



Ministry of Food Agriculture and Livestock

GD of European Union and Foreign Relations

IPA II period (2014-2020)
Entrustment Process for Budget Implementation Tasks (BITs)

Presentation of MoFAL,
Lead Institution for «*Institution and Capacity Building Sub-sector of
Agriculture and Rural Development*» Action
under Turkey Annual Action Programme for 2014

01 September 2015

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- Organisation Chart
- Human Resources
- Action Information
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Structure of the Ministry



The mission of the MoFAL

MoFAL is mainly responsible for policy formulation, monitoring and inspections of implementations in respect of food, agriculture and livestock.

In the 2013-2017 Strategic Plan:

«to ensure the sustainable use of agricultural and ecological resources, to increase standard of living in rural areas and to ensure access to safe food and high-quality agricultural products needed by Turkey and world markets»

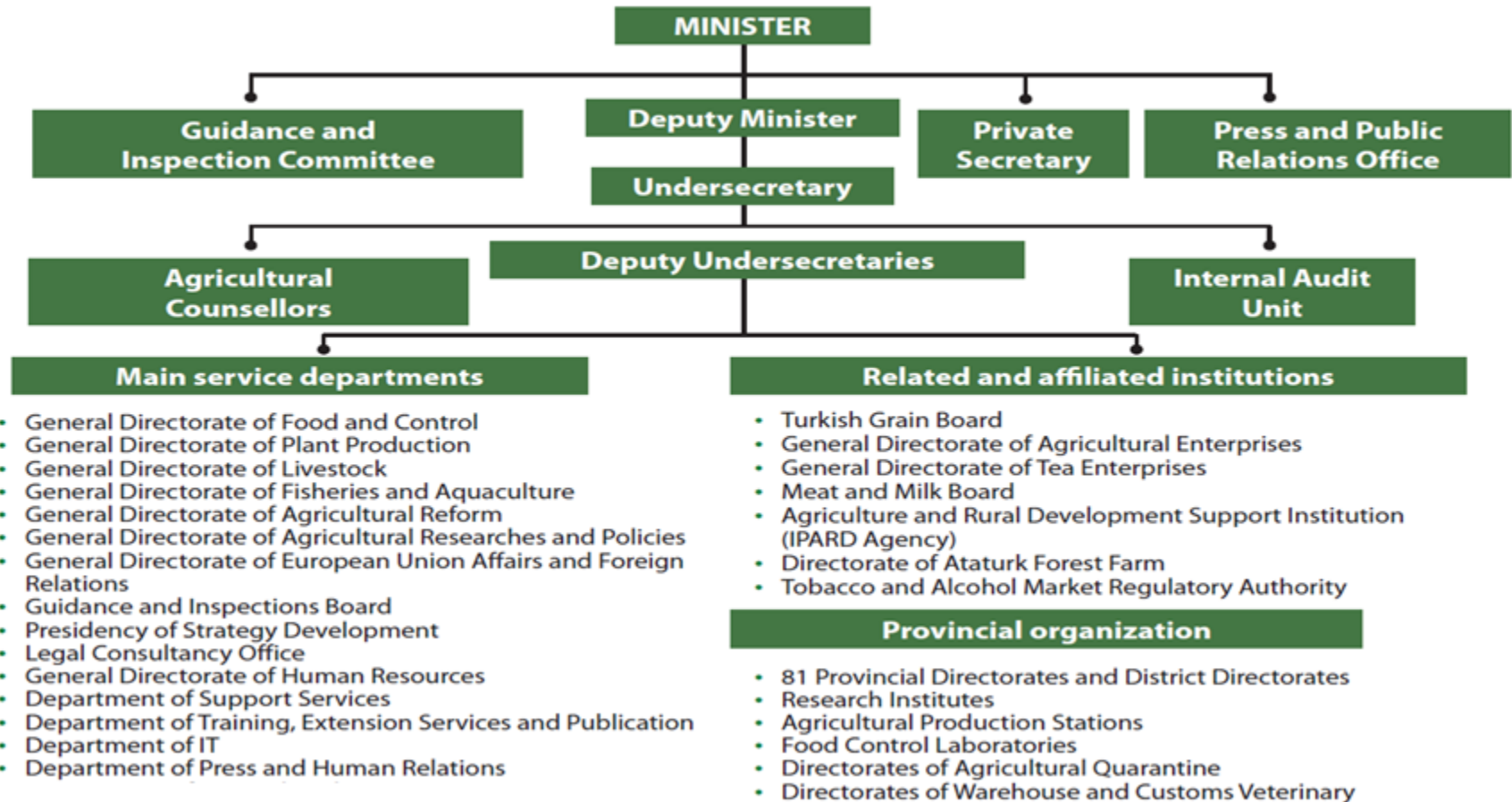


Main activities of the MoFAL



- Development of plant, livestock, aquaculture and fishery production,
- Research studies on the development of agriculture sector and determination of agricultural policies,
- Food safety and security,
- Rural development,
- Protection of land, water resources and biodiversity,
- Strengthening the institutional capacity and awareness of farmers and fishermen,
- Effective and efficient implementation of agricultural support programmes.

