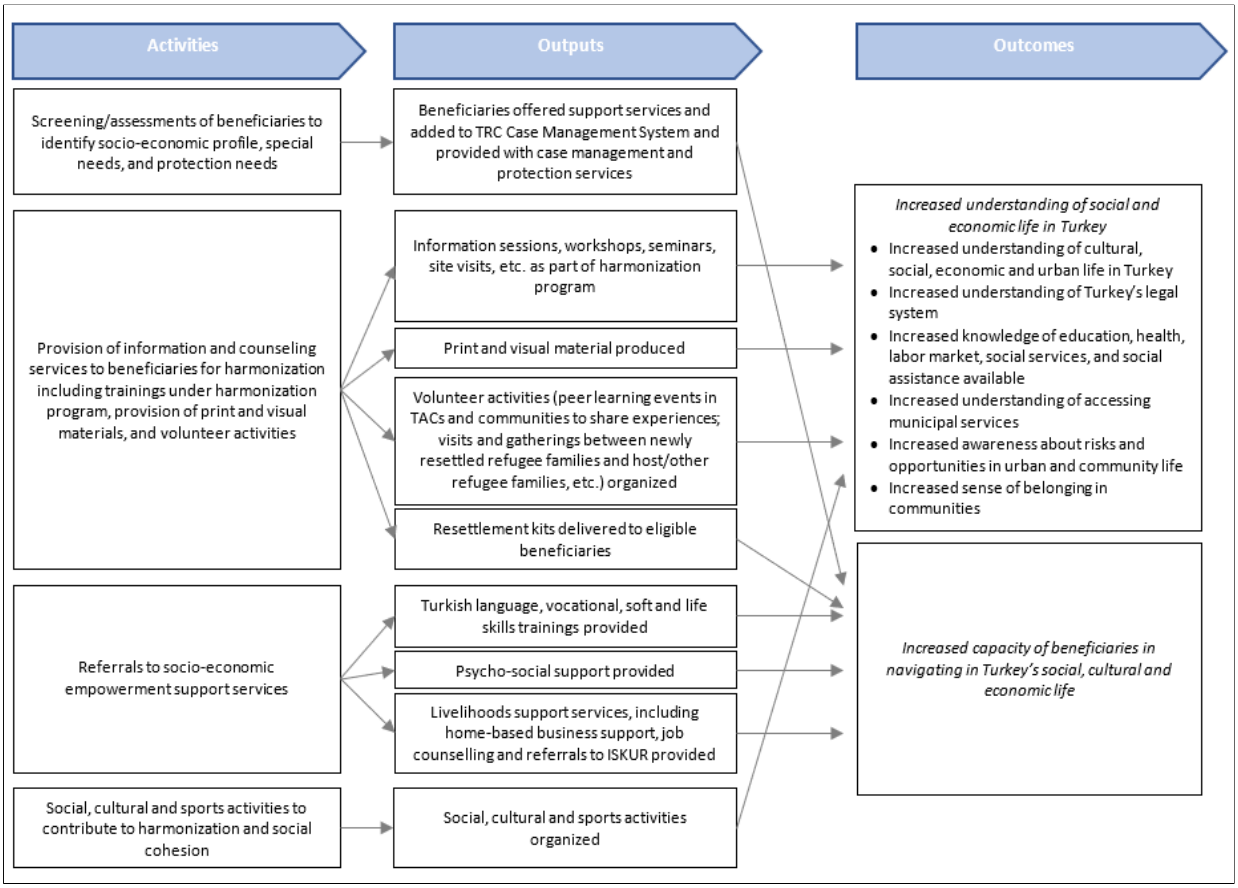
4.1. Reporting

91. Community Centers will report indicator data monthly to the PIU. Progress on all project components will be reported in a consolidated QPR to the World Bank. The QPRs will include the project's results framework. The draft reports will be shared within 15 days following the end of each quarter with the World Bank. The final reports will be shared with DGMM, and if requested, with the Ministry of Treasury and Finance, Department of Foreign Economic Relations. The reports will not share sensitive and individual profile information of the beneficiaries. TRC will not share name, surname, ID number, address and contact number with the World Bank.

4.2. Project Results Chain and Results Framework

92. The project's results chain includes main project activities, outputs, and outcomes as illustrated below.

Figure 2. Project Results Chain



Results Framework

93. The Results Framework will guide overall M&E of the project and can be modified during implementation through formal project restructuring. The Results Framework is provided below.

Table 5. Project Results Framework

#	Indicator Name	Unit of Measure	End Target	Short Description
	PDO Indicators			
1	Direct project beneficiaries, of which percentage is female	Number, Percentage	3,500 50%	Direct beneficiaries are individuals who directly derive benefits from the project. This includes the number of (i) refugees who successfully complete harmonization training activities, (ii) host community members who receive benefits from the project (support packages), (iii) participants to project's social cohesion activities. Supplementary indicators are (i) type of beneficiary (refugee, host community, youth) and (ii) project location.
2	Beneficiaries with improved knowledge of harmonization	Percentage	80.00	This indicator will report the percentage of refugees who have improved knowledge of harmonization. Harmonization is defined in DGMM's 2018-2023 Harmonization Strategy

				based on six pillars: (i) education, (ii) health (including psycho-social), (iii) social services, (iv) social cohesion, (v) labor market, and (vi) information. Improved knowledge will be measured as a factor of the difference between pre- and post- harmonization evaluation forms.
3	Beneficiaries referred to socio-economic support services who register and receive support from TRC Community Centers	Percentage	80.00	This indicator will report the percentage of refugees referred to socio-economic support activities provided by TRC Community Centers who register and receive support, disaggregated by service type, including livelihoods, protection, psycho-social support, and social cohesion.
	Intermediate Results Indicators			
4	Beneficiaries successfully completing harmonization training activities	Number	1,200	This indicator will report the number of refugees who complete harmonization training activities.
5	Percentage of support kits provided to eligible beneficiaries according to the process identified in the PIM	Percentage	100.00	This indicator will report the percentage of beneficiaries who are identified as eligible to receive support kits according to the process provided in the PIM.
6	Beneficiaries participating social cohesion activities organized by the project	Number	1,300	This indicator will report the number of beneficiaries who participate in social cohesion activities implemented by the project.
7	Beneficiaries that feel project investments reflected their needs	Percentage	80.00	This indicator will report the percentage of beneficiaries who feel that project activities reflected their needs.
8	Grievances registered related to delivery of project benefits that are actually addressed	Percentage	100.00	This indicator will report the utilization of TRC complaints and response mechanism by reporting on percentage of number addressed complaints/grievances in comparison to number of complaints/grievances filed.

Section 5 | Financial Management

94. TRC has prepared a comprehensive FM Manual that provides details on the implementation pf the project's FM arrangements. Below is a summary of FM arrangements of the project.

Budgeting

95. The project budget was prepared by the grant signing using the Procurement Plan. The implementation of the budget will be closely and regularly monitored by the PIU. The quarterly, yearly and cumulative budget figures will be compared to actual expenditures in the quarterly financial reports.

Accounting System

96. TRC uses SAP to run its operations. TRC will maintain detailed project account and prepare quarterly financial reports using the USD as the currency. The PIU will maintain complementary worksheets denominated in USD in order to ease the transaction of the project funds, ensuring adequate contract management. TRC will ensure that adequate internal controls are put in place to reconcile the Excel spreadsheets with internal and external documents as well as the SAP. The DA will be maintained in USD as well as the project accounting and reporting. The sample Interim Un-audited Financial Reports (IFR) was shared with the PIU to provide basis for such preparations.

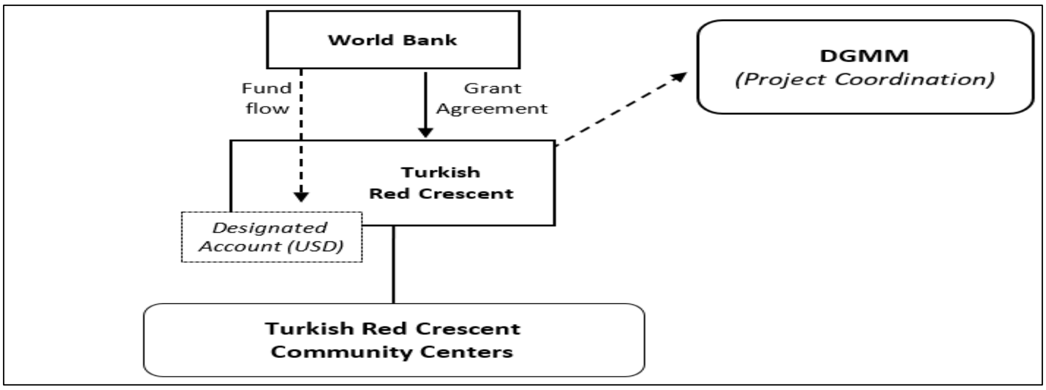
Internal Controls

97. The FM Manual provides details on the workflows and the related internal controls for various types of expenditures.

Disbursement Arrangements and Funds Flow

98. TRC has opened a DA in USD at the Türkiye Cumhuriyeti Ziraat Bankası (Ziraat Bank). TRC Director General designated the authorized signatories for the management of the project's fund flow efficiently. The signatories of the DA were communicated to the World Bank by TRC. The internal controls and authorizations regarding the execution of these payments as well as their capture in the accounting system are described in the FM Manual. TRC will disburse the grant funds through the arrangements that will be described in the Disbursement and Financial Information Letter (DFIL). The project will use traditional disbursement techniques (i.e. advance, reimbursement, direct payment, special commitments). The processing of transactions, limits, and supporting documentation requirements will are provided in the DFIL.

Figure 3. Implementation and Fund Flow



Reporting

99. The PIU will prepare quarterly IFRs for the project in USD. The reports will be sent to the World Bank within 45 days following the calendar quarters. At a minimum, the financial statements will comprise of the following:

- Expenditure Tables per activities, including explanation of significant variances between budgeted and actual figures
- Expenditure Tables per categories, including explanation of any significant variations between budgeted and actual figures
- DA Statement

- Contract Management Tables
- Other financial tables that may be requested by the donor

Financial Management Staffing

100. The PIU has dedicated and qualified FM staff members overseeing overall FM arrangements. The FM Manual describes the roles and responsibilities of each staff at headquarters and in provincial offices, the work and information flow as well as the oversight arrangements for transactions.

External Audit

101. External auditors will conduct the external audit of the annual project financial statements in line with the Terms of Reference (ToR). The ToR of the external audit is provided in Annex C. The audit contract will be covered through the funds allocated for the Project Management and will be budgeted accordingly. The following chart identifies the audit reports that the project implementing entity will be required to submit by the due date of submission:

Table 6. Required Audit Reports

Audit Report	Due Date
Project financial statements (PFS), including Statement of Expenses (SOE) and DA. PFS include sources and uses of funds by category and by components; SOE statements, Statement of DA, notes to the financial statements and reconciliation statement.	Within six months after the end of each calendar year and also at the closing of the project.

FM Arrangements in Project Closure

102. The closing date of the Project, as specified in the Financing Agreement, is March 31, 2021.

103. The PIU will refer to three key documents for information on FM arrangements for project closure: (i) the DFIL; (ii) Disbursement Guidelines for Investment Project Financing (dated February 2017); and (iii) Standard Conditions for Grant Financing Made by the Bank Out of Trust Funds (2019).

104. The following is a summary of FM arrangements at project closure, sourced from the documents referred to above.

105. Expenditures are eligible for financing, only if payments made or be due for (i) goods and work delivered and accepted at or before the project closing date; (ii) consultancy or other services provided and accepted by the project closing date; and (iii) training activities completed by the project closing date. Any expenditure incurred after the project closing date is not eligible for financing (except the final audit fees, if any). All eligible expenditures required for the project must be incurred by the grant closing date.

106. TRC will be particularly vigilant in the final quarter of project implementation to avoid closing problems, such as contracts that go beyond the project closing date, training and similar activities spanning the project closing date, and unresolved cases of questionable or ineligible expenditures. If an extension of the project closing date is contemplated, the recipient will submit a formal request to the Bank, accompanied by a specific action plan for project completion.

107. *Disbursement Deadline.* To facilitate orderly project closing, TRC will submit applications for withdrawal of grant proceeds or additional documentation for a period of four months after the project

closing date for eligible expenditures incurred on or before the closing date. The disbursement deadline date is the final date up to which the Bank will accept applications for withdrawal from the borrower or documentation on the use of the financing or loan proceeds already advanced by the Bank. The disbursement deadline date for the Project is four months after the closing date, as indicated in the DFIL. In exceptional circumstances, the recipient can request an extension of the deadline date up to an additional two months. In that case, the borrower will send a request for extension of the disbursement deadline date as soon as the delay is identified, specifying the reason for the delay and the estimated time required. If it is approved, the Bank will notify the recipient in writing about the extension of the disbursement deadline.

