

**ANNEX 1. Monitoring activities**

| <p align="center"><b>IPA MONITORING COMMITTEE</b><br/> <b>MEETING ON .....</b><br/> <b>Programme period assessed 01/01/2010 – 31/12/2010</b></p> |                                |   |  |   |
|--|--------------------------------|---|--|---|
| <b>Component</b>   | <b>Programme</b>               |   | <b>Sectoral/Joint Monitoring Committee Meeting Date/Location/</b><br><dd/mm/yyyy> <location> | <b>Sectoral/Joint Monitoring Committee Report</b><br><dd/mm/yyyy> |
| <b>I – TAIB</b>  | 2010                           | Secretariat General for EU Affairs                            | 11.02.2010 – Ankara<br>29.06.2010 – Ankara   | 24.09.2010  |
| <b>II – CBC</b>  | ENPI Black Sea Basin Programme |   | 28.06.2010 Batumi  |   |
|  | 2010                           | Secretariat General for EU Affairs – National Authority       | 3 -4.11.2010 Bucharest   |   |
| <b>III – Regional Development</b>  | Transport                      |   | 21.04.2010(6. SMC) Ankara<br>15.10.2010(7. SMC) Ankara                                       | 11.06.2010<br>09.03.2011  |
|  | 2010                           | Ministry of Transport   |  |   |
|  | Environment                    |   | 22/04/2010-(6. SMC) Ankara<br>14/10/2010-(7.SMC) Ankara                                      |   |
|  | 2010                           | Ministry of Environment and Forestry                          |  |   |
|  | Competitiveness                |   | 22/04/2010-(6. SMC) Ankara<br>14/10/2010-(7.SMC) Ankara                                      | <b>29.07.2010</b><br><b>10.12.2010</b>                            |
|  | 2010                           | Ministry of Industry and Trade                                |  |   |
| <b>IV – Human Resources Development</b>  | 2010                           | Ministry of Labour and Social Security                        | 24.06.2010 (6.SMC) Van   | 30.06.2010  |
|  |                                |   | 30.11.2010(7.SMC) Hatay  | 15.12.2010  |
| <b>V – IPARD</b>   | 2010                           | Ministry of Agriculture and Rural Affairs- Managing Authority | 06.05.2010 – Ankara  | 21.06.2010  |
|  |                                |   | 09.12.2010 – Ankara  | 30.12.2010  |

**Annex 2. Summary of the findings, conclusions and recommendations of the Sectoral/Joint Monitoring Committees**

| <b>COMPONENT</b> | <b>Findings</b>   | <b>Conclusions</b>  | <b>Recommendations</b>   |
|------------------|---|---|--|
| Component I      | <p><b>JMC &amp; TAIB – 11.02.2010</b><br/>                     By the enactment of the new law of the Secretariat General for EU Affairs, new directorates were established and also the staffing level of the Institution would be improved by increasing the number over 300 gradually.<br/>                     With the introduction of the Lisbon treaty, there will not only the scrutiny of the member states, but also the scrutiny of the European Parliament. In that regards, both sides have to demonstrate in time efficient and sound implementation of the financial assistance.</p> | <p><b>JMC &amp; TAIB – 29.06.2010</b><br/>                     The progress and monitoring reports for the projects implemented under IPA I are decided to be submitted through the CFCU's system. Necessary measures regarding IT and trainings will be taken.<br/>                     The existing procedures of NIPAC services will be revised. All necessary training will be given to junior staff. Written follow up will be provided by the NAO on the EU audit reports.<br/>                     The EUD side is expected to draft an informative letter regarding the analysis of the problem encountered both on customs clearance and withholding tax issues in relation to the implementation of provisions of the Framework Agreement. Meanwhile, the Turkish authorities will undertake steps to prevent any breach of the provisions of the Framework Agreement in this area.</p> | <p><b>JMC &amp; TAIB – 11.02.2010</b><br/>                     The issue concerning the implementation of the Framework Agreement regarding the customs charges, it is proposed that this issue should be handled with an additional amendment taking into consideration IPA rules.<br/> <b>JMC &amp; TAIB – 29.06.2010</b><br/>                     It is recommended to review the functioning and role of SMSCs to give a better role to take corrective actions and to look at all various aspects more comprehensively. In this regard, it is necessary that there is active participation at senior level for SPOs and the NIPAC services, that agendas and participants are well prepared. It is also recommended to review the structure of the SMSCs (sectors) and to consider aligning it, also in terms of composition, to the sectoral approach.<br/>                     An updated action plan for the transition strategy and roadmaps needs to be prepared. For the roadmaps the new methodology on rejection rates which was just adopted by the EC should be taken into account.</p> |
| Component II     |   | <p><b>BSB Programme - JMC – 28.6.2010</b><br/>                     The revised version of the Rules of Procedure of the Joint Monitoring Committee; the annual implementation report for 2008-2009; the revised version of the annual work plan of the programme and the methodology for step 3 of the evaluation procedure applicable to the first call for proposals were adopted.<br/>                     JMC agrees to review the methodology for all steps of the evaluation procedure applicable to the next calls for proposals<br/>                     Also JMC agreed that the JMA, the Operating</p>  |  |