Organisation Chart of the MoFAL



Human resources of MoFAL

MoFAL has 81 Provincial Food, Agriculture and Livestock Directorates and 846 District Directorates at local level. Human resources of MoFAL is given below (2015):

	Officials	Contracted employees	Workers	Total
Headquarter	3.329	12	435	3.776
Provincial/ Directorates	41.843	415	10.898	53.156
District				
Other	137	1	158	296
Total	45.309	428	11.491	57.228

Short information on IPA Unit

Ministerial Consent of MoFAL on 22/04/2015

- **Department of EU Harmonization** has been assigned as "**IPA Unit**"
- **Head of Department of EU Harmonization** has been assigned as the "**Head of IPA Unit**" by the Minister

to carry out programming, monitoring and evaluation activities for the "Institution and Capacity Building" sub-sector of Agriculture and Rural Development sector of IPA II Period.



Short information on Department of EU Harmonisation

Duties of Department of EU Harmonization are as follows:

- ✓ To monitor EU legislation and policies of related areas of Ministry, to carry out work towards ensuring the adoption of the necessary administrative and organizational measures for their adaptation and implementation and in this context to participate in the work carried out by other units and to steer them in the direction of harmonization studies,
- ✓ To ensure coordination between relevant departments of MoFAL and ministries, other public institutions and organizations in the field of studies on harmonization with EU and to follow up them,
- ✓ To manage EU negotiation process and the exchange of views on matters falling into the MoFAL's area of responsibility, to follow the official documents published during this period, to inform the relevant departments and make the necessary coordination for the establishment of opinion of the Ministry; to participate in and provide contribution to the work of the technical bodies formed with EU and to follow up the processes and transactions in this respect,
- ✓ To keep track of rights and obligations arising from legal arrangements between Turkey and EU concerning the matters falling into the MoFAL's area of responsibility,
- ✓ **To ensure preparation, execution, monitoring, control, evaluation and coordination of projects together with other relevant departments of the Ministry within the context of EU financial cooperation.**

IPA / pre-IPA Experience

EU Projects				Budget (€)*		
TYPE	PERIOD	STATUS	NUMBER	EU CONTRIBUTION	TR CONTRIBUTION	TOTAL
MEDA Programme	2002	Completed	1	10.123.000	4.016.000	14.139.000
Financial Assistance for Turkey	2002-2006	Completed	17	126.360.915	34.857.805	161.218.720
IPA I	2007-2013	Completed	7	47.191.400	11.253.750	58.445.150
		On-going	11	90.555.782	16.724.903	107.280.685
		Total	18	137.747.182	27.978.653	165.725.835
IPA II	2014	Programming	3	2.990.376	996.792	3.987.168
	2015**	Programming	4	31.900.000	3.787.500	35.687.500
	Total	7	34.890.376	10.784.292	39.674.668	
SEI/ESEI	2006-2014	Completed	13	2.079.899	147.772	2.227.758
		On-going	10	8.336.332	3.659.700	11.416.032
		Total	23	10.416.231	3.807.472	13.643.790
TOTAL	2002-2014	Completed	38	185.755.214	50.275.327	236.030.628
		On-going	24	101.882.490	21.381.395	122.683.885
GRAND TOTAL			62	287.637.704	71.656.7212	358.714.513

