Standard Summary Project Fiche

Project number: TR 05 03.05

1. Basic Information

1.1 CRIS Number (2005):

1.2 Title: Establishment of an IPA Rural Development Agency
   1.3 Sector: Agriculture
   1.4 Location: Turkey
   1.5 Duration: 19 months

2. Objectives

2.1 Overall Objective:

Strengthening institutional capacity in order to achieve sound and efficient management of EU co-funded rural development measures aimed at increasing the competitiveness of the agri-food sector and supporting the economic revival of rural communities.

2.2 Project purpose:

Building on previous assistance, notably the rural development component of the 2004 pre-accession project, to support establishment of an IPA Rural Development Agency and strengthen its administrative capacity.

2.3. Accession Partnership (AP) and NPAA priority

2003 Accession Partnership
Agriculture

In the short term:
Prepare a strategy for the introduction of the Community rural development policy and forestry strategy in the short term

In the medium term:
set up the administrative structures required for the implementation of EC rural development policy and forestry strategy.

National Programme on the Adoption of the Acquis (NPAA), 2003

Chapter IV, 7- Agriculture
Priority 7.1 Alignment to the Arrangements on Horizontal Issues Task 7.1.3 Development of Administrative Structures Required for the European Agricultural Guidance and Guarantee Fund (EAGGF) states that;
“Full harmonization with the EAGGF legislation will be possible upon accession. However, it is necessary to identify the administrative structures and implementation mechanisms prior to accession. In this context, it is envisaged to establish an Implementing/Paying Agency, which will be in charge of the payments and arrangements of EAGGF related issues, and to improve the implementation capacity of the agency.

The structuring in other candidate countries regarding EAGGF have been developed through the establishment of a SAPARD Agency responsible for the management of the funds granted under the Special Accession Programme for Agriculture and Rural Development (SAPARD). These institutions are planned to be transformed into Paying Agencies upon accession.”

Priority 7.4.1 Preparation of a National Rural Development Strategy and Programme identifies preparation of a strategy for the introduction of the EC rural development policy and forestry strategy as a short-term priority, and establishes the medium term priority as to set up the administrative structures required for the implementation of EC rural development policy and forestry strategy. The necessary legislative changes and their timetables, institutional requirements for the implementation of the Rural Development Plan, such as establishment of monitoring committees and paying agencies, employment of staff and their training needs are also identified.

2.4. Contribution to National Development Plan (and/or Structural Funds Development Plan/SDP)

The project will contribute to the successful implementation of the National Rural Development Plan (NRDP) which is due to be prepared under the 2004 pre-accession project and which is likely to be covered by National Development Plan (2007-2013).

The implementation of the project will contribute for the fulfilment of the priorities of the National Development Plan and enhance the capacity of absorption of the funds in the context of Economic and Social Cohesion.

2.5 Cross Border Impact

Not applicable

3. Description

3.1 Background and justification:

Agriculture is one of the most important sectors in the Turkish economy both in terms of its share in total GDP (12.2%) and employment where it represents about 33% of the whole labour force.(2003, SIS). A large fraction of the rural population in Turkey is employed on subsistence and semi-subsistence farms. This implies that EU accession will have economic and social impacts on the Turkish Agriculture. As already described in several Progress Reports and document prepared by the European Commission services titled “The Issues Arising from Turkey’s Membership Perspective”, Turkey aims to prepare a rural development strategy with a view to restructure its agricultural sector and develop the rural areas.
In this context, work on the creation of a rural development strategy has been started, and through a project (TR 0402.08) submitted to the EU under the national pre-accession financial assistance programme (See Section 3.5) Turkey will be helped to produce both a National Rural Development Plan and a strategy for building an IPARD agency. This project is in the implementation phase and its results, in particular as regards the design of the IPARD agency, will be used in this and other upcoming projects dealing with rural development.

The EU pre-accession assistance aims to facilitate the adoption and implementation of Acquis Communautaire in the CAP, among other common policy areas. It also aims to resolve priority and specific problems for sustainable adaptation of the agricultural sector and rural areas in the Candidate Countries. The basic instrument for financial assistance provided to the Candidate Countries has been SAPARD, which is set to be abolished at the end of 2006. Instead, a new Instrument for Pre-accession Assistance (IPA) will be made available starting from 2007, replacing all the current EU pre-accession assistance instruments such as PHARE, ISPA, SAPARD and CARDS.

Turkey expects to benefit from Instrument for Pre-Accession Assistance (IPA), one of the components of which covers rural development related matters. In order to make use of the IPA funds to be provided in the field of rural development, Turkey needs to establish an implementing/paying agency (herein referred as the IPA Rural Development Agency), the structure and functions of which will be similar to the SAPARD Agencies, set up by the former Candidate Countries in the past. It should be noted that the Rural Development Plan to be prepared within the 2004 Project would identify, amongst other nationally-funded measures, rural development measures that could be funded under IPA. The Rural Development Plan will therefore provide the basis for the IPARD programme. In addition to IPA, the agency may be responsible for managing nationally-funded rural development measures identified in the NRDP.

As the legislative process with regards to the IPA has not been completed yet, the Council Regulation (EC) No 2222/2000 laying down financial rules for the application of Council Regulation (EC) No 1268/1999, and the Council Regulation (EC) No 1268/1999 on Community support for pre-accession measures for agriculture and rural development in the applicant countries of central and eastern Europe in the pre-accession period will be taken as a guide for establishment of the IPA Rural Development Agency (IPARD is likely to be very similar to SAPARD in terms of administrative requirements). With the introduction of the IPA Regulation and other related Acquis, any necessary revisions about the said Agency will be incorporated to the ongoing efforts accordingly.

According to the Turkish administrative system, a law has to be enacted for the establishment of a new institution or agency. Given the fact that, Turkey is now in public administrative reform process in which all public institutions are envisaged to be re-structured and local administrations to be strengthened, it is foreseen that the IPA Rural Development Agency will be established through a separate law of its own.