|               |   |   |  |
|---------------|---|---|--|
|               |   | <p>Structure and the EC explore the options related to implementation concerning Turkish entities' participation as applicants and present the outcome of this study for JMC approval before the second call for proposals.</p> <p><b>BSB Programme - JMC – 3-4.11.2010</b></p> <p>JMC approved the final evaluation report comprising also the recommendation of the SC, selecting for financing a total of 16 projects. Therefore, the financial allocation of the first call for proposals was increased with 2,562,390 Euro (ENPI funds), to a total of 5,873,759 Euro (ENPI funds). The IPA financial allocation for the Turkish partners amounts to 841,952 Euro (IPA funds); JMC approved with amendments the <i>Main features for the second call for proposals</i> presented by the JMA;</p> <p>JMC approved the increase of the number of SC members from 5 to 8 voting members.</p> <p>JMC approved that for the second call for proposals it shall approve the evaluation reports after each step of the evaluation process;</p> <p>JMC approved that the two partnership forums included in the 2011 Annual Communication Plan shall be organized in Armenia and Turkey.</p> |  |
| Component III | <p><b>TROP – 6. SMC – 21.4.2010</b></p> <p>MoT applied for the accreditation of the functions related to tendering, contracting and financial management in October 2010. Gap assessment and gap plugging stages will be held by MoT IPA CIU. A contract will be signed to implement Compliance Audit Phase.</p> <p>.</p> | <p><b>BROP 6. SMC – 22.4.2010</b></p> <p>The revised Multi-Annual Work Plan was approved by the SMC members. It was decided that the Sectoral Annual Implementation Report will be submitted to the SMC members for their opinion and approval through written procedure in May 2010.</p> <p><b>BROP – 7. SMC – 14.10.2010</b></p> <p>It was decided to take out the Annual Audit Activity Report from the agenda of the SMC meeting and to provide information about the content of the report in the next SMC meeting. SMC members will provide their comments on the Monitoring Report and Sheets, if any, to the RCP-</p>   | <p><b>TROP – 6. SMC – 21.4.2010</b></p> <p>Commission informed the Committee on the revision of the IPA Implementing Regulation and Financing Agreement. IPA Regulation has been modified in January of 2010 to increase the co-financing rate to 85%. Co- financing rate is 85% from the Commission side and it would be implemented to the whole of the IPA from 2007, not just from 2010. It will all be clear once the Financing Agreement is modified in line with this amendment.</p> <p><b>EOP- 6. SMC – 22.4.2010</b></p> <p>In order to pave the way for the new co-financing ratio of 85% to be applicable for the Ordu Project, Turkish Authorities shall submit a letter, expressing</p> |