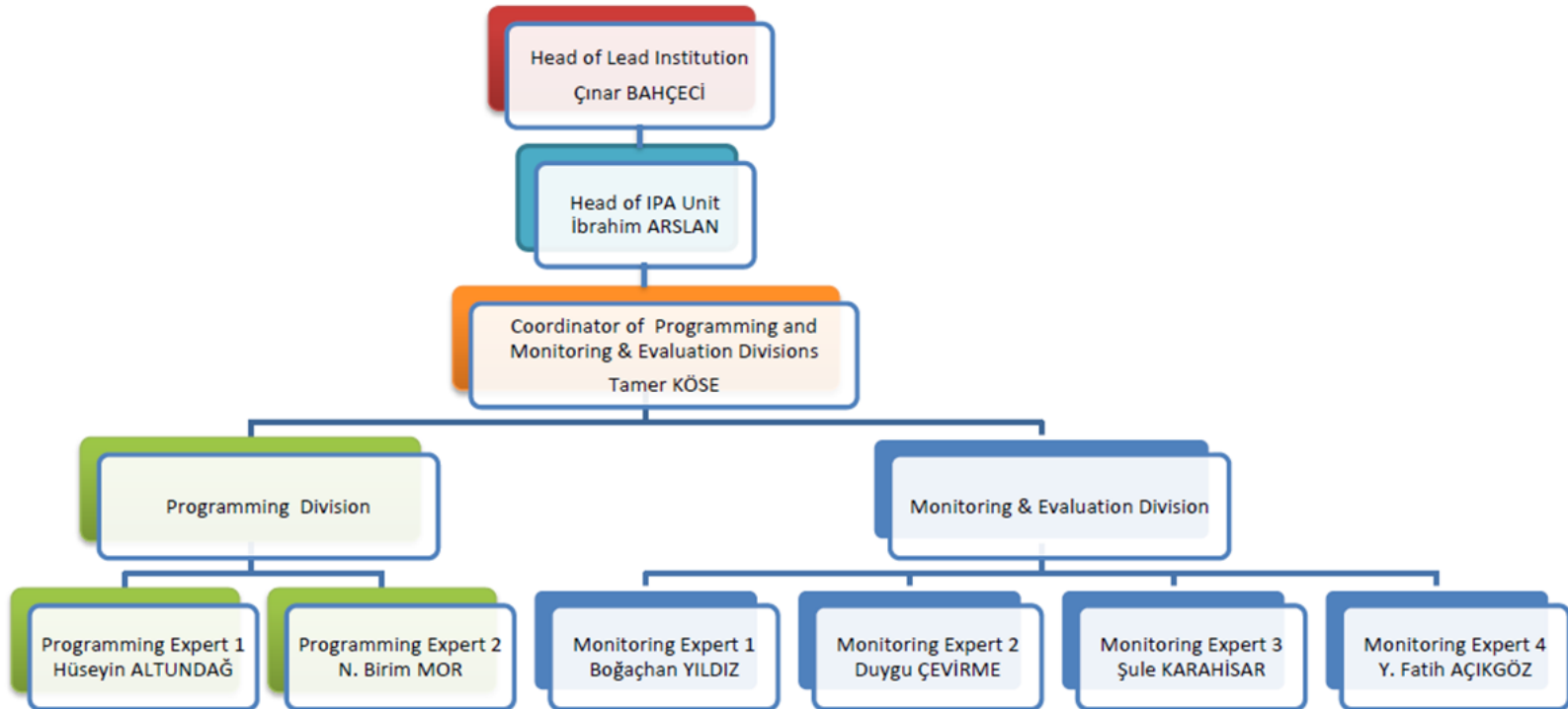
* Budgets of the projects are the ones indicated in the project fiches.

** Programming is continuing.



Organisation Chart

Organisation Chart of IPA Unit



- Assignment of IPA Unit Staff by Director General of EU and Foreign Relations Mr. Çınar BAHÇECİ in 30/04/2015



Human Resources



Staff List of IPA Unit

	Name	Position	Title	Profession
1.	Çınar BAHÇECİ	Head of the Lead Institution	General Director	International Relations
2.	İbrahim ARSLAN	Head of IPA Unit	Head of Department	Public Relations and Advertising
3.	Tamer KÖSE	Coordinator of Programming and Monitoring	EU Expert	Agricultural Engineer (M.Sc.)
4.	Hüseyin ALTUNDAĞ	Programming Expert/ Irregularity Officer	EU Expert	Food Engineer
5.	Birim MOR	Programming Expert	Assistant EU Expert	City Planner
6.	Boğaçhan YILDIZ	Monitoring and Evaluation Expert	EU Expert	Veterinary Surgeon
7.	Duygu ÇEVİRME	Monitoring and Evaluation Expert	EU Expert	International Relations
8.	Şule KARAHİSAR	Monitoring and Evaluation Expert	Assistant EU Expert	Veterinary Surgeon
9.	Yaşar Fatih AÇIKGÖZ	Monitoring and Evaluation Expert	Assistant EU Expert	Food Engineer



Sensitive Posts

Sensitive Functions Assessment Chart approved by Head of IPA Unit on 30/04/2015.

Among the sensitive posts:

- Head of IPA Unit
- Coordinator of the Programming and Monitoring and Evaluation Units
- Irregularity Officer

These functions are not subject to high risk assessment. Therefore, in order to minimise the risk they are subject to regular supervision which shall be provided through the system of Internal controls in the Department of EU Harmonisation and regular audits.