108. *Contract Payments and Retention Monies.* TRC is accountable for managing and monitoring all contracts. To avoid problems arising from unpaid obligations after closing, TRC will carry out the following actions:

- Review outstanding commitments,
- Update the project disbursement plan,
- Check adequacy of available funds,
- Make prompt payments for activities satisfactorily completed,
- Document all eligible payments made from the designated account (DA),
- Hold consultations with the concerned contractor or supplier on pending contract issues, and
- Closely monitor and follow up implementation of agreed actions on pending issues.

109. *Closing the Project DA.* TRC will ensure that all amounts deposited in the DA are accounted for and their usage is reported to the Bank on or before the disbursement deadline. If advances to the DA are not documented by the disbursement deadline, TRC will refund the balance. TRC will refund undocumented balance, if any, in the project accounts within six months of disbursement deadline. As the project approaches the closing date, TRC may no longer need to maintain a large balance in the DA. To ensure orderly loan closure, the borrower will provide documentation on the use of all financing or loan proceeds advanced to the DA, including funds transferred to operating accounts, on or before the disbursement deadline date.

Section 6 | Procurement

6.1. Procurement Regulations

110. For the financing of “Support to Harmonization in Turkey Project”, TRC received a grant of USD 650,000 from “State and Peace Building Multi-Donor Trust Fund” under the management of the World Bank (the Bank). The financing shall be used for payments of goods and consultancy service procurements.

111. The goods and consulting service procurements within this scope shall be carried out in accordance with “The World Bank Procurement Regulations for IPF Borrowers - Procurement in Investment Project Financing: Goods, Works, Non-Consulting and Consulting Services” (Procurement Regulations) published in July 2016 and revised in November 2017 and August 2018, the World Bank’s “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants” (Guidelines) published on 15 October 2006 and revised in January 2011 and 1 July 2016, as well as the provisions of the Grant Agreement.

112. The Regulations can be accessed from the following link:
http://pubdocs.worldbank.org/en/178331533065871195/Procurement-Regulations.pdf

113. The Guidelines can be accessed from the link: https://policies.worldbank.org/sites/ppf3/PPFDocuments/40394039anti-corruption%20guidelines%20(as%20revised%20as%20of%20july%201,%202016).pdf.

114. Different procurement and consultant selection, pre-qualification requirement, cost estimates, prior or final review conditions and time schedules for each procurement to be financed under the Grant Agreement are set out in Paragraph 4.4 of Procurement Regulations and in the Procurement Plan that covers at least the first 18 months at the beginning of the project. In order to reflect actual project implementation requirements, the Procurement Plan shall be updated at least once a year and when deemed necessary.

115. The World Bank's STEP system shall be utilized to prepare, approve and update the Procurement Plan and carry out all procurement transactions for the project, in addition to the provisions of the Grant Agreement.

116. After preparation of *Request for Quotations* for procurement of goods/non-consulting services and *Request for Proposals* for procurement of consulting services by TRC; if there will be any notices posted for such procurement, Specific Procurement Notices (SPN) to be prepared in accordance with Procurement Regulations (*Bidding Notices*) shall be posted on the Official Gazette and/or a newspaper of national circulation in Turkey and/or a widely-used website open to national and international access, or electronic portal (http://www.kizilay.org.tr/).

117. Accordingly:

Procurement of Goods/Services

118. Procurement of goods/non-consulting services with a cost estimate below the equivalent of USD 100,000 including Value Added Tax (VAT) (including logistic services for workshops and similar meetings) shall be carried out with Request for Quotation (RFQ) method in accordance with Procurement Regulations (Paragraph 6.7 and Annex XII Paragraph 5) and the provisions of the Grant Agreement, by comparing at least three bids/proposals. Any bidding notices shall be posted in accordance with Section A. General, subclause 3 of these Guidelines.

Procurement of Consulting Services

119. Procurement of consulting services with a cost estimate below the equivalent of USD 300,000 including VAT shall be carried out with Consultant's Qualification-based Selection (CQS) method in accordance with Procurement Regulations (Paragraph 7.11) and the provisions of the Grant Agreement, and any bidding notices shall be posted in accordance with Section A. General, subclause 3 of these Guidelines.

120. For individual consultants to be selected with Selection of Individual Consultants (INDV) method, notices shall be posted in the event that there is not adequate information on the availability of experienced consultants with the required qualifications, or that posting a notice will be more advantageous. However, posting notices is not compulsory for all procurements.

6.2. Institutional Setup

121. The PIU is responsible for the implementation of the Project. All procurements within the scope of the Project are subject to subsequent review by the World Bank. For preparation of reviews

by the Bank, the PIU shall keep all information and documents regarding the procurement processes as specified in Procurement Regulations (Annex II Paragraph 9.1).

122. Documents to be used for procurements of goods, consulting and non-consulting services can be accessed in Annex D.

123. Technical Specifications for procurement of goods, Job Description and Scope of Services for procurement of services, and Job Description for procurement of Consulting Services are prepared by relevant units of TRC, and with the help of qualified consultants if required. Bidding committees consist of minimum three and maximum five persons -other than exceptional cases-, specialized and experienced in the evaluation of bids.

124. As per Paragraph 3.23 subclause b of [2]Procurement Regulations may be awarded contracts financed by the World Bank, provided that they:

- are legally autonomous,
- are financially autonomous *(having separately audited accounts and capital increase authority through sales of goods and services),*
- are not under supervision by the agency contracting them,
- operate under commercial law

125. With the exception of the situation specified in Article 5; the Bank may accept signing contracts with public universities, research centers or institutions on case basis if goods, services or consulting services offered by these organizations have no convenient alternatives in private sector, if they have exceptional and special characteristics in consequence of legal legislation, or if their participation is critical in terms of project implementation.

126. Firms or individuals debarred by the Bank (https://www.worldbank.org/en/projects-operations/procurement/debarred-firms and Client Connection), suppliers and consulting firms from countries debarred as per the United Nations' Security Council Decisions (www.un.org/sc/committees), and suppliers and consulting firms from countries with which Turkey debarred, provided that the Bank has been convinced that such prohibition does not prevent competition, cannot participate in bidding processes.

127. The Bank may consider debarment from public bidding as valid for the Bank’s bidding processes, provided that such debarment arises from fraud, corruption or similar actions, the debarment procedures were duly executed, and the decision has been finalized.

128. Public officers may participate (employed) in bidding processes financed by the Bank, individually or as a member of a team suggested for employment by a consulting firm, provided that (i) the services of public officer(s) are exceptional and specific and their participation in the project implementation is critical, (ii) their employment does not lead to conflict of interest and (iii) the

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[2] To be eligible, a government-owned enterprise or institution shall establish to the Bank’s satisfaction, through all relevant documents including its Charter, that it is a legal entity separate from the government; does not currently receive substantial subsidies or budget support; operates like any commercial enterprise; and inter alia, is not obliged to pass on its surplus to the government, can acquire rights and liabilities, borrow funds and be liable for repayment of its debts, and can be declared bankrupt; and is not bidding for a contract to be awarded by the department or agency of the government which under their applicable laws or regulations is the reporting or supervisory authority of the enterprise or has the ability to exercise influence or control over the enterprise or institution.

situation does not contradict with the personnel/labor laws and other legislation and policies of the country.

129. Conflicts of interest shall be audited as specified in Paragraphs 3.14-3.17 of Procurement Regulations.

130. To prevent any chance of unfair competition by consultants or affiliates in a certain bidding process due to their previous performance of related works, TRC shall open all information and documents that may lead to such unfair competition to the access of other Consultants invited to submit declarations of interest, by including such information and documents in the Request for Quotations.

131. The term “Operating Costs” in the Grant Agreement means reasonable incremental expenses directly incurred on account of the implementation, management and monitoring of the projects, including office supplies, office rental, local travel expenses, fuel and vehicle repair expenses, meeting and communication expenses, and excluding the salaries of personnel in the Member Country.

132. Procurements under this item shall be carried out in accordance with the commercial procurement practices of TRC. Although these procurements are not subject to the Bank’s prior or final review, the provisions of the Procurement Regulations for the related procurement shall apply if the procurement is carried out by using the Bank’s procurement methods. Moreover, the Bank is authorized to control the availability of the expenses -whether they can be covered by the Grant.

133. Procurements for Neighborhood activity under 1b subcomponent of the Project shall be covered with this expense item.

134. The expression "Training Courses and Workshops" in the Grant Agreement means workshop organization services for Project-related training courses and capacity-building activities, training materials, leases of training facilities and equipment, local travel expenses and allowances of participants, training fees, travel and accommodation expenses and allowances of instructors, other expenses related to training, printing services, communication, and various consumables required for workshops (excluding expenses for consulting services.

135. Procurements under this item shall be carried out in accordance with the commercial procurement practices of TRC. Although these procurements are not subject to the Bank’s prior or final review, the provisions of the Procurement Regulations for the related procurement shall apply if the procurement is carried out by using the Bank’s procurement methods. Moreover, the Bank is authorized to control the availability of the expenses, whether they can be covered by the Grant.

6.3. Procurement Methods to Be Used within the Scope of Project

(a) For Goods/Non-Consulting Services Including Logistic Services for Workshops and Similar Meetings:

Request for Quotations (RFQ)

136. Procurement of goods/non-consulting services with a cost estimate below the equivalent of USD 100,000 including VAT (including logistic services for workshops and similar meetings) shall be carried out with RFQ method in accordance with Procurement Regulations (Paragraph 6.7 and Annex XII Paragraph 5) and the provisions of the Grant Agreement.

(b) For Procurement of Consulting Services

137. Procurement of consulting services with a cost estimate below the equivalent of USD 300,000 including VAT shall be carried out with CQS method in accordance with Procurement Regulations (Paragraph 7.11) and the provisions of the Grant Agreement.

138. Direct Selection (DS) shall be conducted as per Paragraphs 7.13-7.15 of Procurement Regulations, and as per Paragraph 7.39 of Procurement Regulations in the case of Direct Selection of Individual Consultants.

139. INDV shall be conducted as per Paragraphs 7.34-7.38 of Procurement Regulations.

6.4. Review of Bidding Decisions by the Bank

140. All procurements within the scope of the project are subject to the Bank's subsequent review. Situations subject to the Bank's Prior Approval:

(a) Revisions of Procurement Plans are subject to the Bank's prior review.

(b) In the selection process of consulting firms:

- Before passing on to the next firm upon unsuccessful contract negotiations with the selected applicant;
- Before all bids/proposals are rejected, the bidding process is cancelled, and a new bidding process is initiated;
- In the event that the cost estimate or approximate bid/proposal exceeds the threshold value specified for the procurement method in the Procurement Plan (equivalent of USD 300,000 including VAT), the Bank's approval shall be obtained after revision of the Procurement Plan.
- Before signing a new contract with a firm or individual consultant, which is awarded a contract in consequence of a bidding process but is debarred by the Bank after signing the contract, and before making any amendments including time extensions in the existing contract.

(b) In the selection of individual consultants:

- Before the contract is awarded based on existing applications or cancelled due to lack of at least three applicants meeting the required qualifications.

(c) In all steps of Direct Selection of Individual Consultants as per Paragraph 7.39 of Procurement Regulations, (i) job Description, (ii) Justification Report, (iii) Negotiation Minutes, and (iv) Draft Contract are subject to the prior review of the World Bank.

(d) In Procurement of Goods/Non-Consulting Services:

- In cases where at least three bids were not received for RFQ method and the tender is given to the bids received or when the RFQ process is canceled and a re-bidding is issued,
- Before the tender is given at a price that exceeds the approximate cost of the work,
- Before the tender is given at a price exceeding USD 100,000 equivalent including VAT,
- If the approximate cost requires that the method of procurement specified in the Procurement Plan needs to be changed;

- In the event that a firm contracted as a result of a tender is declared debarred by the Bank after the contract, before signing a new contract with this firm or person, before going to any modifications including the extension of the existing contract.

141. In case the above-mentioned situations arise, the Project will seek the Bank's opinion, and after the Bank's opinion is received, the next steps will be undertaken.

6.5. Procurement Process Steps

(a) Procurement of Goods/Non-consulting Services

Request for Quotations (RFQ)

142. Procurement of goods/non-consulting services with an estimated cost[3] below the equivalent of USD 100,000 including VAT shall be carried out with RFQ method as per Procurement Regulations (Paragraph 6.7 and Annex XII Paragraph 5) and the provisions of the Grant Agreement.