|  |  |  |   |
|--|--|--|---|
|  |  | <p>CIC by e-mail or letter.</p> <p><b>TROP – 6. SMC – 21.4.2010</b><br/>Annual Audit Activity Report has been adopted by the Committee.</p> <p>Köseköy-Gebze Project as part of Ankara-Istanbul High Speed Train Project has been decided to replace Halkalı-Kapıkule railway construction project, under Priority 1, upon the consensus between the EC and Ministry of Transport.</p> <p>Filyos Port project has been proposed instead of Çandarlı port.</p> <p>The Communication Action Plan has been approved by the Committee.</p> <p><b>TROP - 7. SMC – 15.10.2010</b><br/>The Cooperation Agreement will be extended in this context via an addendum signed with CFCU.</p> <p><b>EOP- 6. SMC – 22.4.2010</b><br/>The Annual Work Plan for 2010 had been approved by the 5th SMC meeting.</p> <p>The final version of the Communication Action Plan (CAP) has been unanimously approved by the Committee members.</p> | <p>“the request for re-calculation of the Project co-financing” to the EC after the completion of relevant approval process by the EC.</p> <p>The updated information on the progress made in relation to the accreditation of the Procurement and Financial Management Units shall be submitted to the EC.</p> <p>The updated version of the project prioritization list shall be sent not only to the European Commission but also to all SMC members.</p> <p>The EUD representatives shall be also invited to the regular monthly meetings held between the MoEF and the CFCU.</p> <p><b>EOP - 7. SMC – 14.10.2010</b><br/>In order to prevent the delays in the process, the agreed time table concerning the appraisal and approval of the IPA Project Applications shall be sent to the MoEF by the EC with an official letter.</p> <p>All the projects financed by international funds other than those of EU shall be excluded from the Monitoring Report.</p> <p>The Fourth Monitoring Report was accepted unanimously on condition of reflecting the opinions of the SMC Members.</p> <p>Until the accreditation of the Financial Management and Procurement Units of the IPA CIC is completed, the cooperation between the MoEF, the CFCU and the EUD representatives shall be sustained through monthly meetings.</p> <p>The Cooperation Agreement between the CFCU and the MoEF shall be reviewed; a reasonable and realistic extension to the Agreement shall be granted till the adoption of the conferral of management to the MoEF; and the legal framework of the on-going tenders and tasks in the aftermath of the said conferral of management shall be clearly drawn.</p> <p>Ensure in co-operation with the responsible national authorities that the draft law on the increase of</p> |
|--|--|--|---|

|              |  |  |   |
|--------------|--|--|---|
|              |  |  | salaries in all IPA institutions is adopted as a matter of urgency; as an alternative, put in place any other action of equivalent effects to ensure continuity and efficiency of operations.   |
| Component IV | <p>Mr. Jeroen JUTTE, the Deputy Head of Unit at the DG for Employment, Social Affairs and Equal Opportunities of the European Commission stated that they were experiencing developments within the process and that was a notable success. He also indicated that they would provide the continuation of this development process for the new projects that would be expected to be implemented soon. Thus, he stated that thousands of people would receive concrete assistance for a better future both for themselves and their families. Mr. JUTTE mentioned the outcomes and findings of recent monitoring and evaluation activities, and indicated that, various contracts were signed since the previous Committee Meeting, which is a concrete indicator of the progress, and that implementation should continue</p> | <p>Mr. JUTTE stated that the Operational Programme revised by Turkey had been approved by the European Commission on 23 November 2010 and that development meant adding two more budget years to 2010-2011 with additional payment of 165.882.356 Euro; in addition, he said that within the process till 2010 budget, the Community contribution was amounting approximately to 352.600.000 Euro. He also expressed that this development was the indicator of the support given to Turkey by the European Union for functioning of the process</p> | <p>Mr. JUTTE underlined two points as a recommendation. The first was that monitoring was vital for the Operations; the second was that it was important to identify the general difficulties even in the projects that were not marked as high risk. Having stressed the importance of identifying the general problems and solutions, Mr. JUTTE added that methods like giving trainings to the beneficiaries would bear success in the implementation and they also would reduce the risk of running into problems in the actual monitoring phase.</p> <p>Mr. JUTTE highlighted the importance of sending payment request before the year ends and stated two reasons for that. The first one was if a payment request of at least 2.6 million Euros would not be made, the budget should be narrowed down; the second one was the obligation of the arrival of the first payment request by the beginning of 2011, which is 15 months after the signature of Financing Agreement. Mr. JUTTE stated that if a payment request was not submitted within this period of time, there would be a risk of de-commitment of this amount. There was a risk of losing funds for the next year but in order to reduce this risk, the final reports of the projects should be prepared on time according to the schedule</p> |
| Component V  | The need for modification of the IPARD Programme   | IPARD Program amendment and financial tables as well as the authorization to enable the MA to make any amendments in case of negotiations with the EC have been approved and granted.  |   |

