



Kalkinma

Kalkınma development and investment bank

- Subject to provisions of private law
- Belong to the Treasury
- Headquartered in Ankara
- One Branch in İstanbul
- Total employees 703

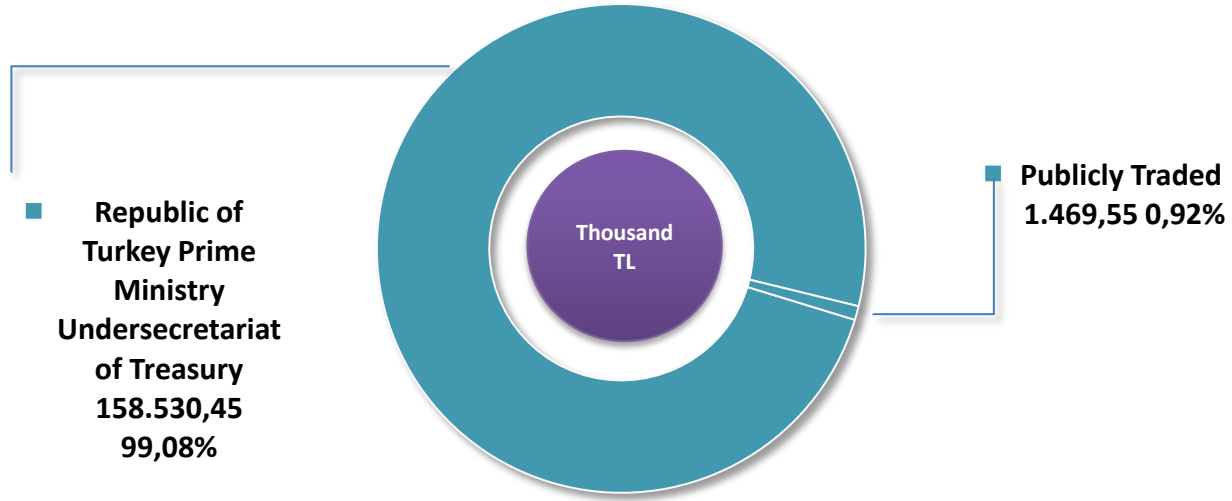


Our Mission is to increase;