143. Process Steps for procurement of goods/non-consulting services with Request for Quotations method are provided below:

- Technical specifications are prepared, and cost estimates are determined;
- A list enabling sufficient competition and consisting of an adequate number of suppliers/service providers to receive at least three price quotations. Such list may be prepared according to past experience, interviews with chambers of commerce, information on the internet and market research;
- RFQ is prepared, and a copy is simultaneously uploaded on STEP. Examples of Procurement Documents can be accessed in Annex D. It is compulsory to use the sample documents.
- A copy of the RFQ is simultaneously uploaded on STEP and sent to the suppliers/contractors/service providers in the list; and they are given a period of minimum 3 (three) business days for procurements with an estimated cost below the equivalent of USD 10,000 including VAT and minimum 10 (ten) business days for procurements with an estimated cost above such amount, <u>unless there is an objection from possible bidders</u>;
- The firms' requests for explanation and/or amendment regarding bidding documents are replied in written, the reply is sent to all firms, an addendum is published for the amendment, the bidding deadline is postponed if required, and a copy of the addendum, if published, is uploaded on STEP.
- The requirement of receiving at least three valid quotations is fulfilled; otherwise, justifications for conducting the bidding process based on less quotations received is notified to the Bank, and the process continues upon the Bank's approval.
- The bids/proposals are received until the deadline, they are opened and evaluated, and the received bids/proposals are uploaded on STEP.
- Bidding Committee Decision is prepared, a signed copy of the report is uploaded on STEP, the firm's debarment and suspension status is checked;

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[3] Instead of determining the cost estimate based on quotations to be received by sending the specifications to possible bidders, it is required to utilize prices in similar bidding processes in the past, search the internet or look up in similar resources.

- Purchase Order/Contract covering the “Supply Terms and Conditions” for the goods and services to be procured is prepared, a Purchase Order/Contract is sent to the awarded supplier/service provider, and a copy is uploaded on STEP;
- The contract is signed, and a copy is[4] uploaded on STEP,
- The bidding process is kept confidential until approval of the final decision; the result is published on a common website open to free access or on an electronic portal.
- Delivery and receipt of goods/services, examination and acceptance, and then the related payment is carried out in accordance with the Purchase Order/Contract; and
- All procurement documents are kept in relevant file.

(b) Procurement of Consulting Services

Consultant’s Qualification-Based Selection (CQS)

144. To be conducted as per Paragraph 7.11 of Procurement Regulations. The cost estimate shall not exceed the equivalent of USD 300,000 including VAT.

145. Process steps for procurements to be carried out with this method are provided below:

- Job Description and cost estimates are prepared, and Work Description is uploaded on STEP;
- Consultants are invited to declare their interest about the work to be procured and to provide information on their skills[5]; Job Description is also sent with the invitation letter. The firms are given at least 10 (ten) days to submit their “declaration of interest” files.
- No personnel CVs or approach report is requested from the firms at this stage.
- The firm with the best qualifications and references is selected[6], and the evaluation report is uploaded on STEP;
- Request for Quotations is prepared and uploaded on STEP.
- Request for Quotations is sent to the selected firm for submitting technical and price quotation to be prepared in accordance with the Job Description, and the firm is given at least 10 business days to prepare their quotation;
- The firms’ requests for explanation and/or amendment regarding bidding documents are replied in written, an addendum is published for the amendment, the bidding deadline is postponed if required;
- Bids/proposals are reviewed, and preparations are made for negotiations;
- Contract conditions are negotiated with the firm and negotiation minutes are prepared; a copy of the draft contract is uploaded on STEP;
- The firm’s debarment and suspension status is checked, the Consultant is sent an invitation letter to sign the contract, and a copy of the letter is uploaded on STEP.
- The contract is signed[7], and an approved copy of the contract is uploaded on STEP.
- The bidding process is kept confidential until signing the contract.
- The Consultant is mobilized and starts performing the service,
- The PIU monitors and accepts the Consultant’s performance and contractual obligations.

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[4] Contract amendments are also uploaded on STEP.
[5] Any procurement notices shall be posted in accordance with Section A. General, Article 4 of these Guidelines, together with Job Description. The notice is kept posted at least 10 business days. The notice is uploaded on STEP.
[6] At this stage, it is recommended to check the selected firm’s debarment and suspension status.
[7] Contract amendments are also uploaded on STEP.

- All procurement documents are kept in relevant file.

Selection of Individual Consultants (INDV)

146. This selection will be conducted as per Paragraph 7.34-7.38 of Procurement Regulations. The process steps for this method are provided below.[8]

- Job description is prepared.
- Individual consultants are requested to declare their interest, preferentially by a notice. If no notices will be posted, the Invitation Letter -together with the Job Description and request for CV- is sent to the consultants in the long list, and the notice is kept posted at least 14 days.
- The declarations of interest are evaluated, and a list consisting of at least 3 consultants is prepared with pass/fail method based on their qualifications and experience.
- The evaluation is completed after applicants in the shortlist are invited for interview or evaluated according to their qualifications if no interview is made.
- Evaluation report is prepared
- The selected applicant is invited for contract negotiations. Minutes of understanding is prepared
- The selected applicant's debarment and suspension status is checked
- The contract is signed, and an approved copy of the contract is uploaded on STEP.
- The bidding process is kept confidential until signing the contract.
- The Consultant starts performing the service.
- PIU monitors and accepts the Consultant's performance and contractual obligations.
- All procurement documents are kept in relevant file.

147. **Contract Types and Important Provisions** are described below:

- Lump Sum Contracts are used for works, the scope, duration and outputs of which can be clearly determined. Payments are based on outputs such as reports, projects, explorations and surveys, software programs etc. The contract has a fixed price, and no price difference can be paid other than exceptional cases such as the contract duration exceeding the agreed period.
- Time-based contracts are used for works, the scope and duration of which is difficult to fix, or the contribution of consultants cannot be evaluated precisely. Payments are based on actual man hours/days/months, and payable expenses are made in exchange for documents or at agreed rates. The ceiling value may include an allowance at a certain percentage of contract price for unforeseen expenses.
- Price Quotations may be submitted in any currency (maximum three currencies). The Administration may require the prices of goods and services to be procured locally are given in TL. Quotations in different currencies are converted to a single currency based on selling rate, using the official sources and conversion dates to be specified in Bidding Documents for comparison purposes.
- For time-based contracts expected to exceed 18 (eighteen) months, provisions on price difference may be added to compensate global or domestic inflation. In cases when global or domestic inflation is expected to be high or is unforeseen, provisions on price difference may be included in contracts with shorter durations.
- Payments may be made in the currency/currencies of quotations, at regular intervals or in exchange for deliveries. In works with mobilization expenses, advance payment may be made in exchange for provisional or performance bonds.

[8] Each step of the procurement starting from job description shall be uploaded on STEP.

- (i) Payments may be made directly to the related firm by the Bank upon the Administration's request; (ii) Payment of only disputed amounts may be suspended; (iii) provisions for the Administration's payment of default interest if the payment is delayed are included in the contract.
- It is not recommended to receive provisional or performance bonds for consulting works. However, if received, the rates should be at reasonable levels. As timely delivery of consultative and intellectual works may be delayed for various reasons, generally at the Administration's disposal, it is not recommended to impose default penalty on contracts.
- The Administration's contribution may be in the form of assignment of equivalent duties, accommodation, office tools, secretarial support, infrastructure services, materials or vehicles. Provisions on the form of contribution and compensation if these are not provided are added in the contract.
- In exchange for their services, the firm/individual shall only receive fees stated in the contract. The firm shall not engage in any other works conflicting with the Administration's interests.
- In the event that the relevant personnel cannot work due to illness, unavailability or similar reasons in the contract duration, the firm shall offer other personnel with similar qualifications as a minimum to the Administration for approval.

Table 7. Request for Quotations Method[9]

Process Steps	Duration (Calendar Day)
1. Preparing technical specifications and determining cost estimates	-
2. Sending the RFQs to the suppliers/service providers in the list	1 day
3. Receiving bids/proposals	3-10 business days
4. Evaluating the bids/proposals	1-2 days
5. Preparing the Bidding Committee Decision	1 day
6. Preparing the Purchase Order/Contract covering the "Supply Terms and Conditions" for the goods and services to be procured, and sending to the awarded supplier/service provider	1 day
7. Sending the Purchase Order/signing the contract	3 days
8. Publishing the result on the website or electronic portal	1 day

Table 8. Consultant's Qualification-based Selection[10]

Process Steps	Duration (Calendar Day)
1. Preparation of Job Description	-
2. Preparing the Request for Quotations document	1-3 day(s)
3. Preparing and publishing/sending the Invitation Letter for Declaration of Interest	1-3 day(s)
4. Posting period of the Invitation Letter for Declaration of Interest/Period for submitting the "Declaration of Interest" by firms invited for declaring their interest	10 business days
5. Preparing the shortlist, and selecting the firm with the best qualifications and references	1-7 day(s)
6. Receiving technical and financial bids/proposals	10 business days
7. Evaluation of the bid/proposal	7-15 days

[9] Relevant steps shall be entered in STEP.
[10] Relevant steps shall be entered in STEP.

8. Negotiating the contract conditions with the firm and preparing the negotiation minutes	1-7 day(s)
9. Signing the contract	1-3 day(s)

Table 9. Selection of Individual Consultants

Process Steps	Durations (Calendar Day)
1. Preparing the duty (job) description	-
2. Receiving the Bank's approval for the job description	7 days
3. Preparing and publishing/sending the Invitation Letter for Declaration of Interest	1-3 day(s)
4. Posting period of the Invitation Letter for Declaration of Interest/Period for submitting the "Declaration of Interest" and CVs by Individual Consultant invited for declaring their interest	14 days
5. Evaluating declarations of interest, and determining the firm with the best qualifications and experience	1-3 day(s)
6. Evaluating the applications	1-3 day(s)
7. Interviewing with applicants in the shortlist	1-3 day(s)
8. Preparing the evaluation report	1 day
9. Conducting contract negotiations with the selected applicant and signing the minutes of understanding	1 day
10. Signing the contract	1-3 day(s)

Section 7 | Safeguards

7.1. Environmental and Social Safeguards Standards

148. TRC will implement measures and actions so that the project is implemented in accordance with the World Bank Environmental and Social Standards (ESS). The relevant ESS which apply to the project are: (i) ESS1 Assessment and Management of Environmental and Social Risks Impacts, (ii) ESS2 Labor and Working Conditions and (iii) ESS10 Stakeholder Engagement and Information Disclosure. TRC will comply with the provisions of Environmental and Safeguards documents required, namely the Stakeholder Engagement Plan (SEP) and Labor Management Procedures (LMP), and the timelines specified in those E&S documents.

149. TRC prepared an Environmental and Social Commitment Plan (ESCP) sets out material measures and actions, any specific documents or plans, as well as the timing for each of these. TRC is responsible for compliance with all requirements of the ESCP even when implementation of specific measures and actions is conducted by DGMM. TRC will report the implementation of the material measures and actions set out in ESCP to the World Bank. The World Bank will monitor and assess progress and completion of the material measures and actions throughout implementation of the Project.

150. The SEP and LMP have been approved by the World Bank and disclosed on TRC website in December 2019. The documents have been translated into Turkish and disclosed on TRC website in April 2020. In light of the changes processed in March 2021, the SEP and LMP have been updated and redisclosed in March 2021. In addition, the new SEP and LMP includes COVID-19 specific measures to be followed in implementation of activities. For the SEP, a simplified version was prepared in Arabic for the use/information of beneficiaries. If needed, TRC will translate the simplified version for other languages. These documents are published in a dedicated project webpage under the TRC's community center website.

7.2. Stakeholder Engagement Plan

151. The SEP identifies key stakeholders and grievance redress mechanism. The SEP will help facilitate meaningful engagement with refugee and host communities, and humanitarian and development actors, and local and national stakeholders. The engagement will be done through the wider use of publicly available information and feedback mechanisms. The project will utilize TRC's existing visibility and communications protocols and will include additional measures as a part of mitigation of above-mentioned risks as part of the SEP-related activities.

7.3. Labor Management Procedures

152. The LMP provides a summary of applicable national legislation, internal TRC procedures/rules and description of grievance mechanism for workers engaged in the project. The LMP applies to all project workers as defined in ESS2[11]:

(a) *Direct Workers.* People employed or engaged directly by the Borrower (including the project proponent and the project implementing agencies) to work specifically in relation to the project,

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[11] World Bank. 2016. "World Bank Environmental and Social Framework." World Bank, Washington, DC.

(b) *Contracted Workers.* People employed or engaged through third parties to perform work related to core functions of the project, regardless of location,
(c) *Primary Supply Workers.* people employed or engaged by the Borrower's primary suppliers, and
(d) *Community Workers.* People employed or engaged in providing community labor.