### Annex 3.1 Annual IPA implementation progress <sup>(1)</sup>

| Component        | Programme                        | Contracted during the assessed period in % | Contracted since the start of the Programme in % |
|------------------|----------------------------------|--|--|
| <b>I – TAIB</b>  | <2007>                           | 30,53                                      | 45,63  |
|                  | <2008>                           | 36,08                                      | 37,11  |
|                  | <2009>                           | 0  | 0  |
| <b>II – CBC</b>  | <Countries><br><2007>            |  |  |
|                  | <Countries><br><20XX>            |  |  |
|                  | <Countries><br><2007>            |  |  |
|                  | <Countries><br><20XX>            |  |  |
|                  | <Countries><br><2007>            |  |  |
|                  | <Countries><br><20XX>            |  |  |
| <b>III – RD</b>  | Transport<br><2007 - 2011>       | 0  | 0  |
|                  | Environment<br><2007 - 2011>     | 0,04                                       | 0,04   |
|                  | Competitiveness<br><2007 - 2011> | 11% <sup>2</sup>                           | 11%  |
| <b>IV – HRD</b>  | <2007 - 2011>                    | 11,68                                      | 11,68  |
| <b>V – IPARD</b> | <2007 - 2010>                    | 0  | 0  |

<sup>(1)</sup> One row per year.

<sup>(2)</sup> % of contracted amount in 2010 (38,209,778) / 2007-2011 RCOP budget (352,529,428)

**Organisational Chart of Financial Cooperation Directorate of the  
Secretariat General for European Union Affairs**

| <b>DIRECTOR</b><br>Mr. M. Süreyya Süner                                     |   |  |  |   |
|---|---|--|--|---|
| <b>PROGRAMMING and<br/>OVERALL<br/>COORDINATION of IPA<br/>(III, IV, V)</b> | <b>MONITORING &amp; EVALUATION</b>                        |  | <b>Cross-Border<br/>Cooperation<br/>&amp; Multi-Beneficiary<br/>Programmes</b> | <b>HORIZONTAL<br/>SUPPORT</b>                               |
| 1. <u>Coordinator</u><br><i>Ms. Beyza Turan</i>                             | 1. <u>Coordinator</u><br><i>Mr. H. Serkan Körezlioğlu</i> |  | 1. <u>Coordinator</u><br><i>Ms. Şebnem Sözer</i>                               | 1. <u>Expert</u> <sup>1</sup><br><i>Mr. Orhan Aydın</i>     |
| 2. <u>Expert</u><br><i>Ms. Dr. Ferda Akgül</i>                              | <b>MONITORING<br/>SUB-UNIT</b>                            | <b>EVALUATION<br/>SUB-UNIT</b> <sup>2</sup>                  | 2. <u>Expert</u><br><i>Ms. Tijen İçci</i>                                      | 2. <u>Expert</u> <sup>3</sup><br><i>Ms. Cemre Güzel</i>     |
| 3. <u>Expert</u><br><i>Ms. Pinar Başpınar</i>                               | 2. <u>Expert</u><br><i>Mr. Orhan Aydın</i>                | 11. <u>Expert</u><br><i>Ms. Feyza Toprak</i>                 | 3. <u>Junior Expert</u><br><i>Mr. Serkan Bozkurt</i>                           | 3. <u>Expert</u> <sup>4</sup><br><i>Ms. Dr. Ferda Akgül</i> |
| 4. <u>Junior Expert</u><br><i>Mr. Mehmet Arslan</i>                         | 3. <u>Expert</u><br><i>Ms. Cemre Güzel</i>                | 12. <u>Junior Expert</u><br><i>Ms. Nazlı Ceren<br/>Demir</i> | 4. <u>Junior Expert</u><br><i>Ms. Irem Özgür</i>                               | <b>Secretary</b><br><i>Merve Sevim</i>                      |
| 5. <u>Junior Expert</u><br><i>Ms. Derya Balyan</i>                          | 4. <u>Junior Expert</u><br><i>Ms. Özge Arcan</i>          | 13. <u>Junior Expert</u><br><i>Vacant</i>                    | 5. <u>Junior Expert</u><br><i>Ms. Semiha Öztürk</i>                            |   |
| 6. <u>Junior Expert</u><br><i>Mr. Üzeyir Başer</i>                          | 5. <u>Junior Expert</u><br><i>Ms. Meltem Bektaş</i>       |  | 6. <u>Junior Expert</u><br><i>Ms. Olcay Çiftçi</i>                             |   |
| 7. <u>Junior Expert</u><br><i>Ms. Dalsu Uslu</i>                            | 6. <u>Junior Expert</u><br><i>Mr. Harun Eroğlu</i>        |  | 7. <u>Financial<br/>Execution Officer</u><br><i>Mr. Bülent Cengiz</i>          |   |
| 8. <u>Junior Expert</u><br><i>Mr. Oğuzhan Cangir</i>                        | 7. <u>Junior Expert</u><br><i>Mr. Faruk Yazıcıoğlu</i>    |  |  |   |
|   | 8. <u>Junior Expert</u><br><i>Mr. Başar Arı</i>           |  |  |   |
|   | 9. <u>Junior Expert</u><br><i>Ms. Nuray Çelebi</i>        |  |  |   |
|   | 10. <u>Junior Expert</u><br><i>Mr. Selman Çetin</i>       |  |  |   |