IPA related Trainings

Training to IPA Unit on Manuals of Procedures (August 2015)

- Staff Training Needs Surveys
- Training Needs Analysis
- Training Strategy and Plan

Training to Internal Auditors (14 August 2015)

- IPA related subjects

Technical Sessions on IPA II with Turkish National Authorities (Brussels, 8-9 July 2015)

- Communication and Visibility Techniques
- Financing Agreement
- Monitoring and Evaluation: The Role of Indicators
- Payment Modalities and reporting under IPA II
- Programming, Procedures and Templates for IPA II Multi Annual Programmes

Training to Leader Institutions - MEU, CFCU (11 June 2015)

- Monitoring and Evaluation (MoEUA)
- Result Oriented Monitoring (Project Team Leader)
- IPA II – Financial Co-Operation (MoEUA)
- PRAG and Procurement Procedures (CFCU)
- Project Management (CFCU)
- Irregularities (NAO-CFCU)

Training Plan

Topic of the Training	Trainer	Time Line	Number of Employees to be trained
Basic EU Financial Assistance Tools and Mechanisms	MEU	2015 Q4	8
EU Procedures and Rules (PRAG)	CFCU	2016 Q1	8
Interpretation of the Rule of Origin, Irregularity Detection on this Rule	CFCU	2016 Q1	8
Financial Statement and Audit in the Public Sector	CFCU	2016 Q1	8
Financial Management and Programme Closure of EU Funds	CFCU	2016 Q1	8
Publicity & Visibility	CFCU	2016 Q1	8
Time Management, Motivation, Self Confidence	MoFAL	2016 Q1	8
Meeting Management, Negotiation Skills	MoFAL	2016 Q1	8
Correspondence Rules in Turkish	MoFAL	2015 Q4	8
Formal Writing, Correspondence Techniques in English	MFA	2015 Q4	8
Efficient Presentation Techniques, Public Speaking	MoFAL	2015 Q4	8
Manual of Procedures and IPA related issues	MoFAL	2015 Q3	8
Quality Assurance and Control Procedures	MoFAL	2016 Q1	8
IT Systems and Communication Procedures	MoFAL	2015 Q3	8
Irregularities Reporting Procedures	CFCU	2016 Q1	8
Information Security Trainings	MoFAL	2016 Q1	8
Risk Management	NAO	2016 Q1	8



**‘Agriculture and Rural Development’
(2014)
Action Information**



MAIN OBJECTIVES AND BUDGET OF THE ACTION

Main objectives of the Action:

- To contribute to Turkey's accession by supporting alignment with EU legislation in the field of agriculture and rural development,
- To enhance the institutional capacity of MoFAL to implement the requirements of relevant EU legislation in Turkey within the scope of Chapter 11: Agriculture and rural development.

Budget of the Action

- The budget for the action in the Agriculture and Rural Development sector is €3.987.168.
 - EU Contribution 2.990.376 €
 - National Co-financing 996.792 €

ACTIVITIES AND RELEVANT END BENEFICIARIES

3 Activities have been listed in 2014 Action:

Development of strategy for Alignment with Market Regulation (CMO)

- DG of European Union and Foreign Relations

Capacity building for measure “Advisory services” under the IPARD II Programme

- DG of Agrarian Reform

Establishment of a Farm Advisory System (FAS) in Turkey

- DG of Agrarian Reform

EXPECTED RESULTS OF THE ACTION

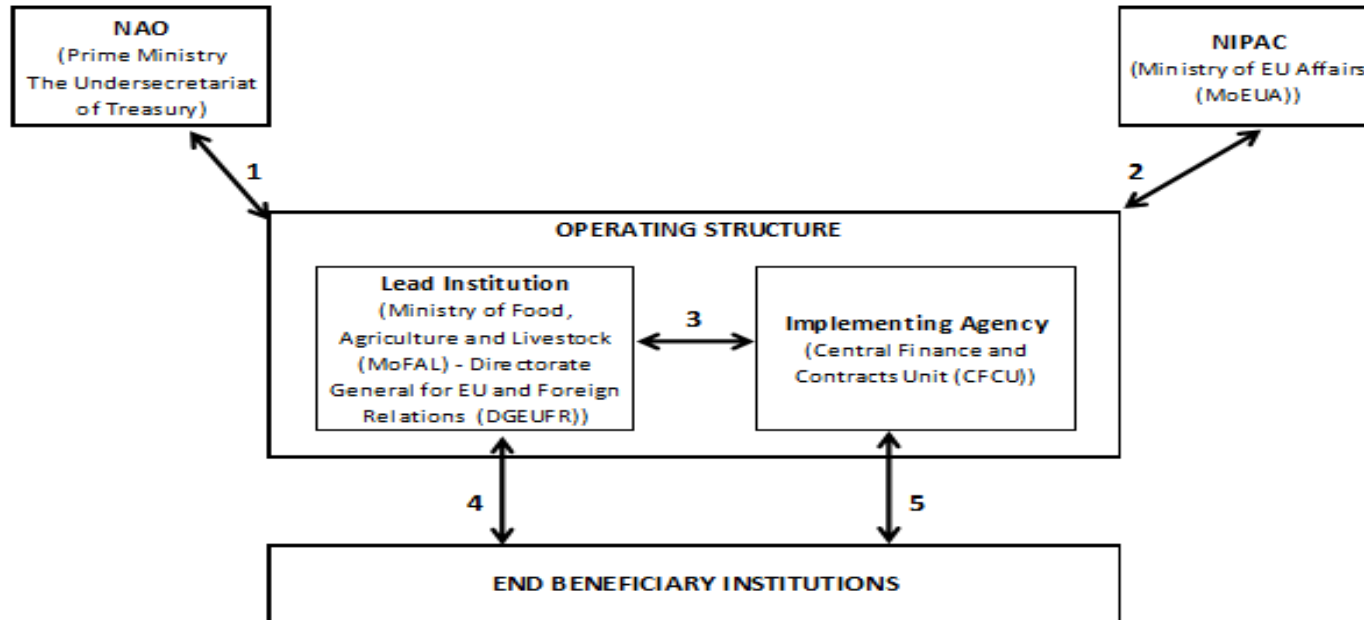
- A strategy laying down all necessary steps, timetable and estimated budget for gradual adoption of EU legislation on CMO by the accession will have been prepared,
- Institutional capacity related with the Common Agricultural Policy (CAP) and CMO regime within the Ministry and stakeholders will have been improved through awareness raising activities and trainings,
- The advisory services capacity will have been improved for implementing related measure under IPARD II.