153. The project will not engage Contracted Workers, Primary Supply Workers or Community Workers. The project will not engage part-time, temporary, seasonal and migrant workers. The LMP is applicable, as per ESS2, to the people employed directly by TRC to work specifically in relation to the project. TRC staff will remain subject to the terms and conditions of currently in place at TRC.

154. Direct workers in this project are those who are full-time employees of TRC, including (i) those workers who are hired by TRC for the implementation of project activities or (ii) those who are tasked by TRC to support the implementation of the project. TRC has established a PIU to oversee the project. TRC staff will be assigned to the PIU to perform various project management tasks to support project implementation.[12]

7.4. Complaints and Response Mechanism

155. TRC will implement the Community-based Migration Programs Complaints and Response Mechanism (CRM) that allows for safe and confidential reception of feedback, grievance and complaints from beneficiaries and the wider public. The overall goal of TRC's grievance mechanism is to support an environment of accountability and transparency through the implementation of a clear, user-friendly, accessible and transparent Complaints Response Mechanism.[13] Grievance mechanisms will utilize kiosks, complaint boxes and other methods. Harmonization Officers in will be the responsible person following up the process.

7.5. Safeguards Reporting

156. Reporting on the implementation of stakeholder engagement activities, including the Complaints and Response Mechanism, and LMP will be undertaken as part of quarterly project progress reports. PIU Safeguards Officer will be in charge of ensuring implementation and reporting of the SEP and LMP. TRC's protocol provides step by step explanation of the CRM process.

157. When sensitive cases such as sexual exploitation or an abuse by a community member to the beneficiary are encountered, the beneficiary fill in and save the questionnaire recording the sensitive complaint and refer TRC staff to deal with the case. TRC staff at Community Centers will be informed and respond the issue. Response is also recorded in the case management system and contact is made with the beneficiary within 30 days for sensitive feedbacks (request, complaint etc.). Similarly, when there is a major incident experienced by a staff by other staff, the staff exposed to the incident first contact to Community Center Manager and/or HR responsible located in Ankara. With regards to reporting of major incidents such as mass gathering to World Bank, the TRC will inform the World Bank electronically in 48 hours, after learning of the incident or accident; provide report within a timeframe acceptable to the Bank (no later than 15 calendar days) as requested. As soon as reasonable, but no later than 15 calendar days after such incident or accident, TRC will provide the World Bank a summary report that includes (i) the description of the incident or accident, (ii) the root cause of the incident or accident and (iii) the mitigation and/or prevention measures, if any, that TRC is taking or planning to

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[12] The costs of Project Coordinator, FM, Procurement, M&E, Safeguards, Protection, Administrative staff services will be paid from a TRC contribution to the project.
[13] TRC. 2019. Community Based Migration Program Complaints and Response Mechanism Protocols.

take to address it and to prevent any future similar events. TRC will report its findings to the World Bank in quarterly progress reports, or more frequently as needed, to bring issues to the attention of the World Bank. The World Bank task team will on occasion, and as required, visit project sites as part of implementation support.

Section 8 | Communications

158. TRC will ensure that project benefits and activities are properly communicated through various existing channels. Both public and beneficiary communication aspects will be taken into consideration and resources will be prepared accordingly. All communication and visibility activities will be consulted in advance with DGMM and the Bank and during implementation. TRC carry out the communication activities by taking into account and respecting the rights and protection concerns of project beneficiaries.

159. Based on above-mentioned sensitivities, tasks to visibility and communication are as follows:

(a) TRC maintains a dedicated website (http://www.kizilaytoplummerkezleri.org/en) for Community Centers. The website gives information about various services offered at the Community Centers as well as contact information for refugees, host communities and the general public. Progress reports, facts and figures, infographics, and stories of beneficiaries of Community Center are regularly posted on the website. The logo as well as the contribution of program partners and supporters to the services is also mentioned on the website.[14]

(b) TRC Community Centers maintain social media accounts (@KizilayTm) in various social media platforms including Twitter, Facebook, Instagram, YouTube and LinkedIn. The accounts are actively used, managed and regularly updated. The posts cover services provided, stories of beneficiaries and contributions of partners. The posts are prepared in consideration of the dynamics of audience responses and preferences. Short videos and animations will also be prepared and disseminated that will allow the project to reach a wider audience.

(c) Print materials. Leaflets are prepared depending on needs in different languages. So far, leaflets regarding Community Center services have been prepared in three languages (Turkish, English, Arabic) and are available in all Community Centers. Print materials specifically designed for the project will also be prepared and made available in participating Community Centers. Other printed materials such as posters, infographics will be prepared and made available at the Community Centers. Digital copies of these designs, including the visibility of program partners, are also published in suitable media.

160. Media Relations. News activities and press releases are carried out in order to ensure the activities delivered within the scope of the project reach a wider audience.

161. TRC's visibility and communication processes (designs, social media management, photo shoots, video recordings, media relations, etc.) are carried out by the communication team in Community Based Migration Programmes (CBMP) in Ankara and with appropriate external resources under the supervision of CBMP. Regarding the publishing and distribution of printed materials, the designs will be sent by CBMP communication team to harmonization trainers in the field and will be printed in each target province by Community Centers. The amount of the printed materials will be parallel to the quarterly targets of the project.

[14] http://kizilaytoplummerkezleri.org/en/collaborations.

Section 9 | Project Closing and Sustainability

9.1. Project Closing Procedures

162. TRC PIU will follow the project closing procedures as listed below:

- Conduct field monitoring visits to check if the project activities were accurately completed.
- Prepare the project Implementation Completion and Results (ICR) Report.
- Organize meeting to validate the project achievements.
- Organize meetings with project stakeholders to communicate project achievements and closure.
- Close the procurement and make sure all invoices and contracts are paid/closed.
- Request for Final financial report and Project audit.
- Document the lessons learned.
- Request for the closure of the bank accounts.
- Archive key project documents.

9.2. Exit Strategy and Sustainability

163. Social cohesion activities are considered as long-term interventions, thus, rather than establishing full inclusion, they aim to improve the status of social inclusion, triggering a longer-term positive change in the perceptions and attitude of host community members towards refugees. Also, social cohesion activities within the project aims to improve basic knowledge about the social life in Turkey.

164. Furthermore, with the neighborhood and sport activities it is expected to trigger long term communication between the participants from both migrant and host community. Especially through the neighborhood activity chain, the sustainable ground for them to interact each other regularly after the project activities will be maintained through culturally oriented agenda.

165. Within the project, TRC staff will also receive Trainings of Trainer (ToT) on the DGMM's social cohesion, in this way TRC will be able to continue and expand the scope of the trainings even after the project date. Similarly, the fact that there will be standardized training modules in different languages, and they will be uploaded to TRC e-learning system will also bring opportunity to reach wider audience in the longer term.

166. Trainings Materials constituted for the social cohesion courses will be shared with DGMM. Also, technology classes and mobile theaters will be available to operate after the project end date based on the Turkish Red Crescent resources. It is expected from Turkish Red Crescent to continue to operate technology classes and mobile theaters.

167. Social cohesion is the coexistence of different communities or groups and the complete removal of both the social inequalities and prejudice. For this reason, although it is not possible to achieve this through short-term projects, the training modules, mobile theater, sports equipment and materials, role model supports and technology workshops that will be developed within the scope of the project are very important in terms of ensuring the sustainability of society and social cohesion.

Annex A: Operations

Annex A1: Annual Work Plan and Budget Template

Project Work Plan and Budget template was shared with TRC.

Annex A2: Project Staff Job Descriptions

Job Title	**Harmonization Trainer**
Job Location	Adana, Kilis, Kahramanmaraş, Hatay
Recruitment Type	National
Period of the Assignments	14 months
Supervisor	Social Cohesion Officer
Main Purpose of the Assignment	The Harmonization Trainer will support the development of harmonization training program and deliver harmonization training activities at the TACs and Community Centers; organize the relations between the Community Center and the beneficiaries such as organizing activities enabling joint participation of both refugees and host communities; and facilitate advisory committee meetings which enables experience sharing and provides a platform where needs of beneficiaries are listened and necessary actions are taken based on those needs. The Harmonization Trainer will also ensure corporate communication with all stakeholders and conduct volunteer activities within the Community Center.
Duties and Responsibilities	• Deliver comprehensive harmonization training/orientation in TACs and Community Centers. • Accurate and complete recording, storing, monitoring and classification of data on beneficiaries. • Identify beneficiary needs and make internal referrals to other departments (protection, livelihoods, psycho-social support). • Support project M&E activities and M&E Officer. • Support the implementation of Community Center activities such as social, cultural, sports activities, Advisory Committee Meetings; implementation of complaints and response mechanism with a focus on improving culture of coexistence, volunteerism, engaging communities and providing accountability in terms of the priorities and standards of TRC. • Undertake communication activities to convey correct messages to stakeholders and assist in the achievement of expected communication performance and outcomes. • Support the implementation of defined tools and standards in line with TRC Community Engagement and Accountability Procedures and the project's Stakeholder Engagement Plan (SEP), receiving beneficiary feedback on a regular basis, analyzing, directing, and reporting requests

	and complaints in line with defined standards. • Report to the supervisor on progress in an accurate, complete and timely manner.
Selection Criteria and Competencies	• Bachelor's degree in Economics, Development, Social Sciences, Education, or relevant fields • Proven record in delivering trainings/workshops targeting vulnerable groups (e.g., children), refugees and migrants • At least two years of experience in refugee inclusion projects, protection, and relevant activities • Experience in and knowledge of TRC internal and external referral mechanisms • Extensive knowledge in local context in target project provinces • Experience in TRC software and web-based platforms (i.e. toplummerkezi.kizilay.org.tr and vaka.kizilay.org.tr) is a plus • Experience in the following areas is a plus: Child protection and general protection; Project management and/or project group membership; Direct work experience in emergency management and disaster response settings; Business, project, education experiences gained earlier in Syria • Speaking and writing skills in Arabic and Turkish • Excellent teamwork skills and ability to manage and coordinate complex tasks under tight timelines • Computer skills, including MS Office Suite (Excel, Word, PowerPoint, Outlook)

Job Title	**Interpreter/Translator**
Job Location	Adana, Kilis, Kahramanmaraş, Hatay
Recruitment Type	National
Period of the Assignment	14 months
Supervisor	Protection Officer
Main Purpose of the Assignment	The Interpreter/Translator will be responsible for providing interpretation and translation services in support of the implementation of project activities. They will work with the Caseworkers and Harmonization Trainers in the delivery of various harmonization and social cohesion activities. They will be actively engaged during the trainings, case management, protection, and social cohesion activities within the scope of the Project.
Duties and Responsibilities	• Working in coordination with the Caseworker and Harmonization Trainer, providing interpretation/translation services to support the implementation of case management, protection and social cohesion activities, including visits of Caseworkers to support the protection team in TACs and home visits.