As mentioned above, preparation of National Rural Development Plan (NRDP) and design of the IPARD agency will be realized under the Project TR 04.02.08.
IPA Rural Development Agency will be responsible for the implementation and payment of measures in the IPARD programme, and possibly also various nationally-funded measures from the NRDP. The IPA Rural Development Agency will be established in accordance with the criteria set out in the Annex of the Regulation (EC) No 2222/2000 for the SAPARD Agency, also taking the developments on IPA into account. IPA Rural Development Agency will have two main functions, which are implementation and payment.

The relation of IPA Rural Development Agency to MARA in terms of administrative structure will be defined in the Law which will be approved by the Turkish National Assembly. The Agency will be independent for its operations. The work to be conducted with the Project TR 04.02.08 will form the basis for the institutional and legislative framework of IPA Rural Development Agency. In this scope, [it is not clear to me from this text if this training activity is something that will have been done under the 2004 project, or whether it is something to be done under the 2005 project. Could this be clarified?] it is envisaged to elaborate a programme for basic training and training of 50 staff (MARA and other related institutions) on some selected topics, to review technical infrastructure of relevant institutions and compatibility with EU requirements (technical equipment, IT etc) and to identify training needs based on RD-qualification requirements; and those institutions which can provide trainers.

The final decision regarding the institutional framework will be given by the Turkish National Assembly. The draft Law will be ready by mid-2006.

As set out in the relevant legislation, the Agency shall be responsible for:

1. An implementation task, which comprises:
   - Technical functions, which constitute call for and checking of applications for approval of projects against terms and conditions for eligibility and against the content of the approved National Rural Development Programme
   - Project selection, tendering and contracting on the basis of examination of business plans and technical studies of projects at central level,
   - Laying down contractual obligations between the agency and potential beneficiaries and the issue of approval to commence work,
   - Execution of on-the-spot checks both prior to and following project approval,
   - Monitoring of individual projects - follow-up action to ensure progress of projects being implemented. Projects for examination are selected as a result of risk analysis.
   - Monitoring and reporting of progress at measure level and reporting on progress against physical indicators to the Monitoring committee.

2. A payment task which, comprises:
   - Checking of payment claims,
- Execution of on-the-spot checks to establish eligibility for payment,
- Authorization of payment,
- Execution of payment,
- Accounting of commitment and payment,
- Where applicable, controls on beneficiaries after payment of aid to establish whether the terms and conditions of the grants continue to be respected.

Managing Authority is envisaged to be formed within The Ministry of Agriculture and Rural Affairs. The decision of forming Managing Authority inside or outside of the Agency shall be given with the twinning project TR/2004/IB/AG/01.

The organizational structure (headquarter and local offices etc.) of IPA Rural Development Agency, the need for personnel in terms of quantity and quality will be determined in the twinning project TR/2004/IB/AG/01. Because Turkey is a large country, it is envisaged that there will be a headquarter and also local offices of IPA Rural Development Agency for sound implementation of RDP measures.

Rural Development activities and measures require participation of the MARA, related Ministries, institutions, local authorities and NGO’s. Therefore, some tasks may be delegated to these actors. Training needs of the staff of these authorities will be addressed in this project.

There will be project selection committees within the agency and a monitoring committee outside. A certifying body to be decided later shall perform annual checks of the accounts. An independent internal audit service shall ensure that the Agency’s system of internal control operates effectively.

### 3.2 Sectoral rationale

This project is complementary to 2004 project fiche (TR04.02.08) on Preparation for the Implementation of EU Common Agricultural Policy. Further investments with regard to the administrative capacity of the agency as well as further training will be addressed as necessary in 2006 Pre-accession Financial Assistance to Turkey.

### 3.3 Results

**Result 1:** Central and local offices of IPA Rural Development Agency established and fully operational.

**Result 2:** The institutional capacity of MARA, IPA Rural Development Agency and other relevant institutions developed/strengthened.

**Result 3:** Information campaign for the stakeholders organized.

### 3.4 Activities (including Means)

This Project consists of Technical Assistance, Twinning, investment support (IT and office equipments).
3.4.1 Technical Assistance

Preparation of technical specifications and tender dossier for the supply contracts. (Result 1)

3.4.2 Twinning

**Result 1:** Central and local offices of IPA Rural Development Agency established and fully operational. Activities envisaged to achieve Result 1:

- Identification of job descriptions of the IPA Rural Development Agency personnel
- Prepare an organizational chart of the IPA Rural Development Agency,
- Determination of the tasks of each department of IPA Rural Development Agency
- Determine implementation and payment tasks of IPA Rural Development Agency
- Identification of the tasks of the staff to be assigned in the Managing Authority with in MARA
- Appointment of required staff in the headquarter and local offices
- List functions which have to be delegated to the other institutions
- Preparing the guide book for project preparation (development of a helpdesk for applicants including communication, brochures and meetings
- Assistance for preparing secondary legislation of IPA Rural Development Agency
- Technical specification and tender dossier for the software, hardware and office equipments prepared.
- IT and office equipments needs met.
- Perform necessary steps to ensure IPA Rural Development Agency’s accreditation process.

**Result 2:** The institutional capacity of MARA, IPA Rural Development Agency and other relevant institutions developed/strengthened. Activities envisaged to achieve Result 2:

- preparing training programmes and activities for staff of the Agency and relevant institutions which was mentioned in the findings of the projects TR/2004/IB/AG/01
- identification a number of training courses including training of the trainers
- assist in selection of the trainers and implementation of their trainings.
- train identified number of staff for both central and local offices
- supervising the trainers during the training of the IPA Rural Development Agency personnel by trainers and obtaining and evaluating of training results.
- Identification of further training needs which was not mention in the findings of the project TR/2004/IB/AG/01 and preparing programmes and activities of staff of the IPA Rural Development Agency and relevant institutions
- preparation manuals, guidelines and other documents for the implementation of Rural Development measures (a step by step approach = streamline of the procedures including necessary tools like checklists, guidelines and forms)
- assist for preparing the project fiches for further training needs.
Organizing study visits to Candidate Countries (Bulgaria, Romania or Croatia) and one of the new member states in order to see the implementation. Since SAPARD Agency has only been operational in Bulgaria and Romania currently and study visits aim to learn the deficiencies in the transformation of SAPARD Agency to Paying Agency in one of the new member states.