ACTION INDICATORS

The indicators of the action listed in the 2014 Action Documents are as follows:

- Increase in the level of alignment in respect to CMO in Turkey.
- The number of draft legislation regarding CMO.
- The number of trained advice providers.
- Increased awareness and better coordination among stakeholders.
- The number of trainee on CAP reform and CMO mechanisms.
- Prepared strategy document for the alignment of the CMO.
- Number of trained personnel of civil society organizations on IPARD II Programme and preparation of project proposals and payment claims.
- The number of trained advisors in FAS.

RELATIONS BETWEEN BODIES RELEVANT TO THE ACTION



- 1 : Implementing Agreement Template between the NAO and the Operating Structure
- 2 : Notification Letters of NIPAC Services to the Operating Structure
- 3 : Template of Cooperation Agreement between the Lead Institution and the Implementing Agency
- 4 : Template of Cooperation Agreement between the Lead Institution and the End Beneficiary Institution
- 5 : Template of Cooperation Agreement between the CFCU and the End Beneficiary Institution



Internal Control Frameworks



Brief Information on Manual of Procedures (PIM, POG, Annexes)

Chapter A -
Overview of the
System

Chapter B -
Institutional
Framework

Chapter C -
Internal
Organisation and
Human Resources

Chapter D –
Programming

Chapter E -
Monitoring and
Evaluation

Chapter F - Control
Environment

Chapter G -
Manuals of
Procedures

Chapter H -
Transparency and
Visibility

Chapter I –
Irregularities

Chapter J – Filing
and Archiving

Chapter K -
Information and
Communication

Chapter L - IT
System



MANUAL OF PROCEDURES (PIM, POG, ANNEXES)

- The Manual is made up by various documents which are different in terms of aims, content and format. These are:
 - Programme Operational Guides (POGs) with the Audit Trails:
 - Programme Implementation Manuals (PIMs):
 - Annexes to PIMs and POGs



Programming

- **Preparation of the Programming Documents:**
 - Preparation/revision of the Sector Planning Document (SPD)
 - Preparation of the Action Documents,
- **Conducting Needs Analysis**
- **Publication of the Results of the Activities**
- **Update of the Working Plan of the IPA Unit**



Monitoring

- Evaluation of the activities
- On-the-spot checks and control of the documents
- Preparation of the Sectoral Monitoring Committees
- Drafting the sectoral annual and final reports
- Coordination and communication among stakeholders



MONITORING AND EVALUATION

Actors in the monitoring and evaluation process are as follows:

	Who is responsible?	When is it required?	Why is it necessary?
Implementation Monitoring	Activity implementing partners/contractors	On-going process	Allow the beneficiary/contractor to check the progress, take remedial action, update plans
Internal Monitoring by IPA Unit	Experts from the IPA Unit	Quarterly update via PMR	Follow up of activities performance; Support informed decision making on project cycle.
Evaluation	IPA Unit Monitoring and Evaluation Division/ external expertise	At particular milestones: Mid-term, completion or ex-post	Mid-term: activity major shifts / re-adjustments wherever necessary; completion/ex post: contributes to lessons learned, policy review, etc.
Audit	EC Audit, National Audit Authority	Ex-ante (systems reviews), regular and upon completion	Provides assurance to stakeholders; Provides recommendations for improvement of current and future projects.



MONITORING PLATFORMS

- **IPA Monitoring Committee**

Pursuant to the Article 18(1) of the IPA II IR and Article 52(1) of the IPA II FwA, the Commission and Turkey shall set up an IPA monitoring committee no later than six months after the entry into force of the first Financing Agreement. The IPA monitoring committee meets at least once a year and organized by NIPAC.