	• Providing overall communications support to facilitate interactions between project beneficiaries and Community Centers staff to support implementation of project activities. • Communicating with beneficiaries to receive records to provide information about the center activities in case of a need. • Supporting translation of written reports/documents (if needed) • Under the supervision of Protection Officer, supporting data collection for project M&E and supporting M&E Officer. • Assisting beneficiaries' access to public services • Providing interpretation and translation services during project activities, seminars, workshops, meetings, etc.
Selection Criteria & Competencies	• Bachelor's degree or diploma in a relevant field. • Experience in providing translation/interpretation services for the delivery of courses, workshops, seminars, translation support for psychologists, etc.). • Experience in the following areas is a plus: Child protection and general protection; Project management and/or project group membership; Direct work experience in emergency management and disaster response settings; Business, project, education experiences gained earlier in Syria • Advance speaking and writing skills in Arabic and Turkish • Knowledge of social development, urban poverty and overall social, cultural and economic context in target project provinces. • Ability to choose the most appropriate terminology to meet the needs of the subject matter and to express ideas cogently and efficiently in the target language. • Computer skills, including MS Office Suite (Excel, Word, PowerPoint, Outlook) and data processing and presentation

Job Title	**Safeguards Officer**
Job Location	Ankara
Recruitment Type	National
Period of the Assignment	14 months
Supervisor	Project Coordinator
Main Purpose of the Assignment	The objectives of this specialist are to promote the social sustainability of the project and to ensure that no adverse social impacts are caused by the project, including: (i) ensuring full attention to opportunities to enhance the social impact of the project and to reduce and mitigate against its potential social risks; (ii) overseeing the collection of data on project social impact and; (iii) overseeing social safeguards implementation and management for the project, including ensuring compliance with relevant legislation and with the triggered by this

	Project. The consultant's day-to-day work will be guided by the Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP) and Labor Management Procedures (LMP) and the Project Paper for the Project.
Duties and Responsibilities	• Oversee compliance with the Stakeholder Engagement Plan (SEP) and Labor Management Procedures (LMP) by the project and its contractors and implementing partners. • Oversee project activities and policies related to gender sensitivity, inclusion of vulnerable groups in the Project, beneficiary engagement and social analysis. • Promote within the design and implementation solutions which minimize potential negative social impacts and maximize potential positive benefits of the Project, including development of relevant sections of the Project Implementation Manual (PIM). • Ensure the design and conduct of stakeholder consultations and consultations with Project Affected People (PAPs) on project activities, social safeguards issues and other issues with potential social safeguards implications. • Oversee compliance by all project contractors with good social practices adopted by the Project (including stakeholder consultation, beneficiary feedback, gender sensitivity, etc.), and with the project SEP and LMP • Undertake regular field visits to project sites to assess social impacts and verify social monitoring information provided in the reports of contractors and implementing partners, including photo documentation as applicable.
Selection Criteria and Competencies	• Bachelor's degree in Economics, Development, Social Sciences, Education, or relevant fields • At least two years of experience in refugee inclusion projects, protection, and relevant activities • Experience in the following areas is a plus: Child protection and general protection; Project management and/or project group membership; Direct work experience in emergency management and disaster response settings; Business, project, education experiences gained earlier in Syria • Experience in and knowledge of TRC internal and external referral mechanisms • Experience in TRC software and web-based platforms (toplummerkezi.kizilay.org.tr; vaka.kizilay.org.tr) is a plus • Knowledge and experience on international standards in stakeholder engagement and labor issues is preferable • Extensive knowledge of the local context in target project provinces • Advance speaking and writing skills in Arabic or English • Excellent teamwork skills and ability to manage and coordinate complex tasks under tight timelines

	• Computer skills, including MS Office Suite (Excel, Word, PowerPoint, Outlook)

Job Title	**Social Cohesion Officer**
Job Location	Ankara
Recruitment Type	National
Period of the Assignment	14 months
Supervisor	Project Coordinator
Main Purpose of the Assignment	Working under the supervision of Project Coordinator, the Social Cohesion Officer will be responsible for organizing Project social cohesion activities in the field. The Social Cohesion Officer will ensure that activities are in line with the project documents.
Duties and Responsibilities	• Determine and plan activities concerning approved projects/project components under the responsibility according to the defined targets and priorities with stakeholders, • Ensure that project activities under the responsibility are carried out in line with approved targets, • Regularly follow the performance of current activities in accordance with project success indicators and make the necessary field referrals, • Ensure that project risks are monitored regularly; determine critical changes, which may affect the plan, in advance; ensure that the necessary actions are defined and the approved actions are carried out by informing the related supervisors, • Create application standards and references in the areas of specialization by improving the adaptation activities within the scope of the project, • Monitor whether the project activities on the field are carried out in line with approved standards; report any non-conformity to supervisors, • Regularly follow field needs during project applications and share new application and/or project development recommendations for these needs with the supervisor, • Support the development of new projects, • Work in coordination with other programs (livelihoods support program, psycho-social support program).

Selection Criteria and Competencies	• Bachelor's degree in economics, Development, Social Sciences, Education, or relevant fields • At least two years of experience in refugee inclusion projects, protection, and relevant activities • Experience in and knowledge of TRC internal and external referral mechanisms • Experience in TRC software and web-based platforms (toplummerkezi.kizilay.org.tr; vaka.kizilay.org.tr) is a plus • Extensive knowledge of the local context in target project provinces • Advance speaking and writing skills in Arabic or English • Excellent teamwork skills and ability to manage and coordinate complex tasks under tight timelines • Computer skills, including MS Office Suite (Excel, Word, PowerPoint, Outlook)

Annex B: Monitoring and Evaluation

Annex B1: Indicator Protocols

PDO INDICATORS

PDO Indicator 1	**Direct Project Beneficiaries (number)**					
Project Component	☒ Component 1: Support to Harmonization of Refugees and Host Communities ☐ Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Direct project beneficiaries (number)	TRC Community Center Software, Quarterly reports	Quarterly	0.00	0.00	2,800	3,500.00
					50.00	50.00
				Actual (cumulative)		
Female (percentage)				2019	2020	2021
				0.00		
Protocol section						
Responsible	Community Centers, PIU M&E Officer and PIU Project Coordinator are responsible for this indicator. • Community Centers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					
Indicator Description	This indicator will report on the number of direct project beneficiaries who directly derive benefits from the project: (i) refugees who successfully complete the harmonization program, (ii) host community members who receive benefits from the project, (iii) participants to project’s social cohesion activities, and (iv) beneficiaries who are referred to and completed various services offered by Community Centers.					
Data collection, verification and calculation	Total number of beneficiaries as described in indicator description. Data will be collected from (i) attendance sheets of training activities (i.e. vocational skills, Turkish language, soft skills, etc.), (ii) participation lists of psychoeducation and other seminars and (iii) relocation kit distribution forms. Community Centers will report the indicator data monthly to the PIU M&E Officer, who will verify and consolidate indicator data for the QPRs.					
PDO Indicator 2	**Beneficiaries with improved knowledge of harmonization**					
Project Component	☒ Component 1: Support to Harmonization of Refugees and Host Communities ☐ Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Beneficiaries with improved knowledge of harmonization (percentage)	TRC Community Center Software, Quarterly reports	Quarterly	0.00		80.00	80.00
				Actual (cumulative)		
				2019	2020	2021
Protocol section						
Responsible:	Harmonization Officers, PIU M&E Officer and PIU Project Coordinator are responsible for this data. • Harmonization Officers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					
Indicator Description	This indicator will report the percentage of refugees who have improved knowledge of harmonization. Harmonization will be measured following the pillars described in Harmonization Strategy based on six					

	pillars: (i) education, (ii) health (including psycho-social), (iii) social services, (iv) social cohesion, (v) labor market, and (vi) information. TRC will develop pre- and post-evaluation forms for this indicator.					
Data collection, verification and calculation	The percentage of refugees with improved knowledge of harmonization will be calculated based on the difference between pre- and post-harmonization evaluation forms. The evaluation forms will include six question sets and/or items measuring each pillar that is presented in DGMM's harmonization strategy separately. Project beneficiaries will be asked to rate their level of knowledge on a 5-point Likert type scale ranging from 0 (No knowledge) to 4 (Excellent). A subscale mean score will be computed for each set with higher scores representing better knowledge of each pillar. Each participant has a sum score for pre- and post-evaluation forms. The squared difference between pre- and post-scores will present the level of improvement in the knowledge of harmonization. Evaluation forms will be administered by the Harmonization Officer. Community Centers will report the indicator data monthly to the PIU M&E Officer, who will verify data and consolidate indicator data for the QPRs.					
PDO Indicator 3	**Beneficiaries referred to socio-economic support services who register and receive support from TRC Community Centers**					
Project Component	☒ Component 1: Support to Harmonization of Refugees and Host Communities ☐ Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Beneficiaries referred to socio-economic support services who register and receive support from TRC Community Centers (percentage)	TRC Community Center Software, Quarterly reports	Quarterly	0.00		70.00	70.00
				Actual (cumulative)		
				2019	2020	2021
Protocol section						
Responsible	Community Centers, PIU M&E Officer and PIU Project Coordinator are responsible for this indicator. • Community Centers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					
Indicator Description	This indicator will report the percentage of refugees referred to socio-economic support activities provided by TRC Community Centers who register and receive support, disaggregated by service type, including livelihoods, protection, psycho-social support, and social cohesion					
Data collection, verification and calculation	Data will be collected from (i) registration lists to various services, (ii) attendance sheets of training activities (i.e. vocational skills, Turkish language, soft and life skills, etc.), (ii) participation lists of psycho-social support activities (in line with current definitions applied in Community Centers), (ii) livelihoods support completion forms. Community Centers will report the indicator data monthly to PIU M&E Officer, who will verify and consolidate indicator data for the QPRs.					

INTERMEDIATE RESULTS INDICATORS

Intermediate Indicator 1	**Beneficiaries successfully completing the harmonization program**					
Project Component	☒ Component 1: Support to Harmonization of Refugees and Host Communities ☐ Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Beneficiaries successfully completing the harmonization	TRC Community Center Software, Quarterly reports	Quarterly	0.00		900.00	1,200.00
					50.00	50.00
				Actual (cumulative)		

program (number)						
Female (percentage)				2019	2020	2021
Protocol section						
Responsible	Harmonization Officers, PIU M&E Officer and PIU Project Coordinator are responsible for this data. • Harmonization Officers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					
Indicator Description	This indicator will report on the number of project beneficiaries who complete harmonization training program. For completion, an individual beneficiary must attend at least 80 percent of activities offered under the harmonization program.					
Data collection, verification and calculation	Total number of beneficiaries completing the harmonization program. The Harmonization Trainer will record the names and gender of beneficiaries who receive completion certificates. Community Centers will report the indicator data monthly (last business day of each month) to the PIU M&E Officer, who will verify and consolidate indicator data for the QPRs.					
Intermediate Indicator 2	**Percentage of support kits provided to eligible beneficiaries according to the process identified in the PIM**					
Project Component	☒Component 1: Support to Harmonization of Refugees and Host Communities ☐Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Percentage of relocation kits provided to eligible beneficiaries according to the process identified in the PIM	Quarterly reports	Quarterly	0.00		100.00	100.00
				Actual (cumulative)		
				2019	2020	2021
Protocol section						
Responsible	Community Centers, PIU M&E Officer and PIU Project Coordinator are responsible for this indicator. • Community Centers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					
Indicator Description	This indicator will report the percentage of beneficiaries who are identified to be eligible for receiving relocation kits who receive their kits according to the process provided in the PIM.					
Data collection, verification and calculation	The percentage of relocation kits provided will be calculated by the number of beneficiaries who signed the document showing their confirmation of receipt. Each beneficiary receiving the relocation kit will sign a document showing their confirmation of receipt. Data will be captured in the relocation kit distribution forms. Community Centers will report the indicator data monthly to PIU M&E Officer, who will verify and consolidate indicator data for the QPRs.					
Intermediate Indicator 3	**Beneficiaries participating social cohesion activities organized by the project**					
Project Component	☒Component 1: Support to Harmonization of Refugees and Host Communities ☐Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Beneficiaries participating social cohesion activities organized by the project (number)	TRC Community Center Software, Quarterly reports	Quarterly	0.00		900.00	1,300.00
				Actual (cumulative)		
				2019	2020	2021
Protocol section						

Responsible	Community Centers, PIU M&E Officer and PIU Project Coordinator are responsible for this indicator. • Community Centers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs					
Indicator Description	This indicator will report the number of beneficiaries who participate in social cohesion activities implemented by the project. These activities will include (i) peer learning events, (ii) neighborhood activities, and (iii) sports and recreational activities.					
Data collection, verification and calculation	Total number of people participating in social cohesion activities as described above. Data will be collected in participation lists of various social cohesion activities. Community Centers will record the number, and where possible names, of participants to social cohesion activities. Participating Community Centers will report the indicator data monthly to the PIU M&E Officer, who will consolidate the information for the quarterly progress report.					
Intermediate Indicator 4	**Beneficiaries that feel project investments reflected their needs**					
Project Component	☐ Component 1: Support to Harmonization of Refugees and Host Communities ☐ Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Beneficiaries that feel project investments reflected their needs (percentage)	Quarterly reports	Quarterly	0.00	0.00	80.00	80.00
				Actual (cumulative)		
				2019	2020	2021
Protocol section						
Responsible	Community Centers, PIU M&E Officer and PIU Project Coordinator are responsible for this indicator. • Community Centers are responsible for data collection and submitting indicator data to the PIU. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					
Indicator Description	This indicator will report the percentage of beneficiaries who feel that project activities reflected their needs.					
Data collection, verification and calculation	The results from the beneficiary satisfaction surveys will determine the percentage of project beneficiaries that feel project investments reflected their needs. Data will be collected in beneficiary satisfaction surveys that will be conducted periodically among project beneficiaries. Survey results will be sent to PIU M&E Officer, who will verify and consolidate indicator data for reporting via QPRs.					
Intermediate Indicator 5	**Grievances registered related to delivery of project benefits that are actually addressed**					
Project Component	☐ Component 1: Support to Harmonization of Refugees and Host Communities ☒ Component 2: Project Management/M&E					
Indicator	Data Source	Reporting Frequency	Baseline	Targets (cumulative)		
				2019	2020	2021
Grievances registered related to delivery of project benefits that are actually addressed (percentage)	TRC Grievance and Complaints Database, Quarterly reports	Quarterly	0.00	0.00	100.00	100.00
				Actual (cumulative)		
				2019	2020	2021
Protocol section						
Responsible	TRC PIU is responsible for this indicator. • PIU M&E Officer is responsible for data verification and consolidating data from Community Centers and preparing indicator data for reporting. • PIU Project Coordinator is responsible for ensuring quality and sign-off on the indicator for the QPRs.					