**Result 3:** Information campaign for the stakeholders organized. Activities envisaged to achieve Result 3:

- conducting workshops, seminars, regional meetings, media activities etc.
- publish a manual for the application of projects
- prepare the guide book for project development (development of a helpdesk for applicants including communication, brochures and meetings
- prepare workshops
- prepare meetings
- prepare and publish leaflets
- prepare media activities

The training facilities will be provided by MARA.

**Means / Inputs**

1. **PL (Project Leader)**

The PL should be a high ranking official with broad knowledge of agriculture in general and rural development issues in the context of the EU’s CAP in particular, who will continue to work at his/her Member State (MS) administration but devote some of his/her time to conceive, supervise and co-ordinate the overall thrust of the Twinning project.

The PL will allocate a minimum of 3 days per month including one visit every 3 months to Turkey as long as the project lasts.

- **Qualifications:**
  - Broad long-term knowledge of all the relevant issues in the area of Rural Development and SAPARD and/or Rural Development paying agencies.
  - High-ranking official with ability to call on short-term experts in support of the efficient implementation of the project and the full support at senior levels within Turkey;
  - Overall appreciation of the problems and solutions in the sector;
  - Capable of unblocking any problems at highest level;
  - Good leadership skills.
  - Good communication skills

- **Tasks:**
  - Overall project co-ordination;
  - Co-chairing, with the Turkish PL, the regular project implementation steering committee meetings;
  - Mobilising short- and medium-term experts;
• Executing administrative issues (i.e. signing reports, side letters, etc.).

2. RTA (Resident Twinning Adviser)

One Resident Twinning Adviser (RTA) will be in charge in twinning project on setting up Implementing and Paying Agency for Rural Development for 19 months.

a) Background of the RTA:

The RTA must be highly qualified in public affairs and the field of SAPARD agency and control covered by the twinning covenant, and must possess good management skills.

b) Qualifications:

• Have minimum of 5-years experience in the practical application of EU Legislation on Rural Development and the organization of a SAPARD Agency.
• Familiar with implementation of Rural Development Measures
• Have been previously assigned through setting up agencies (SAPARD Agency) managing the funds provided through SAPARD in CEE Countries or similar programs, therefore special knowledge in
  - Accounting and reporting systems
  - Developing procedures for accreditation of a Paying Agency
  - On – spot - controls
• Be experienced on preparing the legislation of Implementing and Paying Agency for Rural Development.
• Work harmoniously with the working team.
• Preferable a comparative knowledge of other Member States systems,
• Experience in project management,
• Experience in EU procurement rules,
• Experience in the participation of legislative process/law drafting,
• Broad international contacts/exposure,
• University degree or equivalent professional experience in relevant areas ,
• Strong written, oral and inter-personal communication skills in English,
• Good communication skills and experience in developing, coordinating and conducting, training programmes,
• Experience in managing a large team of experts,
• Experience in working in a different cultural environment an advantage,

b) Tasks:

• To design a work plan for the implementation of the programme and to assist the process of drawing up a covenant;
• To assist in the preparation of all strategic project documents [inception study, sector strategy/policy/plan, quarterly monitoring reports, final project report, training manuals etc.];
• To ensure continuity of implementation through the execution of the day to day management; working on a daily basis with the Turkish staff to implement the project,

• To Assist the MARA and other relevant government institutions in interpretation of rules and mechanisms set out by EU legislation concerning monitoring and evaluation of the implementation process;

• To advice Turkish authorities in the development and the establishment of coordination and monitoring structure and procedures inside MARA and with implementing and advisory institutions;

• To ensure continuity of implementation through: the execution of the day to day management; working on a daily basis with the MARA staff to implement the project;

• To plan and coordinate outputs;

• Together with the Project Leader: to nominate and mobilize the short- and medium term experts;

• To supervise the short- and medium term experts;

• To coordinate and organise training activities, workshops and public awareness activities;

• To plan, coordinate and to ensure proper quality of outputs,

• Together with the Project Leader, to nominate, mobilise and supervise the short term and medium term experts,

3. Short- and Medium Term Experts:

a) Qualifications

• Minimum of 3 years professional experience in institutional restructuring/strengthening, legislative implications, human resource development in institutions and IT system with regard to implementation of rural development plan and SAPARD Agency.

• University degree or equivalent professional experience in relevant areas;

• Training experience

• Experience on manual and guide preparation

• Be experienced on preparing, monitoring and evaluation of projects,

• Good written and oral command of English;

• Proven contractual relation to public administration or mandated body;

• Capacity to integrate into a large expert team;

• Willingness to work in a different cultural environment.

b) Tasks

• To work on specific twinning project components described above and contribute to the project with specialist knowledge in these areas;

• To assist in interpretation of rules and mechanisms set out by EU legislation concerning monitoring and evaluation of the implementation process,
• Have been previously assigned on setting up agencies (SAPARD Agency) managing the funds provided through SAPARD in CEE Countries or similar programs,
• Be experienced on project payment task of Implementing and Paying Agency for Rural Development,
• advice and support in the development and the establishment of coordination and monitoring structure and procedures inside MARA and with implementing and advisory institutions;
• To contribute to the project with specialist knowledge in legislative and institutional framework and identification of training and IT requirements necessary for implementing and paying agency for rural development
• To prepare training course modules;
• To provide specialist support services [e.g. providing Turkey with access to databases];
• To provide specialist support and advice in the preparation of informational and publicity materials
• Advice and backstopping from a national EU Rural Development Agency/Ministry of Agriculture.

The concrete assignments will be subject to the preparation of the twinning Contract and the recommendations of the twinning partner(s)

3.4.3. Supply of Equipment

The activities envisaged here is designed to achieve result 1 and include supply and installation of IT and office equipment. An indicative list required is given in ANNEX 7.

Means / Inputs

2 supply contracts

3.4.4. Technical Assistance [this section should be changed as we have moved some bits to the 2004 project. The budget should also be cut (I have not touched the budget, only the text below).]