- **Sectoral Monitoring Committee**

In accordance with the Article 19(1) of the IPA II IR and Article 53(1) of the IPA II FwA, the DEUH will establish a sectoral monitoring committee for institution and capacity building sub sector no later than six months after the entry into force of the first Financing Agreement. The ICB Committee meets at least twice a year.

- **Activity Level Steering Committee**

The Steering Committee is composed of all institutions involved in the implementation of the Activity.



HORIZONTAL PROCEDURES

- Risk Management
 - [POG Risk Management System](#)
 - [Risk Management Guideline](#)
 - [Risk Alert Forms](#)
- Irregularity Management
 - www.bimer.gov.tr - Prime Ministry Communication Center
- Human Resources
- Filing & Archiving
- Transparency and Visibility
- Reporting
- IT Systems



HUMAN RESOURCES

- The IPA Unit is responsible for HR activities (development of human resources, staff planning etc.) There are:
 - The job descriptions
 - The replacements and handover
 - The sensitive functions policy
 - The workload analysis
 - The recruitment and selection approach
 - The induction process
 - On-going training and development



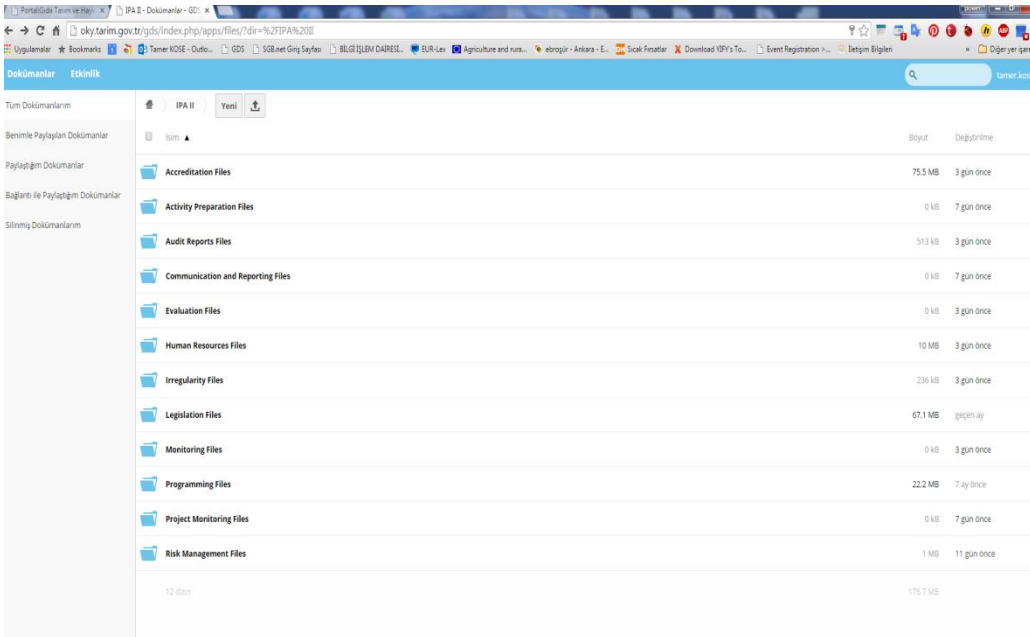
FILING&ARCHIVING

- Filing:
 - Structuring the Files
 - Registers
 - Retention of Documents
 - Access to Documents
- Archiving:
 - General Archives of the Ministry

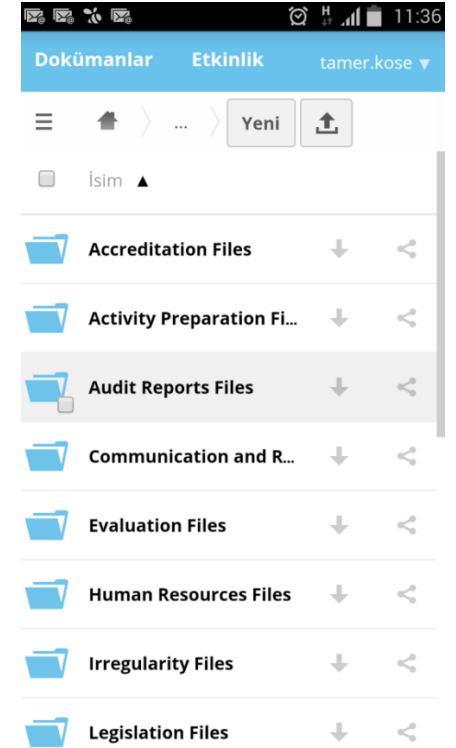
1. Legislation
 2. Human Resources
 3. Communication
 4. Monitoring
 5. Programming
 6. Irregularities
 7. Risk Management
 8. Evaluation
 9. Audit
 10. Accreditation
 11. Activity Preparation
 12. Activity Monitoring
- +
- Correspondence Folder-
Filing Code 746

FILING&ARCHIVING

- GDS - <http://oky.tarim.gov.tr/gds/index.php>
- A software which allows the staff of the IPA Unit to keep the files and share them.
- GDS is established on the servers of the Ministry, and accessible from smart phones.
- Structuring of the files is the same with the regular structuring.