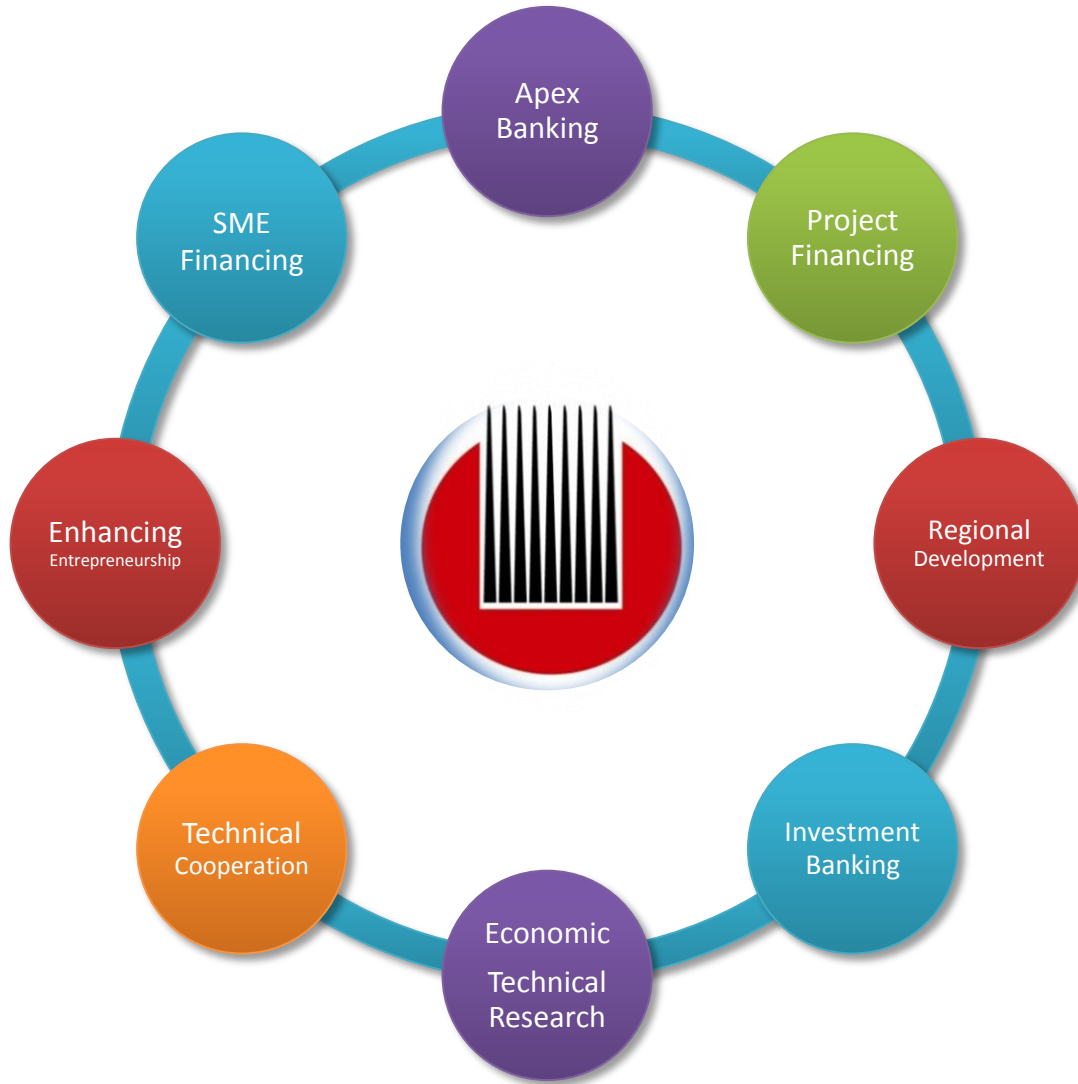
- Employment
- Income
- Welfare

in order to achieve the development and sustainable growth of Turkey

Ownership



Registered capital is 500 million TL
Paid-in capital is 160 million TL



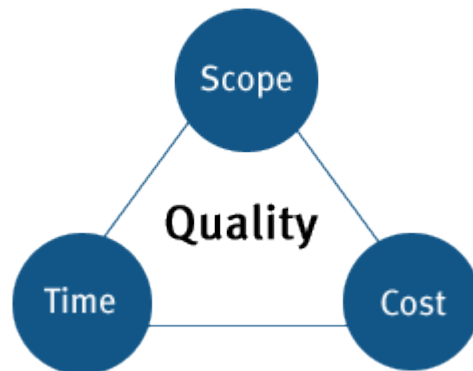
PROJECT MANAGEMENT SYSTEM

PROJECT MANAGEMENT SYSTEM CONSTRAINTS

Projects need to be performed and delivered under certain constraints. **The Project Management Triangle represents the three constraints** "scope", "time", and "cost".