2 Experts envisaged to set up IT system.

a) Qualifications
• Specific experience on the needs assessment of hardware, network and software infrastructure
• Experience in preparation of the technical dossier and tender dossier of EU tenders
• Be experienced on preparation of detailed plan for set up IT Systems
• Be experienced on develop, set up, test and install data programmes
• Minimum of 3 years professional experience on hardware and software applications.
• Engineering university graduate/post-graduate- preferably computer, electronics, electrical or industrial engineering
• Have proven high quality analytical drafting, as well as good communication skills.
• Experience in system design
• English proficiency is essential.

b) Tasks
• Following the preparatory stages carried out under the 2004 project, to set up network IT system required.
• To set up, install and test data programmes to meet the requirements of the Agency.
• To prepare operational manual and give training for system users at Agency headquarter as training of trainers programme.

3.5. Linked Activities

The Project of the Preparations for the Implementation of EU Common Agricultural Policy (TR 0402.08) consisting of two sub-projects will be finalized at the end of May 2006.

Project 1: Designing a functioning Integrated Administration and Control System (IACS) and Land Parcel Identification System in Turkey

Immediate Specific Objectives of the Project 1:

– Defining the institutional and investment requirements for the establishment and implementation of a phased functioning Integrated Administration and Control System (IACS) in line with Council Regulation no. 1782/2003 and its integration with Land Parcel Identification System (LPIS) and Animal Identification and Registration System;
– Identification of the reference parcels to be used in Land Parcel Identification System (LPIS) of IACS;
– Identification of the institutional and legal requirements of the LPIS for the establishment and operation of the IACS – GIS LPIS

[The section below in yellow should be modified to fit with the final version of the 2004 project fiche.]

Project 2: Support for Preparation of Rural Development Plan and Strengthening Institutional Capacity for implementation of the Plan

Immediate Specific Objectives

– development of a rural development plan (RDP), drawing on the relevant EC acquis, likely to be covered by National Development Plan (NDP)
– Identification of the infrastructure necessary to support the implementation of the RDP in line with the EC acquis.
This project will aim at establishing the identified structures necessary for implementation of Rural Development Plan measures and also identify equipment needs, define training programmes etc.

3.6 Lessons learned:

In Turkey, many nationally or internationally funded rural development projects have been implemented since 1970’s.

Previous rural development projects implemented have not accomplished the desired impact due to;

- Lack of partnership and top-down approach,
- Rather inefficient use of resources,
- Lack of coordination among related institutions and overlapping of activities,
- Lack of complementarity between measures,
- Lack of monitoring and evaluation,
- Insufficient emphasis on sustainability.

Therefore, lessons learned from the previous implementation listed above will be applied during future implementation.

4- Institutional Framework

An important part of the studies for rural community is carried out by both public and civil society organizations. MARA is primarily responsible for the development and implementation of agricultural and rural development policies and production management related activities. The Ministry serves the rural region through its central and local bodies. Within MARA, about 850 staff is based in Ankara headquarters. In addition, there are currently 81 provincial offices and 894 district offices. Total staff working in the regions is 21,025.

Besides, the other public institutions such as Ministry of Environment and Forestry, State Planning Organization (SPO), Treasury, General Directorate of State Hydraulic Works and South Eastern Anatolia Project Regional Development Administration are outstanding public institutions taking part in rural development issues. At the local level, the provincial and sub-provincial administrations and also municipalities carry out some rural development activities of relevance to their services. NGO’s such as agricultural credit cooperatives and unions of agricultural cooperatives, farmer associations and foundations also make significant contribution to the rural community.

It should be noted that the Undersecretariat of State Planning Organization (SPO) is the responsible authority for the elaboration of five-year national development plans and their implementation through annual programme and its attached investment programmes. In line with this responsibility SPO coordinated the preparation of the preliminary National Development Plan for Economic and Social component of Pre-accession assistance. It will also coordinate the elaboration of National Development Plan, covering the period 2007 and onwards.
The Implementing and Paying Agency for Rural Development Project is going be carried out by the Planning and Projects Department in the Research Planning and Coordination Board of MARA.

The existing personnel capacity of the Planning and Projects Department is quite well. Studies on preparation of rural development strategy and plan in relation with EU Common Agricultural Policy have been carried out by the Department. Besides, studies on preparation of agricultural master plans at regional (12 region) and province level (81 provinces) have been carried on by this department. On the other hand, experts working for MARA at the Department of Foreign Relations and EU Coordination are giving great support to these activities run by Planning and Projects Department.

Main beneficiary of this Project will be the Ministry of Agriculture and Rural Affairs. [Is this actually correct? If they are going to set up a new agency with a legal character then the agency itself will be the main beneficiary of assistance, no? This also seems to pre-judge internal arguments in Turkey about exactly where to put the IPARD agency] MARA will work in close cooperation with related public institutions and NGOs.

Given the nature of the Rural Development Plan; a Project Steering Committee (PSC) will be set up, comprising representatives, with decision-making authority of the Ministry of Agriculture and Rural Affairs, Undersecretariat of State Planning Organisation (SPO), Ministry of Environment and Forestry Treasury, General Directorate of State Hydraulic Works and South Eastern Anatolia Project Regional Development Administration. Representatives from other related institutions may join the PSC if needed. Any member of PSC will invite PSC for meetings if seen necessary. The PSC will supervise and co-ordinate the overall progress and implementation of the project components. The representative of MARA will chair the PSC. The Project life cycle can be shown as below chart.
The Ministry of Agriculture and Rural Affairs will provide the personnel necessary to administer and resolve issues concerning the management of the project including reporting, preparation of terms of reference, tendering, contracting, monitoring and evaluation activities.

5- Detailed Budget

<table>
<thead>
<tr>
<th></th>
<th>Phare/Pre-Accesion Instrument support</th>
<th>Co-financing</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>€M</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>National Public Funds (*)</td>
<td>Other Sources (**)</td>
<td>Total Co-financing of Project</td>
</tr>
<tr>
<td><strong>Year 2005 - Investment support jointly co-funded</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply - IT</td>
<td>2,250</td>
<td>0,750</td>
<td>0,750</td>
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<tr>
<td>Supply – Office equipment</td>
<td>0,600</td>
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<tr>
<td><strong>Investment support – sub-total</strong></td>
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<td>0,950</td>
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<tr>
<td>% of total public funds</td>
<td>max 75 %</td>
<td>min 25 %</td>
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<table>
<thead>
<tr>
<th>Year 2005 Institution Building support</th>
<th>€M</th>
<th>€M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning</td>
<td>1,200</td>
<td>1,200</td>
</tr>
<tr>
<td>TA</td>
<td>0,199</td>
<td>0,199</td>
</tr>
<tr>
<td>IB support</td>
<td>1,399</td>
<td>1,399</td>
</tr>
<tr>
<td><strong>Total project 2005</strong></td>
<td>4,249</td>
<td>0,950</td>
</tr>
</tbody>
</table>

(*) contributions form National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises

(**) private funds, FIs loans to private entities
The total budget consists of:

The costs of Project Leader, RTA, STE, RTA Assistant, purchase of hardware and web based software, workshops, documents and media.