İsim	Boyut	Değiştirilme
Accreditation Files	75.5 MB	3 gün önce
Activity Preparation Files	0 kB	7 gün önce
Audit Reports Files	513 kB	3 gün önce
Communication and Reporting Files	0 kB	7 gün önce
Evaluation Files	0 kB	3 gün önce
Human Resources Files	10 MB	3 gün önce
Irregularity Files	236 kB	3 gün önce
Legislation Files	67.1 MB	geçen ay
Monitoring Files	0 kB	3 gün önce
Programming Files	22.2 MB	7 ay önce
Project Monitoring Files	0 kB	7 gün önce
Risk Management Files	1 MB	11 gün önce



İsim	Boyut	Değiştirilme
Accreditation Files		
Activity Preparation Fi...		
Audit Reports Files		
Communication and R...		
Evaluation Files		
Human Resources Files		
Irregularity Files		
Legislation Files		



TRANSPARENCY AND VISIBILITY

The core of the transparency and visibility rules is drawn up in accordance with IPA II Regulation and IPA II Implementing Regulation.

During the programming and implementation phases, the following objectives will be respected:

- Commitment towards internationally agreed standards of transparency in the delivery of assistance,
- Proper information and communication at all levels of financial assistance,
- Reporting on visibility and communication activities.

Moreover, relevant EU Guidelines (e.g. Communication and Visibility Manual for EU External Actions) will be paid attention during the programming and implementation phases.



REPORTING

Since it is important to create synergy and links between the various levels of monitoring and reporting system, it is vital to keep the relevant information available at any level of the system.

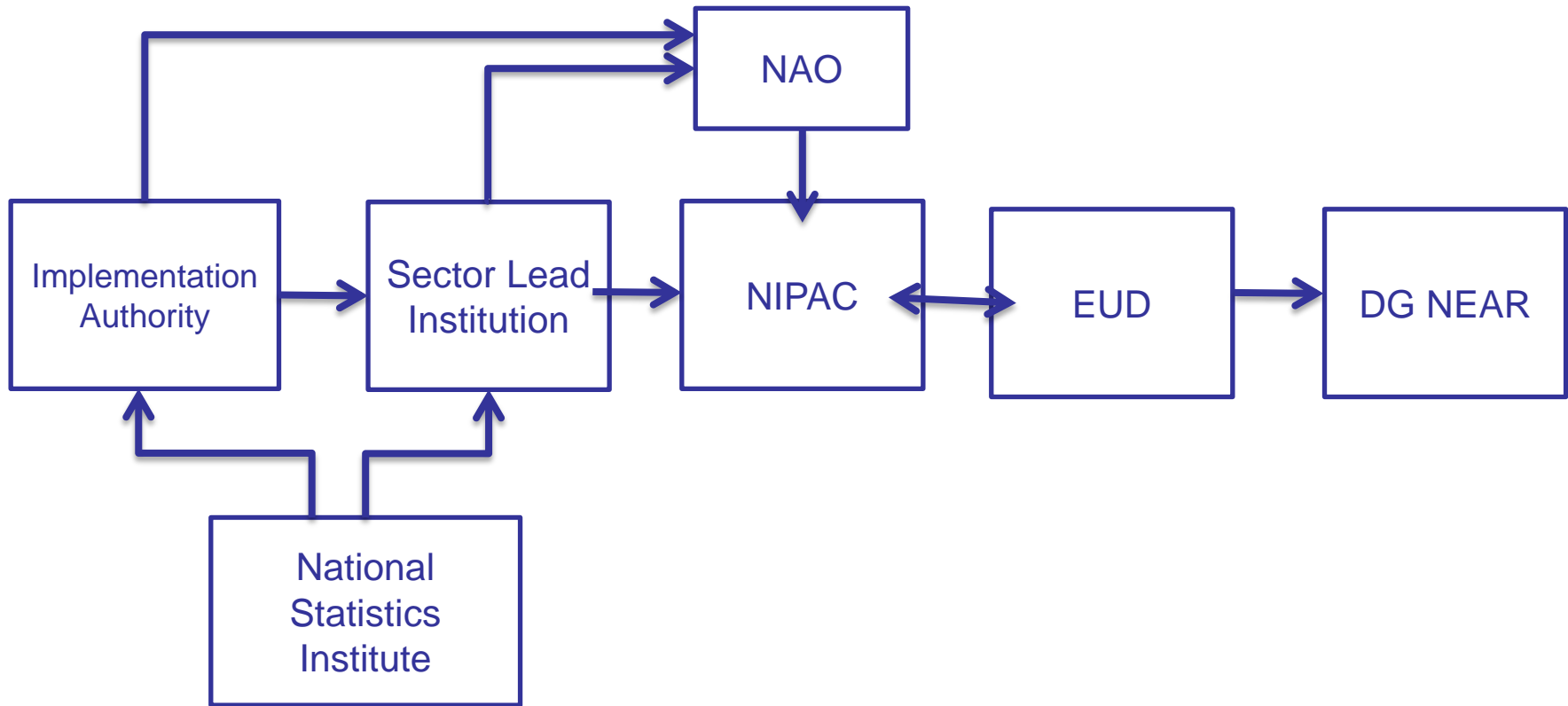
One of the most important tools used for this purpose is the Progress and Monitoring Report which is prepared by the beneficiary and submitted to the Lead Institution.