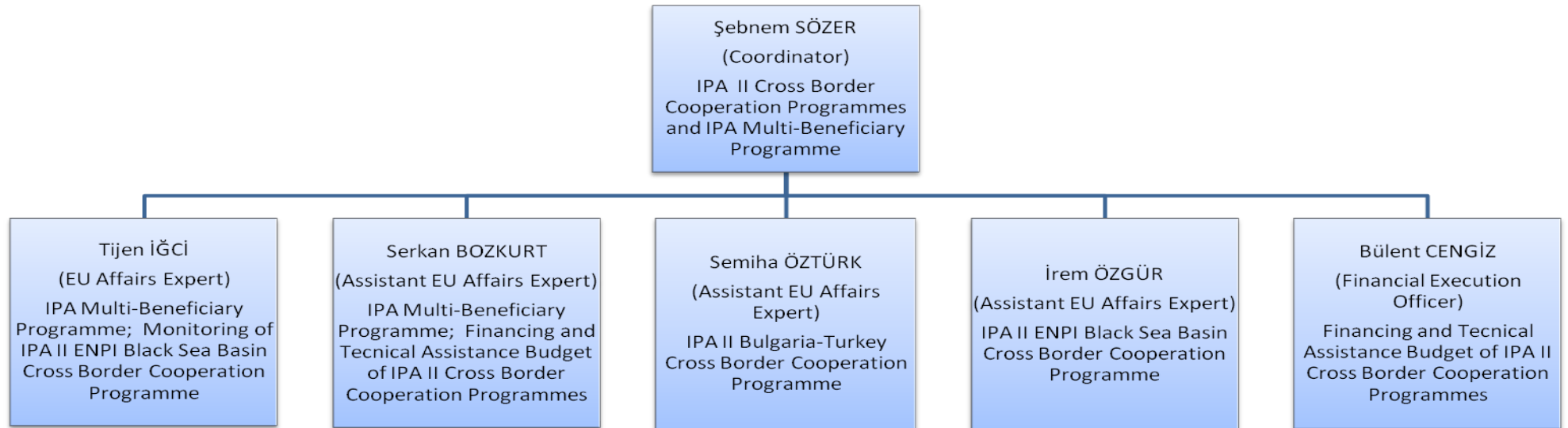
<sup>1</sup> Responsible for Management and Control Systems and Follow up of Accreditation.