1. All investment sub-projects supported by the pre-accession fund must receive co-financing from national public funds. Minimum requirement for co-financing from national public funds is 25% of the combined PHARE and national contributions to the overall investment support.

2. Many Institution building projects will also have a degree of co-financing – this should be quantified and included wherever possible.

3. Expenditure related to equipment (regulatory infrastructure or ESC-related) and to Technical Assistance supporting investment (e.g. pre feasibility study / supervision of works / technical specifications) should be considered as Investment support in the project fiche.

4. All co-financing must be provided on a joint basis. Parallel co-financing will, in a principle, not be accepted. Exceptions to this rule have to be agreed with the Commission in advance.

5. All co-financing should be clearly quantified, also the degree of certainty of such co-financing (i.e. for National Public Funds: is it already earmarked in local or national budget, for FIs Loans, private funds: are they already approved/under appraisal, etc.).

6. Where parallel co-financing is accepted and justified per exception to the normal rule it should be provided in monetary form. If this is not possible there should be clear criteria set out for the valuation of any non-monetary contributions (that should be quantified in the table).

7. If twinning is involved, clearly state the expected budget of the twinning covenant

8. The financial engineering of the project should be closely monitored against actual delivery during implementation and against the objectives that were set in the project fiche so that corrective actions may be taken where required.

6. Implementation Arrangements

6.1. Implementing Agency

The CFCU will be the implementing agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The Director of the CFCU will act as PAO of the project. His contacts are:

Mr. Nuri Ercan Tortop  
Programme Authoring Officer  
Central Finance and Contracts Unit  
Tel: + 90 312 472 37 00  
Fax: + 90 312 472 37 44
The main beneficiary of the twinning will be MARA, Research of Research, Planning and Coordination Board.

**The Contact points at MARA are as follows:**
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Chairman of Research, Planning and Coordination Board  
Ministry of Agriculture and Rural Affairs  
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6.2 Twinning

To identify the needs for institutional structure, to establish Implementing and Paying Agency for Rural Development and to strengthen its institutional capacity.

6.3 Non-standard aspects

Not applicable.

6.4 Contracts
Contract 1- Twinning: 1,200,000 €
Contract 2- TA: 199,000 €
Contract 3- Supply – IT: 3,000,000 €
Contract 4- Supply – Office equipment: 800,000 €

7. Implementation Schedule

<table>
<thead>
<tr>
<th>Component</th>
<th>Start of Tendering</th>
<th>Start of Project Activity</th>
<th>Project Completion</th>
</tr>
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<tbody>
<tr>
<td><strong>Contract 1- Twinning</strong></td>
<td>October/05</td>
<td>June/06</td>
<td>December/07</td>
</tr>
<tr>
<td><strong>Contract 2- Technical Assistance</strong></td>
<td>October/05</td>
<td>June/06</td>
<td>August/06</td>
</tr>
<tr>
<td><strong>Contract 3- Supply- Network Hardware Software</strong></td>
<td>August/06</td>
<td>March/07</td>
<td>December/07</td>
</tr>
<tr>
<td><strong>Contract 4- Supply- Office Equipment</strong></td>
<td>August/06</td>
<td>March/07</td>
<td>August/07</td>
</tr>
</tbody>
</table>

8. Equal Opportunity

MARA is an equal opportunity employer. Selection of staff and other personnel to work on the projects will be based on objective assessments of qualification and experience, without regard to gender.

9. Environment

Not applicable

10. Rates of return

Not applicable

11. Investment criteria (applicable to all investments)

11.1. Catalytic effect

This project will contribute to sound implementation of measures of National Rural Development Plan. It will provide the structures necessary for utilization of EU pre-accession assistance in the context of rural development.

The structure of institutions responsible for implementation of rural development will be changed during near future.

11.2. Co-financing (joint financing)

The Turkish Government will provide 25% of co-financing of the investment support.

11.3. Additionality
EU funding for this project shall not displace other sources of funding.

11.4. Project readiness and size

The MARA will prepare all documentation necessary for the project (Terms of Reference) to be contracted.

11.5. Sustainability

The Agency to be established with the project will function during the pre-accession period and switch to necessary structure required for rural development upon accession.

A “training of trainers” programme (one of the main results) will help to safeguard the sustainability of the initiative.

RDPA will be established as a permanent institution. RD payments will be executed only from this agency.

11.6. Compliance with state aids provisions

Not applicable

12. Conditionality and sequencing

1. The draft legal act for the establishment of IPA Rural Development Agency will be adopted before the signature of any contract.

2. The GoT will take a decision on the final organizational structure of the agency on the basis of the recommendations which will result from project TR 0402.08 before signature of any contract. Successful implementation of the 2004 project, in particular as regards the design of the IPARD agency, is essential for implementation of this project.

3. The GoT will mobilize and engage a sufficient number of staff to be trained and which will be appointed to work for the agency, before the commencement of any training activities. The number of staff will be determined by the project TR 0402.08.

4. The GoT will provide the necessary training facilities, in particular, rooms, audiovisual equipment and training materials.