Another important tool is the Sectoral Annual and Final Reports prepared by the Lead Institution and submitted to the NIPAC.



REPORTING

Actors in the reporting system are as follows:





IT SYSTEM

- The IT support for the IPA Unit is provided through a horizontal organisation by the IT Department of the Ministry. The responsibility for Security items, system engineering, equipment set up, and control of best practices for computer usage is under the management of a System Engineering Team of the Ministry.
- The Ministry has been certificated ISO/IEC 27001:2013 Information Security Management Systems as of 15.12.2014.



Action Plan for Self Assessment Report



Action Plan for Self Assessment Report

In order to control whether IPA Unit of MoFAL has fulfilled the requirements determined in the Annex B of IPA II FwA, Management Structure (MS) carried out Self- assessment by using the "Checklist of Internal Control Framework".

The MS staffs have carried out desk review on the MoP of the DG EUFR of MoFAL and supporting documents submitted to the MS and visited the Lead Institution on 27 May 2015 for further verifications.

In the Action Plan, 22 deficiencies have been identified, of which 17 of them Minor and 5 of them intermediate in terms of priority. Minor deficiencies have been eliminated through revisions of the related parts of the MoP.



Action Plan for Self Assessment Report- Intermediate Deficiencies

Deficiency:

No oversight procedure including the tools to be used for proactive and continued supervision is determined.

Actions to be taken:

The DGEUFR shall prepare an oversight procedure which streamlines the supervision activities of the management of tasks delegated to subordinates with tools to be used.

Revisions made:

PIM Chapter F Control Environment, Section 7: Regular Review of the Internal Controls has been revised.



Action Plan for Self Assessment Report- Intermediate Deficiencies

Deficiency:

The Training Need Analysis and Training Development Plan have not been submitted to the NAO within the entrustment package.

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The Internal Auditor assigned to the IPA Unit of DGEUFR have not taken any training with regard to the IPA system.

Actions to be taken:

The DGEUFR shall prepare the Training Need Analysis and Training Development Plan for the remaining period of 2015 and 2016 and shall implement the plan.

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In order to ensure that the regular specific monitoring are carried out by internal audit function to provide higher management with independent review of the subordinate systems, Internal Auditors shall be trained on IPA related subjects.

Revisions made:

In line with the comments and Internal Organisation and Human Resources manual, the following documents have been prepared:

- Annex C.3.16. Staff Training Needs Survey,
- Annex C.3.15. Training Needs Analysis,
- Annex C.3.8. Training Strategy and Plan.



Action Plan for Self Assessment Report- Intermediate Deficiencies

Deficiency:

Staff planning, recruitment, retention, training and appraisal, timely notification of the NAO of any key staff changes and mechanisms filling the gap immediately are not described in the MoP. Moreover, major and minor changes are not defined in detail to make any staff of DEUFR identify the type of change easily.

Actions to be taken:

Change management related parts of MoP shall be developed in a way that includes the procedure for key staff changes, definition of changes by type (in terms of major/minor) with sample conditions.

Revisions made:

PIM-Chapter F Control Environment-Section 8. Change Management and POG F.04. Change Management have been revised in line with the comments.



Action Plan for Self Assessment Report- Intermediate Deficiencies

Deficiency:

Information flow from relevant institutions, templates, procedure for the assessment of the progress in indicators are not described in the MoP. Relations between Lead Institution and the End Beneficiary on monitoring activities are not described either.

Actions to be taken:

The information flow from relevant institutions, templates, procedure that shows how to assess the progress in indicators shall be described in the MoP (Chapter E Monitoring and Evaluation) as well as relations between Lead Institution and the End Beneficiary Institutions on monitoring activities.

Revisions made:

'PIM - Chapter E. Monitoring and Evaluation - 2.4. Monitoring Information Flow and Tools' and 'Annex E 10 Activity Monitoring Table' have been revised in line with the comments.

**THANK YOU
FOR YOUR ATTENTION**