<sup>2</sup> In addition to the activities regarding the evaluation function this sub-unit is also responsible for follow-up of bottlenecks regarding the implementation of the Framework Agreement.

<sup>3</sup> Training Coordinator.

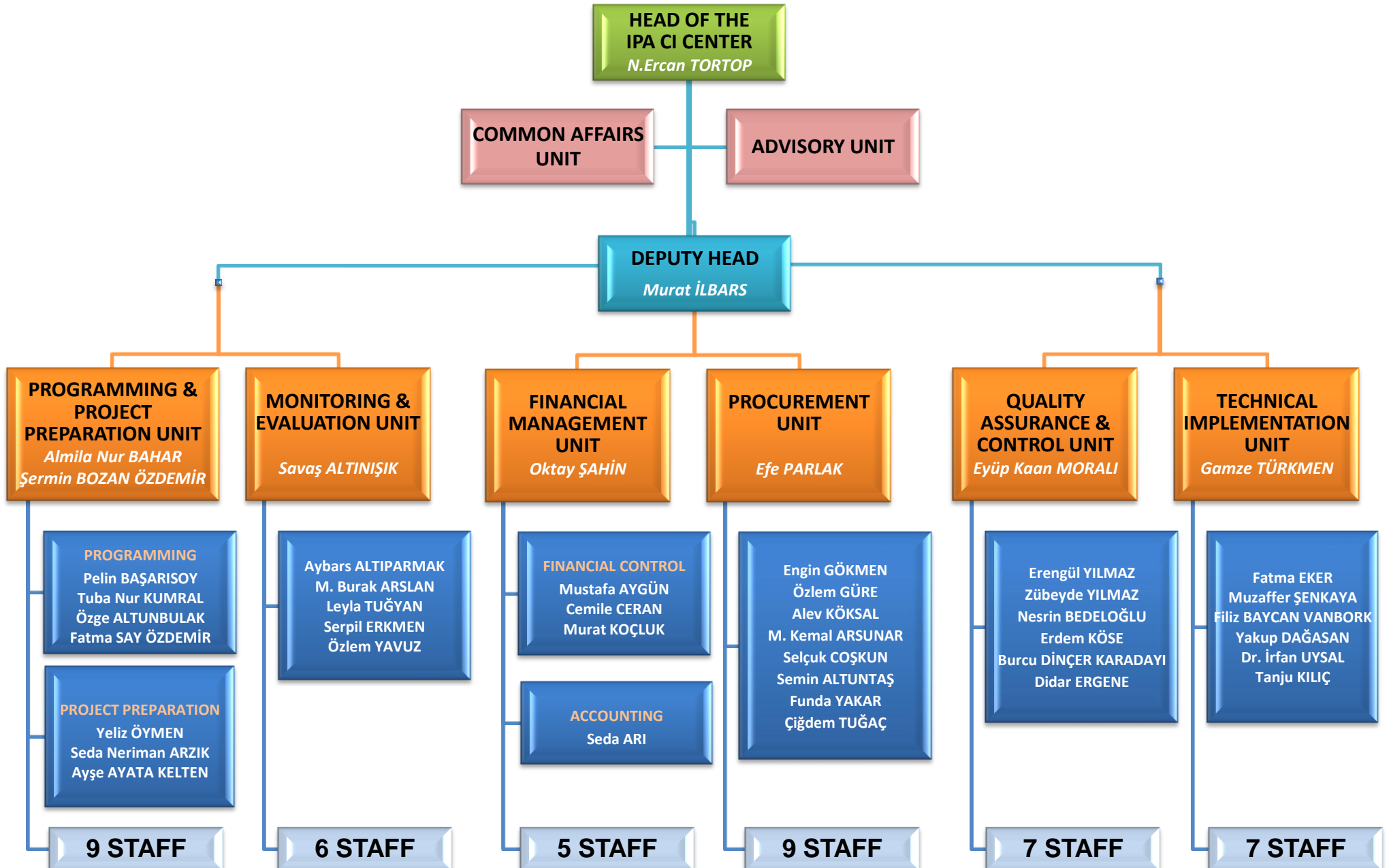
<sup>4</sup> Risk Coordinator.