ANNEXES TO PROJECT FICHE

1. Logframe in standard format (compulsory) for each project - see Annex 6 of this Guide for guidance – plus (optional) sector monitoring sheet for sector programmes

2. Detailed implementation chart (compulsory for year 1, optional for future years)

3. Contracting and disbursement schedule, by quarter, for full duration of project (including disbursement period) (compulsory for year 1)
4. For all projects: reference list of feasibility/pre-feasibility studies, in-depth ex ante evaluations or other forms of preparatory work. For all investment projects, the executive summaries of economic and financial appraisals, environmental impact assessments, etc, should be attached (compulsory)

5. Reference list of relevant laws and regulations (compulsory)

6. Reference list of relevant strategic plans and studies (may include institution sector strategies, development plans, business development plans, etc) (compulsory)

7. List of IT and office equipment

8. Lists of TA and Twinning working team.
**ANNEX 1 TO PROJECT FICHE**

### LOGFRAME PLANNING MATRIX FOR

**Establishment of the Implementing and Paying Agency for Rural Development**

[This matrix will need to be modified to take account of the changes suggested above]

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Strengthening institutional capacity in order to achieve, upon accession, sound and efficient management of rural development measures and increase the competitiveness of rural community by accession. | • Ability of the MARA and relevant Institutions to reach the goals of National Rural Development Strategy and Plan accepted  
• EU provided funds are used efficiently | • EU Commission Reports  
• The reports and documents of MARA  
• Government Reports. | • Political and economical stability  
• Good macro economical results |

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| • To support establishment of Implementing and IPA Rural Development Agency and strengthen its institutional capacity. | • structural framework and secondary legislation is prepared by 2007  
• Job descriptions of IPA Rural Development Agency are defined by 2008.  
• Managing Authority formed end of 2007  
• Required staff has been trained in 2007  
• IPA Rural Development Agency is ready for accreditation at the end of 2007 | • The documents indicating the legal basis  
• Written decrees of staff  
• ToR of staff  
• Official Journal of EC | • Support of EU Institutions and Member States  
• Sufficient allocation of financial and human resources by the Government of Turkish  
• Approval of legislation on IPA Rural Development Agency by the Government of Turkish |
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Result 1**: Central and local offices of IPA Rural Development Agency established and fully operational. | • Organizational chart of the IPA Rural Development Agency prepared  
• Job description of personals prepared.  
• The Personnel of IPA Rural Development Agency appointed.  
• functions which delegated to the other institutions listed  
• Further training needs for the personnel of MARA and other relevant institutions identified and training programme prepared  
• Further training of trainers, training of the IPA Rural Development Agency personnel by trainers and supervising the trainers organized  
• Software, hardware and office equipments purchase  
• Manuel, guidelines and other documents for the implementation of Rural Development measures prepared,  
• Guide book for the project preparation published  
• The weak points for the accreditations for IPA Rural Development Agency determined.  
• Workshops organized  
• Meetings organized  
• Leaflets prepared and published  
• Media activities conducted | • Official Gazette  
• Invoices  
• Documents of Trainings and meetings  
• Published documents  
• Certificates given for educations  
• Personal visas  
• Training Programme and its contents  
• Participation List of Trainers | • To realize recruiting the required personal from both MARA itself and other related institutions to IPA Rural Development Agency central and local units  
• To sustain training of the IPA Rural Development Agency staff |
| **Result 2**: The institutional capacity of MARA, IPA Rural Development Agency and other relevant institutions developed/strengthened. | | | |
| **Result 3**: Information campaign for the stakeholders organized. | | | |

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| 1. **Technical Assistance** | • Technical Assistance  
• Twinning  
• EU Experts | • Twinning € 1.200.000  
• TA: 199,000 €  
• Supply – IT (hardware, |
and tender dossier for the supply contracts. (Result 1)

<table>
<thead>
<tr>
<th>2. Twinning</th>
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</thead>
<tbody>
<tr>
<td>Result 1: Central and local offices of IPA Rural Development Agency established and fully operational. Activities envisaged to achieve result</td>
</tr>
<tr>
<td>➢ Identification of job descriptions of the IPA Rural Development Agency personnel</td>
</tr>
<tr>
<td>➢ Prepare an organizational chart of the IPA Rural Development Agency,</td>
</tr>
<tr>
<td>➢ Determination of the tasks of each department of IPA Rural Development Agency</td>
</tr>
<tr>
<td>➢ Determine implementation and payment tasks of IPA Rural Development Agency</td>
</tr>
<tr>
<td>➢ Identification of the tasks of the staff to be assigned in the Managing Authority</td>
</tr>
<tr>
<td>➢ Appointment of required staff in the headquarter and local offices</td>
</tr>
<tr>
<td>➢ List functions which have to be delegated to the other institutions</td>
</tr>
<tr>
<td>➢ Preparing the guide book for project preparation (development of a helpdesk for applicants including communication, brochures and meetings</td>
</tr>
<tr>
<td>➢ Assistance for preparing secondary legislation of IPA Rural Development Agency</td>
</tr>
<tr>
<td>➢ Technical specification and tender documentation</td>
</tr>
<tr>
<td>➢ Training activities</td>
</tr>
<tr>
<td>➢ Meetings</td>
</tr>
<tr>
<td>➢ Workshop</td>
</tr>
<tr>
<td>➢ Manuals</td>
</tr>
<tr>
<td>software) :3,000,000 €</td>
</tr>
<tr>
<td>Supply – Office equipment: 800,000 €</td>
</tr>
</tbody>
</table>
- dossier for the software, hardware and office equipments prepared.
- IT and office equipments needs met.
- Perform necessary steps to ensure IPA Rural Development Agency’s accreditation process.

**Result 2:** The institutional capacity of MARA, IPA Rural Development Agency and other relevant institutions developed/strengthened. Activities envisaged to achieve result 2:

- preparing training programmes and activities for staff of the Agency and relevant institutions which was mentioned in the findings of the projects TR/2004/IB/AG/01
- identification a number of training courses including training of the trainers
- Assist in selection of the trainers and implementation of their trainings.
- train identified number of staff for both central and local offices
- Supervising the trainers during the training of the IPA Rural Development Agency personnel by trainers and evaluation of training results.
- Identification of further training needs which was not mention in the findings of the project TR/2004/IB/AG/01 and preparing programmes and activities of staff of the IPA Rural Development Agency and relevant institutions
- preparation manuals, guidelines and other documents for the implementation of Rural Development measures(a step
by step approach = streamline of the procedures including necessary tools like checklists, guidelines and forms)

- Assist for preparing the project fiche for further training needs.
- Organizing study visits to Candidate Countries (Bulgaria, Romania or Croatia) and one of the new member states in order to see the implementation. Since SAPARD Agency has only been operational in Bulgaria and Romania currently and study visit to learn the deficiencies in the transformation of SAPARD Agency to Paying Agency in one of the new member states.