Indicator Description	This indicator will report the utilization of TRC complaints and response mechanism.
Data collection, verification and calculation	Calculation will be done based on percentage of number complaints/grievances that are actually addressed in comparison to number of complaints/grievances that are filed. Data on this indicator will be collected by CRM.

Annex C: Financial Management

TOR External Audit of the Project

TURKISH RED CRESCENT
TERMS OF REFERENCE FOR AUDIT OF WORLD BANK FINANCED PROJECT

1. BACKGROUND

1. *Support to Harmonization in Turkey Project*, hereinafter referred to as *the project*, is to support the transition of refugees to community living in target provinces in Turkey. The project is funded by World Bank and *Turkish Red Crescent* is the *implementing agency*. Project is effective between the dates of 12/12/2019 and 31/03/2021.

2. The project will primarily target (a) refugees living in Adana (Sarıçam TAC), Hatay (Altınözü and Yayladağı TACs), Kahramanmaraş (Merkez TAC), and Kilis (Elbeyli TAC) who want to relocate to communities in target provinces and (b) refugees who have recently relocated from TACs to target project provinces.

3. Given that relocation to communities from TACs is voluntarily and DGMM approves relocation applications on a first come-first-serve basis, it is not possible to estimate the number of beneficiaries who would be relocating or the provinces of relocation. Therefore, the project will apply a flexible beneficiary targeting approach to ensure that services are available to the following sub-categories of refugee beneficiaries: (a) Refugees living in TACs who apply for relocation (or who have recently relocated) to a target project province; (b) Refugees living in TACs who want to relocate to another province where Turkish Red Crescent (TRC) has a Community Center; (c) Refugees living in TACs who want to relocate to a province without a TRC Community Center; (d) Refugees who want to relocate to another TAC; and (e) Refugees residing in target project provinces who never lived in a TAC who are interested in harmonization activities. In addition, through social cohesion activities, the project will also reach other refugees and host community members.

2. OBJECTIVE OF THE PROJECT AUDIT

4. The objective of the audit of the Project Financial Statements (PFSs) is to enable the auditor to express a professional opinion(s) on the financial position of the project at the end of each fiscal year, and on funds received and expenditures incurred for the relevant accounting period.

5. The project books of accounts provide the basis for preparation of the PFSs by the project implementing agency and are established to reflect the financial transactions in respect of the project. The implementing agency maintains adequate internal controls and supporting documentation for transactions.

3. PREPARATION OF ANNUAL FINANCIAL STATEMENTS

6. The responsibility for the preparation of financial statements including adequate disclosure is that of the implementing agency. The agency is also responsible for the selection and application of accounting policies. The agency would prepare the PFSs in accordance with applicable accounting standards.

7. The auditor is responsible for forming and expressing opinions on the financial statements. The auditor would carry out the audit of the project in accordance with the International Standards on

Auditing (ISA), as promulgated by the International Federation of Accountants (IFAC). As part of the audit process, the auditor may request from the implementing agency written confirmation concerning representations made in connection with the audit

4. SCOPE OF THE AUDIT

8. As stated above, the audit of the project will be carried out in accordance with International Standards on Auditing (ISA) promulgated by the International Federation of Accountants (IFAC), and will include such tests and auditing procedures as the auditor will consider necessary under the circumstances. Special attention should be paid by the auditor as to whether the:

(a) World Bank financing (and all external financing where the World Bank is not the only financier) has been used in accordance with the conditions of the relevant financing agreement, with due attention to economy and efficiency, and only for the purposes for which the financing was provided – please see *Standard Conditions for Grant Financing Made by the Bank Out of Trust Funds (2019)*
(b) Counterpart funds have been provided and used in accordance with the relevant financing agreements, with due attention to economy and efficiency, and only for the purposes for which they were provided;
(c) Goods, works and services financed have been procured in accordance with the relevant financing agreements including specific provisions of the World Bank Procurement Policies and Procedures[15];
(d) All necessary supporting documents, records, and accounts have been maintained in respect of all project activities, including expenditures reported using Statements of Expenditure (SOE) or Interim Unaudited Financial Statements (IFS) methods of reporting. The auditor is expected to verify that respective reports issued during the period were in agreement with the underlying books of account;
(e) Designated Accounts (if used) have been maintained in accordance with the provisions of the relevant financing agreements and funds disbursed out of the Accounts were used only for the purpose intended in the financing agreement;
(f) National laws and regulations have been complied with, and that the financial and accounting procedures approved for the project (e.g. operational manual, financial procedures manual, etc.) were followed and used;
(g) Financial performance of the project is satisfactory.
(h) Assets procured from project funds exist and there is verifiable ownership by the implementing agency or beneficiaries in line with the financing agreement.
(i) Ineligible expenditures included in withdrawal applications are identified and reimbursed to the Designated Accounts. These should be separately noted in the audit report.

9. In complying with International Standards on Auditing, the auditor is expected to pay particular attention to the following matters:

(a) ***Fraud and Corruption***: Consider the risks of material misstatements in the financial statements due to fraud as required by ISA 240: The Auditor's Responsibility to Consider Fraud in an Audit

[15] Depending on the complexity of procurement activities, the auditor may consider involving technical experts during the audit engagement. In cases where such experts are involved, the auditor is expected to comply with provisions of International Standard on Auditing 620: Using the Work of an Expert. Consideration to use of the work of experts should be brought to the early attention of the borrower and the World Bank for mutual agreement and appropriate guidance.

of Financial Statements. The auditor is required to identify and assess these risks (of material misstatement of the financial statements) due to fraud, obtain sufficient appropriate audit evidence about the assessed risks; and respond appropriately to identified or suspected fraud;

(b) ***Laws and Regulations***: In designing and performing audit procedures, evaluating and reporting the results, consider that noncompliance by the implementing agency with laws and regulations may materially affect the financial statements as required by ISA 250: Consideration of Laws and Regulations in an Audit of Financial Statements;

(c) ***Governance***: Communicate audit matters of governance interest arising from the audit of financial statements with those charged with governance of an entity as required by International Standards on Auditing 260: Communication of Audit Matters with those Charged with Governance.

(d) ***Risks***: In order to reduce audit risk to an acceptable low level, determine the overall responses to assessed risks at the financial statement level, and design and perform further audit procedures to respond to assessed risks at the assertion level as required by Internal Standard on Auditing 330: the Auditor's Procedures in Response to Assessed Risks.

5. PROJECT FINANCIAL STATEMENTS (PFSs)

10. The auditor should verify that the project PFSs have been prepared in accordance with the agreed accounting standards (see paragraph 3 above) and give a true and fair view of the financial position of the project at the relevant date and of resources and expenditures for the financial year ended on that date

11. The Project Financial Statements (PFSs) should include:

(a) A statement of funds received, showing funds from the World Bank, project funds from other donors and counterpart funds separately, and of expenditures incurred;
(b) A summary of the activity in the Designated Account;
(c) A Balance Sheet (if deemed necessary);
(d) A Summary of the principal accounting policies that have been adopted, and other explanatory notes
(e) A list of material assets acquired or procured to date with project funds

12. As an Annex to the PFSs, the auditor should prepare a reconciliation of the amounts as "received by the Project from the World Bank", with those shown as being disbursed by the Bank.

6. STATEMENT OF EXPENDITURES (SOEs)/UNAUDITED INTERIM FINANCIAL REPORTS (IFRs)

13. In addition to the audit of the PFSs, the auditor is required to verify all SOEs or IFRs used as a basis for the submission of loan withdrawal applications to the World Bank. The auditor will apply such tests and auditing procedures as considered necessary under the circumstances. Annexed to the PFSs should be a schedule listing individual SOE or IFR withdrawal applications by specific reference number and amount.

14. The total withdrawals under the SOE or IFR procedures should be part of the overall reconciliation of Bank disbursements described in paragraph 5 above.

7. DESIGNATED ACCOUNT

15. In conjunction with the audit of the Project PFSs, the auditor is also required to review the activities of the Designated Account associated with the project. The Designated Account usually comprises:

- Advance deposits received from World Bank;
- Replenishments substantiated by withdrawal applications;
- Interest that may have been earned on the accounts, and which belong to
- the recipient; and
- Withdrawals related to project expenditures

16. The auditor should pay particular attention as to the compliance with the Bank's procedures and the balances of the Designated Accounts at the end of the fiscal year (or period). The auditor should examine the eligibility of financial transactions during the period under examination and fund balances at the end of such a period, the operation and use of the DAs in accordance with the relevant general conditions, relevant financing agreements and disbursement letter, and the adequacy of internal controls for this type of disbursement mechanism.

17. For this Project, the Designated Accounts are referred to in the general conditions, the Financing Agreement (subsection 5.3) and Disbursement Letter (para. I).

18. The auditor should also examine eligibility and correctness of:

- Financial transactions during the period under review;
- Account balances at the end of such a period;
- The operation and use of the Designated Account in accordance with the financing agreement; and
- The adequacy of internal controls for the type of disbursement mechanism.

8. AUDIT REPORT

19. The auditor will issue an opinion on the project financial statements (PFSs). The annual audit report of the project accounts should include a separate paragraph highlighting key internal control weaknesses and non-compliance with the financing agreement terms.

9. MANAGEMENT LETTER

20. In addition to the audit report, the auditor will prepare a management letter, in which the auditor will:

(a) Give comments and observations on the accounting records, systems and controls that were examined during the course of the audit;
(b) Identify specific deficiencies or areas of weakness in systems and controls, and make recommendations for their improvement;
(c) Report on the degree of compliance of each of the financial covenants in the financing agreement and give comments, if any, on internal and external matters affecting such compliance;
(d) Communicate matters that have come to his/her attention during the audit which might have a significant impact on the implementation of the project;
(e) Give comments on the extent to which outstanding issues/qualifications issues have been addressed;
(f) Give comments on previous audits' recommendations that have not been satisfactorily implemented; and
(g) Bring to the recipient's attention any other matters that the auditor considers pertinent, including ineligible expenditures.

Ideally, the management letter should also include responses from the implementing agency to the issues highlighted by the auditor.

10. AVAILABLE INFORMATION

21. The auditor should have access to all legal documents, correspondences, and any other information associated with the project and deemed necessary by the auditor. The auditor will also obtain confirmation of amounts disbursed and outstanding at the Bank. Available information should include copies of the relevant: project appraisal document; financing agreement; financial management assessment reports; supervision mission reports and implementation status reports.

11. GENERAL

22. The financial statements, including the audit report, management letter and management response should be received by the Bank no later than __________ months after the end of the accounting year to which the audit relates.

23. The auditor should submit the report to the recipient's designated agent rather than to any staff member of the project entity. The agent should then promptly forward two copies of the audit report and accompanying statements to the Bank together with the management letter and management response.

24. It is highly desirable that the auditor becomes familiar with the Bank's Guidelines on Annual Financial Reporting for World Bank-Financed Activities, June 30, 2003, which summarizes the Bank's financial reporting and auditing requirements. The auditor should be familiar with World Bank Procurement Guidelines, which can be obtained from the project implementing agency. The auditor should also be familiar with the Bank's Disbursement Handbook for World Bank Clients, Disbursement Guidelines for Projects: May 2006. These documents are available on the Bank's website and could be obtained from the Task Team Leader.