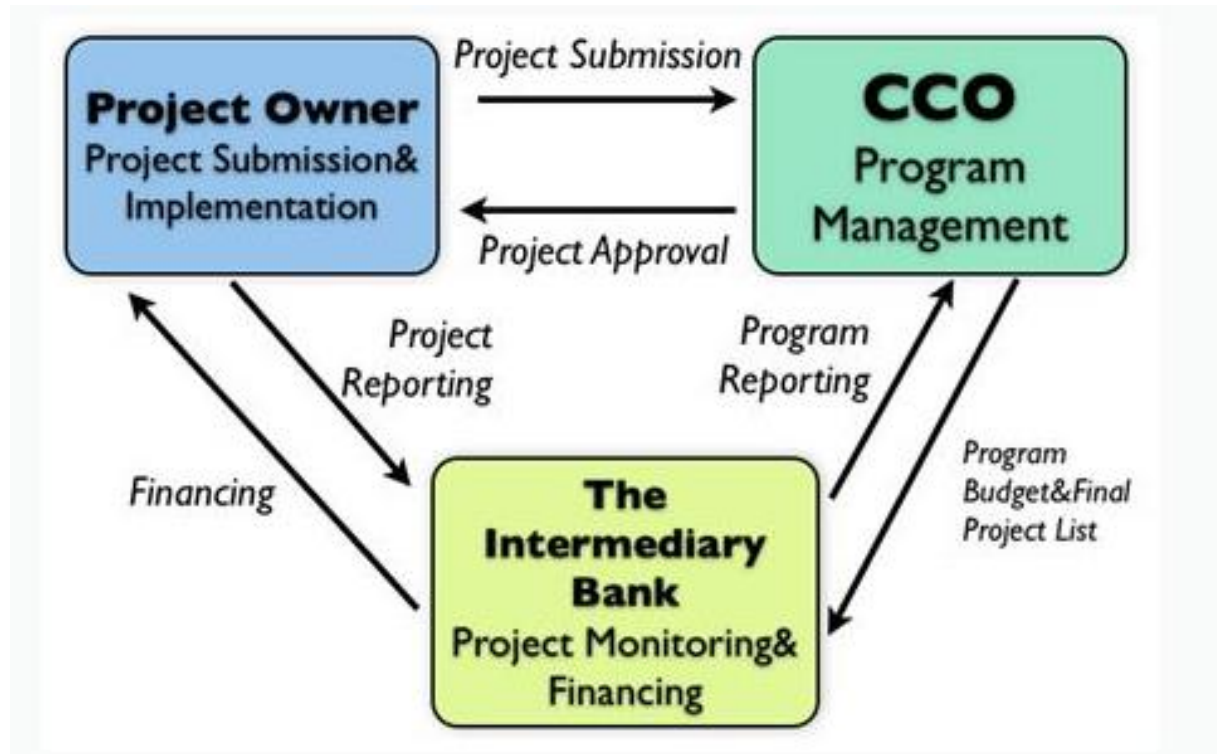
Any one of the constrains cannot be changed without affecting the others.

Project Management Triangle



All those three constrains determines the product "quality" and quality might be deemed as the fourth constraint. It does not mean the best quality achieved without constrains. Reasonable constraints have to be set for the optimum achievements.

MANAGEMENT BODIES



MANAGEMENT BODIES

❖ COMCEC COORDINATION OFFICE (CCO)

The Program Management

- The scheme started via COMCEC's call for proposal and finalized by the declaration of successful projects.

- The cooperation areas of the COMCEC Strategy and the PCM are as follows
 - Trade
 - Transport and communications
 - Tourism
 - Agriculture
 - Poverty alleviation
 - Finance

MANAGEMENT BODIES

❖ PROJECT OWNER (PO)

Project Submission and Implementation

- Pursuant to the call for proposals of the Program Manager PO submits the projects in line with the objectives and the priorities of COMCEC
- In case the project of the PO approved by the management body the implementation stage started
- Activities held according to the project fiche and the work plan
- Activities and expenses reported to the Intermediary Bank (Kalkınma) and CCO

MANAGEMENT BODIES


❖ KALKINMA (The Intermediary Bank)

Project Monitoring and Financing


- The bank and PO works in close cooperation for the smooth implementation of the project
- The effective and timely implementation of activities and submission of the reports are monitored by the Bank
- Submitted reports and relevant expenses are reviewed and assessed by the Bank and financing of the expenses made after approval

PROJECT IMPLEMENTATION AND MONITORING

The Operational and Financial Contract




Kalkinma
Development Bank of Turkey



Cooperation for Development
COMCEC


**THE OPERATIONAL AND FINANCIAL CONTRACT
BETWEEN
THE DEVELOPMENT BANK OF TURKEY
AND
[PROJECT OWNER]**

**WITH RESPECT TO THE IMPLEMENTATION
OF [PROJECT NUMBER and PROJECT TITLE] SUPPORTED
UNDER THE COMCEC PROJECT CYCLE MANAGEMENT**