**Result 3:** Information campaign for the stakeholders organized. Activities envisaged to achieve result 3:

- Conducting workshops, seminars, regional meetings, media activities etc.
- Publish a manual for the application of projects
- Prepare the guide book for project development (development of a helpdesk for applicants including communication, brochures and meetings
- Prepare workshops
- Prepare meetings
- Publish and prepare leaflets
- Prepare media activities

| Preconditions | Enacting of proposed |
ANNEX 2
DETAILED PROJECT IMPLEMENTATION CHART

[How does this time schedule fit with the plan to have an operational IPARD agency by 1 January 2007?]

<table>
<thead>
<tr>
<th>ANNEX – II IMPLEMENTATION CHART</th>
<th>2005</th>
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<th>2007</th>
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<tr>
<td>TA</td>
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<tr>
<td>Supply- Network Hardware-software</td>
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<tr>
<td>Supply-Office Equipment</td>
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</table>

Tendering and Contracting | C  
Implementation and Payments | I
ANNEX 3
CONTRACTING AND DISBURSEMENT SCHEDULE (Quarterly-Euro)

<table>
<thead>
<tr>
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<tbody>
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<td>1,200,000</td>
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<tr>
<td>Contract 2- Technical Assistance</td>
<td>1,200,000</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>199,000</td>
<td></td>
</tr>
<tr>
<td>Contract 3- Supply- Network Hardware-software</td>
<td>3,000,000</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td>3,000,000</td>
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<tr>
<td>Contract 4- Supply-Office Equipment</td>
<td>800,000</td>
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<td></td>
<td></td>
<td></td>
<td>800,000</td>
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<tr>
<td>Cumulated</td>
<td>1,399,000</td>
<td>3,800,000</td>
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<td></td>
<td></td>
<td></td>
<td>5,199,000</td>
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</tr>
</tbody>
</table>

| Disbursed |        |        |         |          |         |        |         |          |         |        |         |          |       |
| Contract 1- Twinning | 606,000 | 237,000 | 237,000 | 120,000 |        |         |          |          |        |         | 1,200,000 |       |
| Contract 2- Technical Assistance |        | 120,000 | 79,000 |          |         |        |         |          |         |        |         | 199,000 |       |
| Contract 3- Supply- Network Hardware-software | 900,000 | 2,100,000 |          |         |          |        |         |          |         |        |         | 3,000,000 |       |
| Contract 4- Supply-Office Equipment | 240,000 | 560,000 |          |         |          |        |         |          |         |        |         | 800,000 |       |
| Cumulated | 726,000 | 79,000 | 237,000 | 1,140,000 | 237,000 | 560,000 | 2,220,000 |          |        |         | 5,199,000 |       |
ANNEX 4

Not applicable
ANNEX 5

1257/1999/EC: Council Regulation (EC) No 1257/1999 of 17 May 1999 on support for rural development from the European Agricultural Guidance and Guarantee Fund (EAGGF) and amending and repealing certain Regulations


Paying Agency

Council Regulation (EC) No 723/97 of 22 April 1997 on the implementation of Member States' action programmes on control of EAGGF Guarantee Section expenditure


Council Regulation (EC) No 1268/1999 of 21 June 1999 on Community support for pre-accession measures for agriculture and rural development in the applicant countries of central and Eastern Europe in the pre-accession period

Commission Regulation (EC) No 2222/2000 of 7 June 2000 laying down financial rules for the application of Council Regulation (EC) No 1268/1999 on Community support for pre-
accession measures for agriculture and rural development in the applicant countries of central and eastern Europe in the pre-accession period

ANNEX 6
REFERENCE LIST OF RELEVANT STRATEGIC PLANS AND STUDIES

Not applicable [should we mention the draft national rural development strategy here?]

ANNEX 7

Providing IT and office equipments for central and local offices of IPARD.

Supply Contracts for equipment required for the central and local offices where the IPARD operates has been envisaged. The exact content of the necessary contracts will depend on the needs assessment to be carried out under the 2004 project, but the provisional content would be as follows:

The office equipments required (table, armchair, tripod, telephone, fax machine, stationary, etc.) for the local and central office has been taken into account with this activity. While calculating the total number of the staff to be appointed in rural development agency, approximately 100 staff for central office and 900 staff in local offices have been taken into account.

Regarding purchase of hardware and web based software which operates the activities such as all types of registrations of relevant enterprise owners, pursuing of payments, monitoring, evaluation and preparation stages of projects; a Purchasing Goods Contract is envisaged. This will be data processing center of rural development agency.

Envisaged Activity:

- Purchase of required equipment for local offices and central office as follows; database server (1), application server (1), external disk unit (1), hardware firewall (1), LAN equipment (1), rack cabinet for servers (1), rack cabinet for ups (1), UPS, Workstation type (1000), laser printer (300), relational database management system (1), fax (116), photocopy machine (116)

- Purchase of software including the issues such as analyzing the projects, accounts of payments, watching and supervision of payments and registration of project applications, etc.(terms of contract for the purchase of software will be prepared by EU expert of the twinning project)