Annex D: Procurement

İŞ TAKİP ÇİZELGELERİ VE İHALE DOSYA İÇERİKLERİ

BİREYSEL DANIŞMANLARIN SEÇİMİ METODU İŞ TAKİP ÇİZELGESİ

İş No	Açıklama	Evet	Hayır
SEÇİME HAZIRLIK AŞAMASI			
1.	Alım için ödenek var mı?	☐	☐
2.	Satınalma, Proje Satın Alma Planında yer alıyor mu?	☐	☐
3.	İş Tanımı hazırlanmış mı?	☐	☐
4.	Danışmanda aranılan özellikler görev tanımları ile uyumlu mu?	☐	☐
5.	Danışmanda aranılan özellikler yeterli rekabete açık mı?	☐	☐
6.	Tahmini bütçe hazırlanmış mı?	☐	☐
7.	Harcama Talimatı hazırlanmış mı?	☐	☐
8.	Satınalma ve Muayene ve Kabul Komisyonları kurulmuş mu?	☐	☐
9.	Komisyonlar alıma, ihale ve kabul süreçlerine yönelik yeterli bilgi ve tecrübeye sahip üyelerden oluşuyor mu?	☐	☐
10.	İlan yapılmayacaksa, en az üç potansiyel danışmandan oluşan bir kısa liste mevcut mu?	☐	☐
11.	İlan yapılması öngörülüyorsa ilan Harcama Talimatında belirtildiği şekilde yapılmış mı?	☐	☐
12.	Başvuru için yeterli süre verilmiş mi? (14 gün)	☐	☐
13.	İlana başvurular kayda alınmış mı?	☐	☐
SEÇİM AŞAMASI			
14.	Başvurular içerisinden asgari 3 danışmandan oluşan bir kısa liste yapılmış mı?	☐	☐
15.	İlan yapılmadığı durumlarda kısa listede yer alan danışmanlara davet mektubu ve İş Tanımı gönderilmiş mi?	☐	☐
16.	İhale Komisyonu, başvurular alınmadan/değerlendirmeye başlamadan önce aranılan niteliklere atanan puanlar üzerinde mutabık kalmış mı?	☐	☐
17.	Değerlendirme aranılan nitelikler ve bunlara atanan puanlar üzerinden yapılmış mı?	☐	☐
18.	Gerekiyorsa kısa listeye giren danışmanlarla görüşme yapılmış mı?	☐	☐
19.	Aranan nitelikleri karşılayan en az üç aday bulunamayıp, işin alınan başvurular üzerinden ihale edilmesi için Bankanın onayı alınmış mı?	☐	☐
20.	Değerlendirme için Harcama Yetkilisinin Oluru alınmış mı?	☐	☐
21.	Değerlendirme sonucu Başarılı Teklif Sahibine bildirilmiş mi?	☐	☐
22.	Değerlendirme sonucu Başarısız Teklif Sahiplerine bildirilmiş mi?	☐	☐
SÖZLEŞMENİN İMZALANMASI AŞAMASI			
23.	Sözleşme imzalanmış ve damga vergisi (sözleşme ve karar pulu) tahsil edilmiş mi?	☐	☐
24.	İmzalı Sözleşmenin bir nüshası danışmana verilmiş mi/gönderilmiş mi?	☐	☐

DANIŞMANIN NİTELİKLERİNE DAYALI SEÇİM (CQS) YÖNTEMİYLE

DANIŞMANLIK HİZMET ALIMLARI İŞ TAKİP ÇİZELGESİ

İş No	Açıklama	Evet	Hayır
	İHALE HAZIRLIK AŞAMASI		
1.	Alınacak danışmanlık hizmeti için ödenek var mı?	☐	☐
2.	Satınalma talebi Proje Satın Alma Planında yer alıyor mu?	☐	☐
3.	İş Tanımı hazırlanmış mı?	☐	☐
4.	İş tanımı yeterli rekabete açık mı?	☐	☐
5.	Gerekli piyasa araştırması yapılmış mı?	☐	☐
6.	Tahmini bütçe hazırlanmış mı?	☐	☐
7.	Harcama Talimatı hazırlanmış mı?	☐	☐
8.	Satınalma ve Muayene ve Kabul Komisyonları kurulmuş mu?	☐	☐
9.	Komisyonlar alıma, ihale ve kabul süreçlerine yönelik yeterli bilgi ve tecrübeye sahip üyelerden oluşuyor mu?	☐	☐
	İHALE AŞAMASI		
10.	İhale İlanı Resmi Gazete'de ve/veya ulusal bir gazetenin Türkiye baskısında ve/veya ulusal ücretsiz erişime açık, yaygın biçimde kullanılan bir Internet sitesinde veya elektronik portalda yayınlanmış mı?	☐	☐
11.	İlan askı süresi yeterli mi?	☐	☐
12.	Alınan başvuruların evrak kayıt işlemleri yapılmış mı?	☐	☐
13.	Başvurular ilanda belirtilen kriterlere göre değerlendirilmiş mi?	☐	☐
14.	Firmanın yasaklı olup olmadığı kontrol edilmiş mi?	☐	☐
15.	Degerlendirmeye Harcama Yetkilisinin Oluru alınmış mı?	☐	☐
16.	Teklif İsteme Belgeleri (ihale belgeleri) (RFP) nitelikleri itibariyle en uygun olduğuna karar verilen firmaya gönderilmiş mi?	☐	☐
17.	Teklif hazırlama için yeterli süre verilmiş mi?	☐	☐
18.	Firmadan teklif verip vermeyeceğine dair teyit alınmış mı?	☐	☐
19.	Açıklama ve değişiklik talepleri kayda geçmiş mi?	☐	☐
20.	Gerekiyorsa son teklif verme tarihi uzatılmış mı?	☐	☐
21.	Açıklama ve değişiklikler ilgili firmaya gönderilmiş mi?	☐	☐
22.	Açıklama ve değişiklikler için alındı teyidi alınmış mı?	☐	☐
23.	Teklif son tarih ve saate kadar alındı belgesi karşılığında alınmış mı?	☐	☐
24.	Teknik değerlendirme şartnameye uygun yapılmış mı?	☐	☐
25.	Teknik ve mali değerlendirme için Harcama Yetkilisinin Oluru alınmış mı?	☐	☐
26.	Gerektiğinde teklif geçerlilik süresi uzatma talebinde bulunulmuş mu?	☐	☐
27.	Teknik yeterliliği alması halinde firma müzakerelere davet edilmiş mi?	☐	☐
28.	Müzakereler sonuçlandırılıp, mutabık kalınan hususları içeren müzakere tutanağı hazırlanmış mı?	☐	☐
29.	Firmanın yasaklı olup olmadığı kontrol edilmiş mi?	☐	☐
30.	İhale kararına (eki müzakere tutanağı ve taslak sözleşme) Harcama yetkilisinin oluru alınmış mı?		
31.	Taslak sözleşme paraflanmış mı?	☐	☐
	SÖZLEŞMENİN İMZALANMASI AŞAMASI		
32.	Sözleşme yetkililerce imzalanmış ve damga vergisi (sözleşme ve karar pulu) tahsil edilmiş mi?	☐	☐
33.	Başarılı Teklif Sahibinden kesin teminatı alınmış mı? (önerilmemektedir)	☐	☐
34.	Teminat için sistemden teyit alınmış mı? (uygulanabilir olduğunda)	☐	☐
35.	Sözleşme imzalandığı başvuran diğer firmalara bildirilmiş mi?	☐	☐

36.	Kesin teminat aslı ve teyit çıktısı Muhasebe Birimine gönderilmiş ve alındı belgesi alınmış mı? *(teminat alınmış ise)*	☐	☐
37.	Sözleşme bilgileri süresi içinde SGK'ya bildirilmiş mi? (uygulanabilir olduğunda)	☐	☐
38.	İhale sonuç bildirimi Internet sitesinde yayınlanmış mı?	☐	☐

TEKLİF VERMEYE DAVET (RFQ) YÖNTEMİYLE

MAL ALIMLARI İŞ TAKİP ÇİZELGESİ

İş No	Açıklama	Evet	Hayır
	İHALE HAZIRLIK AŞAMASI		
1.	Alınacak mal için ödenek var mı?	☐	☐
2.	Satınalma,Proje Satın Alma Planında yer alıyor mu?	☐	☐
3.	Teknik şartname hazırlanmış mı?	☐	☐
4.	Teknik şartname yeterli rekabete açık mı?	☐	☐
5.	Gerekli piyasa araştırması yapılmış mı?	☐	☐
6.	Tahmini bütçe hazırlanmış mı?	☐	☐
7.	Tahmini bütçenin Teklif Vermeye Davet Metodu eşik değerini aşmadığı kontrol edilmiş mi?	☐	☐
8.	Harcama Talimatı hazırlanmış mı?	☐	☐
9.	Satınalma ve Muayene ve Kabul Komisyonları kurulmuş mu?	☐	☐
10.	Komisyonlar alıma, ihale ve kabul süreçlerine yönelik yeterli bilgi ve tecrübeye sahip üyelerden oluşuyor mu?	☐	☐
	İHALE AŞAMASI		
11.	"Teklife Davet" Dokümanı ilgi bildiriminde bulunan firmalara ve alım konusu alanda iştigal eden, yeterli oldukları tespit edilen diğer firmalara yollanmış mı?	☐	☐
12.	Açıklama ve değişiklik talepleri kayda geçmiş mi?	☐	☐
13.	Gerekiyorsa son teklif verme tarihi uzatılmış mı?	☐	☐
14.	Açıklama ve değişiklikler ilgili firmalara gönderilmiş mi?	☐	☐
15.	Açıklama ve değişiklikler için alındı teyidi alınmış mı?	☐	☐
16.	Teklifler son tarih ve saate kadar alındı belgesi karşılığında alınmış mı?	☐	☐
17.	Geç gelen teklifler için tutanak tutulmuş ve Geç Teklif açılmadan Teklif Sahibine iade edilmiş mi?	☐	☐
18.	Teklif açılış katılım tutanağı düzenlenmiş mi?	☐	☐
19.	Teklif açılış tutanağı düzenlenmiş, ilgili temsilci tarafından imzalanmış mı?	☐	☐
20.	Firmaların yasaklı olup olmadığı kontrol edilmiş mi?	☐	☐
21.	Değerlendirme şartnameye uygun yapılmış mı?	☐	☐
22.	Değerlendirme için Harcama Yetkilisinin Oluru alınmış mı?	☐	☐
23.	Gerekiyorsa Banka uygun görüşü alınmış mı?	☐	☐
24.	Değerlendirme sonucu Başarılı Teklif Sahibine bildirilmiş mi?	☐	☐
	SÖZLEŞMENİN İMZALANMASI AŞAMASI		
25.	Başarılı Teklif Sahibinden kesin teminatı alınmış mı?	☐	☐
26.	Teminat için sistemden teyit alınmış mı?	☐	☐
27.	Teminatın süresi garanti süresini de kapsıyor mu?	☐	☐
28.	Değerlendirme sonucu Başarısız Teklif Sahiplerine bildirilmiş mi?	☐	☐
29.	Sözleşme yetkililerce imzalanmış ve damga vergisi(sözleşme ve karar pulu) tahsil edilmiş mi?	☐	☐
30.	Kesin teminat aslı ve teyit yazısı Muhasebe birimine gönderilmiş ve alındı belgesi alınmış mı?	☐	☐
31.	İhale sonuç bildirimi Internet sitesinde yayınlanmış mı?	☐	☐

TEKLİF VERMEYE DAVET (RFQ) YÖNTEMİYLE

HİZMET ALIMLARI İŞ TAKİP ÇİZELGESİ

İş No	Açıklama	Evet	Hayır
İHALE HAZIRLIK AŞAMASI			
1.	Alım için ödenek var mı?	☐	☐
2.	Satınalma talebi Proje Satın Alma Planında yer alıyor mu?	☐	☐
3.	Teknik şartname hazırlanmış mı?	☐	☐
4.	Teknik şartname yeterli rekabete açık mı?	☐	☐
5.	Gerekli piyasa araştırması yapılmış mı?	☐	☐
6.	Tahmini bütçe hazırlanmış mı?	☐	☐
7.	Tahmini bütçenin Teklif Vermeye Davet Metodu eşik değerini aşmadığı kontrol edilmiş mi?		
8.	Harcama Talimatı hazırlanmış mı?	☐	☐
9.	Satınalma ve Muayene ve Kabul Komisyonları kurulmuş mu?	☐	☐
10.	Komisyonlar alıma, ihale ve kabul süreçlerine yönelik yeterli bilgi ve tecrübeye sahip üyelerden oluşuyor mu?	☐	☐
İHALE AŞAMASI			
11.	"Teklife Davet" Dokümanı ilgi bildiriminde bulunan firmalara ve alım konusu alanda iştigal eden, yeterli oldukları tespit edilen diğer firmalara yollanmış mı?	☐	☐
12.	Açıklama ve değişiklik talepleri kayda geçmiş mi?	☐	☐
13.	Gerekiyorsa son teklif verme tarihi uzatılmış mı?	☐	☐
14.	Açıklama ve değişiklikler ilgili firmalara gönderilmiş mi?	☐	☐
15.	Açıklama ve değişiklikler için alındı teyidi alınmış mı?	☐	☐
16.	Teklifler son tarih ve saate kadar alındı belgesi karşılığında alınmış mı?	☐	☐
17.	Geç gelen teklifler için tutanak tutulmuş ve Geç Teklif açılmadan Teklif Sahibine iade edilmiş mi?	☐	☐
18.	Teklif açılış katılım tutanağı düzenlenmiş mi?	☐	☐
19.	Teklif açılış tutanağı düzenlenmiş, ilgili temsilci tarafından imzalanmış mı?	☐	☐
20.	Firmaların yasaklı olup olmadığı kontrol edilmiş mi?	☐	☐
21.	Şartnamede belirtilen esaslarda Firma ve önerilen tesis uygunluğu kontrol edilmiş mi?		
22.	Değerlendirme şartnameye uygun yapılmış mı?	☐	☐
23.	Değerlendirme için Harcama Yetkilisinin Oluru alınmış mı?	☐	☐
24.	Gerekiyorsa Banka uygun görüşü alınmış mı?		
25.	Değerlendirme sonucu Başarılı Teklif Sahibine bildirilmiş mi?	☐	☐
SÖZLEŞMENİN İMZALANMASI AŞAMASI			
26.	İhale kalan firmadan kesin teminatı ve otel konfirmasyonu alınmış mı?	☐	☐
27.	Teminat için teyit alınmış mı?	☐	☐
28.	Değerlendirme sonucu Başarısız Teklif Sahiplerine bildirilmiş mi?	☐	☐
29.	Sözleşme yetkililerce imzalanmış ve damga vergisi(sözleşme ve karar pulu) tahsil edilmiş mi?	☐	☐
30.	Kesin teminat aslı ve teyit çıktısı Muhasebe Birimine gönderilmiş mi?	☐	☐
31.	Teminat kesin iş bitiminde imza ve yazılı talep karşılığında iade edilmiş mi?	☐	☐
32.	Sözleşme bilgileri süresi içinde SGK'ya bildirilmiş mi?	☐	☐
33.	İhale sonuç bildirimi Internet sitesinde yayınlanmış mı?	☐	☐