Kalkinma
Development Bank of Turkey

COMCEC PROJECT FUNDING -
OPERATIONAL AND FINANCIAL CONTRACT
IMPLEMENTATION PERIOD: 2015



<p>On Behalf of the Bank Deputy General Director</p> <p>Date:</p> <p>Signature:</p>	<p>On Behalf of the Bank Chairman and General Manager</p> <p>Date:</p> <p>Signature :</p>
<p>On Behalf of the Project Owner Responsible Authority</p> <p>Date:</p> <p>Signature:</p>	

ANNEXES

Annex 1. *Project Fiche*

Annex 2. *Declaration of Responsible Authority of Project Owner*

Annex 3. *Irregularity Report*

Annex 4. *Nil Report*

Annex 5. *Technical Progress Report*

Annex 6. *Financial Report*

Annex 7. *Timesheet*

Annex 8. *Notification Form*

Annex 9. *Addendum Form*

Annex 10. *Service Contract (Project Coordinator/Experts)*

Rights, Obligations and Responsibilities of the Bank

□ Technical Preparations

The Bank ensures that all the necessary documents required for **financing and monitoring the project activities effectively and timely are prepared by the Project Owner**. These technical preparations, in principle, consist of the documents that will serve as a basis for payment and reporting.

□ Payments

Payments are made by the Bank directly to the Project Owner's bank account. Payments are made **in three months** intervals **based on Progress Reports (namely Technical Progress Report and Financial Report)** submitted by the Project Owner to the Bank.

The Project Owner must submit **Technical Progress Report (Annex-5)** and **Financial Report (Annex 6)** in every three months along with supplementary documents including invoices to the Bank to claim payment.

The Project **Owner must submit Timesheets (Annex-7) every month for the salaries of Project Coordinator and Project Expert(s)** to the Bank to claim payment.

Salaries of Project Coordinator and Project Expert(s) are paid by the Bank to directly their account.

Timetable for Technical Document Submission

Documents	April 2016	May 2016	June 2016	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016
• Timesheets	X	X	X	X	X	X	X	X	X
• Quarterly Technical Progress and Financial Reports									
• Invoices				X			X		
• Nil Report									
• Final Technical Progress and Financial Reports									
• Nil Report									X

Rights, Obligations and Responsibilities of the Bank

Following the **delivery of progress reports and supplementary documents**, the Bank checks and, if it deems appropriate, approves progress reports sent by the Project Owner in order to make the payment.

The Bank could request additional information, justification and/or documents from the Project Owner, if it deems necessary, and **suspend the payment until the requested information, justification and/or documents are provided** by the Project Owner.

The Bank can **suspend or withhold payments if it determines non-compliance or irregularity in the Project with respect to the Guideline and this contract.**

Advance payment/pre-financing is not available

Rights, Obligations and Responsibilities of the Bank

□ Monitoring and Evaluation

The Bank **monitors the implementation of project activities in line with this Contract and Guideline.**

In order to perform efficient monitoring, the Bank takes necessary measures to ensure correct/accurate data reporting by the Project Owner via **desk based analyses, monitoring visits (site visits), auditing and on the spot checks in cooperation with the CCO.**

The Bank also monitors project activities in terms of risks related to project implementation and informs CCO accordingly if and when any problem occurs during project implementation.

The **Bank provides information to the Coordination Committee about physical and financial progress of project activities on the basis of reports submitted by the Project Owner.**

At the end of the project, the Bank **prepares an Evaluation Report on the basis of the final reports submitted by the Project Owner and submits this report to the CCO.**

Rights, Obligations and Responsibilities of the Bank

❑ Non-Compliance

The following sub articles define actions to be taken in the face of noncompliance with the Program rules and procedures;

- In case commitments stated in the Operational and Financial Contract (including its annexes), Program Implementation Guidelines and Project Fiche are not met by the Project Owner (such as not fulfilling its duties and responsibilities completely, efficiently and on time or suspend them), the Bank reserves the right to withhold and/or recall funds that are already allocated.
- In an event of **non-compliance** the Bank or CCO sends an **Early Warning Letter** to request **PO to take corrective action in 15 days** in order to continue project activities.
- Regardless of the transfer of funds, the Bank can requests PO to comply with Operational and Financial Contract, Program Implementation Guidelines and Project Fiche.