- Training regarding the execution of data base programming.
## ANNEX 8

### List of Twinning Working Team

<table>
<thead>
<tr>
<th>No</th>
<th>INSTITUTION</th>
<th>NAME</th>
<th>TEL</th>
<th>FAX</th>
<th>E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Department of Foreign Affairs and EU Coordination</td>
<td>Kerem AKDAĞ</td>
<td>0 312 286 70 02</td>
<td>0 312 425 12 09</td>
<td><a href="mailto:keremakdag@yahoo.com">keremakdag@yahoo.com</a></td>
</tr>
<tr>
<td>2</td>
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<td>Semiha AKIN</td>
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<td>0 312 425 12 09</td>
<td><a href="mailto:sakin@tarim.gov.tr">sakin@tarim.gov.tr</a></td>
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<tr>
<td>3</td>
<td>Department of Foreign Affairs and EU Coordination</td>
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<tr>
<td>4</td>
<td>Council of Research Planning and Coordination</td>
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<td>0 312 418 70 82</td>
<td><a href="mailto:bzeytin@tarim.gov.tr">bzeytin@tarim.gov.tr</a></td>
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<tr>
<td>5</td>
<td>Council of Research Planning and Coordination</td>
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<td><a href="mailto:smugla@tarim.gov.tr">smugla@tarim.gov.tr</a></td>
</tr>
<tr>
<td>6</td>
<td>Council of Research Planning and Coordination</td>
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<td>0 312 418 70 82</td>
<td><a href="mailto:kuslu@tarim.gov.tr">kuslu@tarim.gov.tr</a></td>
</tr>
<tr>
<td>7</td>
<td>Council of Research Planning and Coordination</td>
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<td>0 312 418 70 82</td>
<td><a href="mailto:mbuz@tarim.gov.tr">mbuz@tarim.gov.tr</a></td>
</tr>
<tr>
<td>8</td>
<td>MERA</td>
<td>Ahmet Zahir ERKAN</td>
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<td></td>
<td><a href="mailto:azerkan2001@yahoo.com">azerkan2001@yahoo.com</a></td>
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<tr>
<td>9</td>
<td>Ministry of Environment Forest (MEF)</td>
<td>Tuncay PORSUK</td>
<td>0 312 296 40 00 (2735)</td>
<td>0 312 384 60 83</td>
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</tr>
<tr>
<td>10</td>
<td>MEF</td>
<td>Cengiz YILMAZ</td>
<td>0 312 296 40 00 (2519)</td>
<td>0 312 384 60 83</td>
<td><a href="mailto:cenyilmaz@yahoo.com">cenyilmaz@yahoo.com</a></td>
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<tr>
<td>11</td>
<td>MEF</td>
<td>Ercan ÖZYÜREK</td>
<td>0 312 296 40 00 (5863)</td>
<td>0 312 384 60 83</td>
<td><a href="mailto:ercan6060@yahoo.com">ercan6060@yahoo.com</a></td>
</tr>
<tr>
<td>12</td>
<td>Directorate General Agricultural Reform</td>
<td>Güher KAŞIKCI</td>
<td>0 312 318 35 90 (448)</td>
<td>0 312 317 39 41</td>
<td><a href="mailto:guher.kasikci@tarimreformu.gov.tr">guher.kasikci@tarimreformu.gov.tr</a></td>
</tr>
<tr>
<td>13</td>
<td>State Planning</td>
<td>Ibrahim KUZU</td>
<td>0 312 249 57 49</td>
<td>0 312 294 67 77</td>
<td><a href="mailto:ikuzu@dpt.gov.tr">ikuzu@dpt.gov.tr</a></td>
</tr>
<tr>
<td>Organization (SPO)</td>
<td>Name</td>
<td>Phone 1</td>
<td>Phone 2</td>
<td>Email</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
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<tr>
<td>14  SPO</td>
<td>Barış TARTICI</td>
<td>0 312 294 67 35</td>
<td>0 312 294 67 77</td>
<td><a href="mailto:nbartici@dpt.gov.tr">nbartici@dpt.gov.tr</a></td>
<td></td>
</tr>
<tr>
<td>15  SPO</td>
<td>Murat YAZAN</td>
<td>0 312</td>
<td></td>
<td><a href="mailto:myazan@dpt.gov.tr">myazan@dpt.gov.tr</a></td>
<td></td>
</tr>
<tr>
<td>16  Turkish Grain Board (TMO)</td>
<td>Ali GÜVENİR</td>
<td>0 312 416 32 21</td>
<td>0312 417 59 34</td>
<td><a href="mailto:aguvenir@tmo.gov.tr">aguvenir@tmo.gov.tr</a></td>
<td></td>
</tr>
<tr>
<td>17  TMO</td>
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<td>0312 417 72 23</td>
<td><a href="mailto:oerdohan@tmo.gov.tr">oerdohan@tmo.gov.tr</a></td>
<td></td>
</tr>
<tr>
<td>18  TARİS</td>
<td>Evren GÜLDOĞAN</td>
<td>0 232 463 55 00</td>
<td>0 232 421 00 66</td>
<td><a href="mailto:evrenguldogan@hotmail.com">evrenguldogan@hotmail.com</a></td>
<td></td>
</tr>
<tr>
<td>20  Chamber of Agricultural Engineers (ZMO)</td>
<td>Baki Remzi SUİÇMEZ</td>
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<td>0 312 418 51 98</td>
<td><a href="mailto:evrenguldogan@actistanbul.com">evrenguldogan@actistanbul.com</a></td>
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<td>21  The Union of Chambers and Commodity Exchanges of Turkey (TOBB)</td>
<td>Tuğrul YEMİŞÇİ</td>
<td>0 312 418 72 25</td>
<td>0 312 418 32 68</td>
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<td>22  Undersecretariat for Treasury</td>
<td>Özgür OLGUN</td>
<td>0 312 204 61 92</td>
<td>0 312 212 12 47</td>
<td><a href="mailto:ozgur.olgun@hazinegov.tr">ozgur.olgun@hazinegov.tr</a></td>
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<tr>
<td>23  Department of Foreign Affairs and EU Coordination</td>
<td>Betül ULUCAN</td>
<td>0 312 286 70 02</td>
<td>0 312 425 12 09</td>
<td><a href="mailto:betuldm101@yahoo.com">betuldm101@yahoo.com</a></td>
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</tr>
</tbody>
</table>
### List of TA Working Team

<table>
<thead>
<tr>
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<th>FAX</th>
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</tr>
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<tr>
<td>1</td>
<td>Council of Planning and Coordination (IT Department)</td>
<td>Dr. Murat YAVUZ (Computer Programmer)</td>
<td>0 312 286 53 85 (2755)</td>
<td>0 312 418 70 82</td>
<td><a href="mailto:myavuz@tarim.gov.tr">myavuz@tarim.gov.tr</a></td>
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<tr>
<td>2</td>
<td>Council of Planning and Coordination (IT Department)</td>
<td>Süheyda KÜÇÜKPETEK (Computer Programmer)</td>
<td>0 312 286 53 85 (2756)</td>
<td>0 312 418 70 82</td>
<td><a href="mailto:suheyda@tarim.gov.tr">suheyda@tarim.gov.tr</a></td>
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