BİREYSEL DANIŞMANLARIN SEÇİMİ METODU İLE DANIŞMANLIK HİZMETLERİ ALIMI İHALE DOSYASINDA BULUNMASI GEREKLİ BELGELER

No	Belge Adı	Evet	Hayır
1.	İş Tanımı	☐	☐
2.	Harcama Talimatı (en az 2 nüsha orijinal – 1 orijinal paraflı İhale Dosyasında kalmak, diğeri Ödeme Dosyasına eklenmek üzere)	☐	☐
3.	Komisyon Teşkil Onayları (en az 2 nüsha orijinal - 1 orijinal paraflı Genel Evrakta kalmak, diğeri İhale Dosyasına eklenmek üzere)	☐	☐
4.	İlan Metinleri (Kısa ve Uzun Metin) – İlan yapılacaksa	☐	☐
5.	Basın İlan Kurumuna/Başbakanlık Basımevi Müdürlüğüne yazılan yazı – İlan yapılacaksa	☐	☐
6.	Kısa İlan metninin yayınlandığı gazetenin/Resmi Gazetenin 1 nüshası	☐	☐
7.	Uzun ilan metninin yayınlandığı kurum web sitesinin ekran çıktısı	☐	☐
8.	Evrak girişleri yapılmış başvurular (Elektronik Posta mesajı ekinde gelen başvuruların da çıktısı alınıp uygulanabilir olduğunda evrak kayıttan geçirildikten sonra birer kopyası İhale Dosyasında saklanacaktır.)	☐	☐
9.	İlan yapılmadığı durumlarda ilgili alanda çalıştığı tespit edilen danışmanlara gönderilen "Davet Mektubunun" gönderim kayıtları ve bu Davet Mektubuna cevap veren Danışmanlara ait evrak girişi yapılmış başvurular	☐	☐
10.	Kısa Liste ön değerlendirme kayıtları	☐	☐
11.	Değerlendirme Raporu ve Ekleri	☐	☐
12.	Sözleşme ve Karar Pulu dekontları	☐	☐
13.	Sözleşme (1 asıl – ödeme dosyası için)	☐	☐
14.	Başarısız adaylara bildirim yazısı	☐	☐
15.	Diğer yazışmalar (İstisnai durumların oluşması halinde Dünya Bankası ile yapılan yazışmalar da dahil)	☐	☐

DANIŞMANIN NİTELİKLERİNE DAYALI SEÇİM (CQS) YÖNTEMİYLE DANIŞMANLIK HİZMETLERİ ALIMI İHALE DOSYASINDA BULUNMASI GEREKLİ BELGELER

No	Belge Adı	Evet	Hayır
1.	İş Tanımı	☐	☐
2.	Harcama Talimatı (en az 2 nüsha orijinal – 1 orijinal paraflı İhale Dosyasında kalmak, diğeri Ödeme Dosyasına eklenmek üzere)	☐	☐
3.	Komisyon Teşkil Onayları (en az 2 nüsha orijinal - 1 orijinal paraflı Genel Evrakta kalmak, diğeri İhale Dosyasına eklenmek üzere)	☐	☐
4.	İlan Metinleri (Kısa ve Uzun Metin) – İlan yapılacaksa	☐	☐
5.	Basın İlan Kurumuna/Başbakanlık Basımevi Müdürlüğüne yazılan yazı – İlan yapılacaksa	☐	☐
6.	Kısa İlan metninin yayınlandığı gazetenin/Resmi Gazetenin 1 nüshası	☐	☐
7.	Uzun ilan metninin yayınlandığı kurum web sitesinin ekran çıktısı	☐	☐
8.	Evrak girişleri yapılmış başvurular (Elektronik Posta mesajı ekinde gelen başvuruların da çıktısı alınıp uygulanabilir olduğunda evrak kayıttan geçirildikten sonra birer kopyası İhale Dosyasında saklanacaktır.)	☐	☐
9.	İlan yapılmadığı durumlarda ilgili alanda çalıştığı tespit edilen danışmanlara gönderilen "Davet Mektubunun" gönderim kayıtları ve bu Davet Mektubuna cevap veren Danışmanlara ait evrak girişi yapılmış başvurular	☐	☐
10.	En iyi niteliklere ve tecrübeye haiz Danışmanı belirlemeye yönelik Değerlendirme Raporu ve Ekleri	☐	☐
11.	Teklif İsteme Belgeleri (ihale belgeleri) (RFP) gönderme yazısı	☐	☐
12.	Teknik ve Mali Teklif zarfların kuruma teslim kaydı	☐	☐
13.	Teknik ve Mali Teklif zarflar	☐	☐
14.	Teknik Değerlendirme Raporu	☐	☐
15.	Firmanın müzakerelere davet yazısı	☐	☐
16.	Müzakere tutanağı ve anlaşmaya varılması halinde paraflı taslak sözleşme	☐	☐
17.	Sözleşme ve Karar Pulu dekontları	☐	☐
18.	Sözleşme (1 asıl – ödeme dosyası için)	☐	☐
19.	Başarısız adaylara bildirim yazısı	☐	☐
20.	Diğer yazışmalar (İstisnai durumların oluşması halinde Dünya Bankası ile yapılan yazışmalar da dahil)	☐	☐

TEKLİF VERMEYE DAVET (RFQ)YÖNTEMİYLE MAL ALIMI İHALE DOSYASINDA BULUNMASI GEREKLİ BELGELER

No	Belge Adı	Evet	Hayır
1.	Teknik Şartname	☐	☐
2.	Yaklaşık Bedel Tespiti için yapılan yazışmalar	☐	☐
3.	Harcama Talimatı (en az 2 nüsha orijinal – 1 orijinal paraflı İhale Dosyasında kalmak, diğeri Ödeme Dosyasına eklenmek üzere)	☐	☐
4.	Komisyon Teşkil Onayları (en az 2 nüsha orijinal - 1 orijinal paraflı Genel Evrakta kalmak, diğeri İhale Dosyasına eklenmek üzere)	☐	☐
5.	İhale Şartnamesi	☐	☐
6.	“Teklife Davet” dokümanı gönderildi teyitleri	☐	☐
7.	Firmalardan gelen açıklama talep yazıları		
8.	Zeyilname/ler (eğer varsa)	☐	☐
9.	Şartname Alındı Tablosu	☐	☐
10.	Teklif Teslim Alma Tutanağı	☐	☐
11.	Teklif Açılış Tutanağı	☐	☐
12.	İhale Komisyon Kararı (en az 2 nüsha orijinal – 1 orijinal paraflı İhale Dosyasında kalmak, diğeri Ödeme Dosyasına eklenmek üzere)	☐	☐
13.	Fiyat Çizelgeleri ve Mali Teklif Formları Asılları, gerekiyorsa İmalatçı Yetki Belgeleri, teknik doküman ve katalog(lar)	☐	☐
14.	Başarılı Teklif Sahibine ait Yetki Belgeleri – Noter Tasdikli Vekaletname ve İmza Sirküsü (Aslı Teklif Dosyalarında yer alacak, ancak firmanın yazılı talebi üzerine asıllarından fotokopi çekilerek İhale Dosyası için “Aslı Gibidir” kaşeli 1 takım muhafaza edilecek)	☐	☐
15.	Yasaklılık teyit yazısı	☐	☐
16.	Sözleşmeye Davet Yazısı ve gönderim teyidi	☐	☐
17.	Kesin Teminat Mektubunun Sistemden Teyit Yazısı	☐	☐
18.	Teminat mektubu, Teyit Yazısının Muhasebe Birimine Gönderilme Yazısı	☐	☐
19.	Sözleşme ve Karar Pulu dekontları	☐	☐
20.	Sözleşme (1 asıl)	☐	☐
21.	Muayene Kabul Tutanağı, Taşınır İşlem Fişi (TİF), Fatura fotokopisi ve Ödeme Emri Fotokopisi	☐	☐
22.	Başarısız Teklif Sahiplerine Bildirim Yazısı	☐	☐
23.	Diğer yazışmalar (İstisnai durumların oluşması halinde Dünya Bankası ile yapılan yazışmalar da dahil)	☐	☐

TEKLİF VERMEYE DAVET (RFQ)YÖNTEMİYLE ORGANİZASYON HİZMETLERİ İHALE DOSYASINDA BULUNMASI GEREKLİ BELGELER

No	Belge Adı	Eve t	Ha yır
1.	Teknik Sartname	☐	☐
2.	Yaklaşık Bedel Tespiti için yapılan yazışmalar	☐	☐
3.	Harcama Talimatı (en az 2 nüsha orijinal – 1 orijinal paraflı İhale Dosyasında kalmak, diğeri Ödeme Dosyasına eklenmek üzere)	☐	☐
4.	Komisyon Teşkil Onayları (en az 2 nüsha orijinal - 1 orijinal paraflı Genel Evrakta kalmak, diğeri İhale Dosyasına eklenmek üzere)	☐	☐
5.	İhale Şartnamesi	☐	☐
6.	Teklife Davet dokümanı gönderildi teyitleri	☐	☐
7.	Firmalardan gelen açıklama Talep yazıları	☐	☐
8.	Zeyilname/ler (eğer varsa)	☐	☐
9.	Şartname Alındı Tablosu	☐	☐
10.	Teklif Teslim Alma Tutanağı	☐	☐
11.	Teklif Açılış Tutanağı	☐	☐
12.	İhale Komisyon Kararı (en az 2 nüsha orijinal – 1 orijinal paraflı İhale Dosyasında kalmak, diğeri Ödeme Dosyasına eklenmek üzere)	☐	☐
13.	Fiyat Çizelgeleri ve Mali Teklif Formları Asılları (Diğer belgeler haricen tek bir zarf içerisinde saklanacaktır)	☐	☐
14.	Başarılı Teklif Sahibine ve Tesise ait Yeterlilik Durumunu belirleyen Belgeler ile Yetki Belgeleri (Yetki Belgelerinin -Noter tasdikli vekâletname ve imza sirküsü asılları her firma için ilk katıldığı ihalede alınacak, ayrı bir dosyada muhafaza edilecek, diğer ihalelerde ihale dosyalarına fotokopileri eklenip, ödeme dosyasına koyulan kopyalar asılları ile karşılaştırılıp "Aslı Gibidir" kaşesi ile işaretlenecektir.)	☐	☐
15.	Yasaklılık teyit yazısı	☐	☐
16.	Sözleşmeye Davet Yazısı ve gönderim teyidi	☐	☐
17.	Otel Konfirmasyon yazısı	☐	☐
18.	Kesin Teminat Mektubu Teyit Yazısı	☐	☐
19.	Teminat mektubunun ve Teyit Yazısının Muhasebe Birimine Gönderilme Yazısı	☐	☐
20.	Sözleşme ve Karar Pulu dekontları	☐	☐
21.	Sözleşme (1 asıl)	☐	☐
22.	Muayene Kabul Tutanağı, Fatura fotokopisi ve Ödeme Emri Fotokopisi	☐	☐
23.	Başarısız Teklif Sahiplerine Bildirim Yazısı	☐	☐
24.	Diğer yazışmalar (İstisnai durumların oluşması halinde Dünya Bankası ile yapılan yazışmalar da dahil)	☐	☐