**ORGANIZATIONAL CHART OF  
CROSS-BORDER COOPERATION PROGRAMMES & IPA MULTI-BENEFICIARY PROGRAMMES  
UNIT OF THE FINANCIAL COOPERATION DIRECTORATE OF THE EUSG**



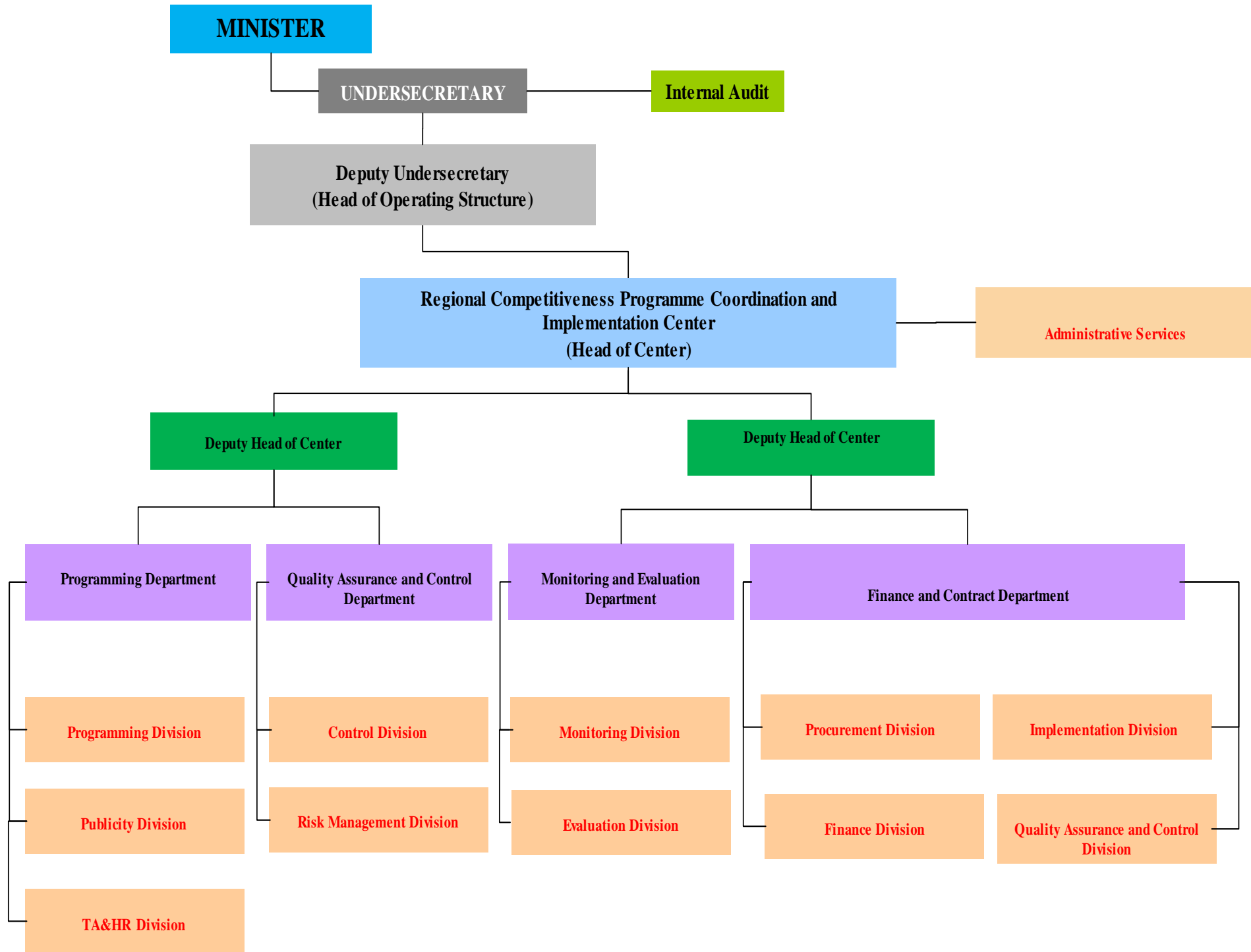


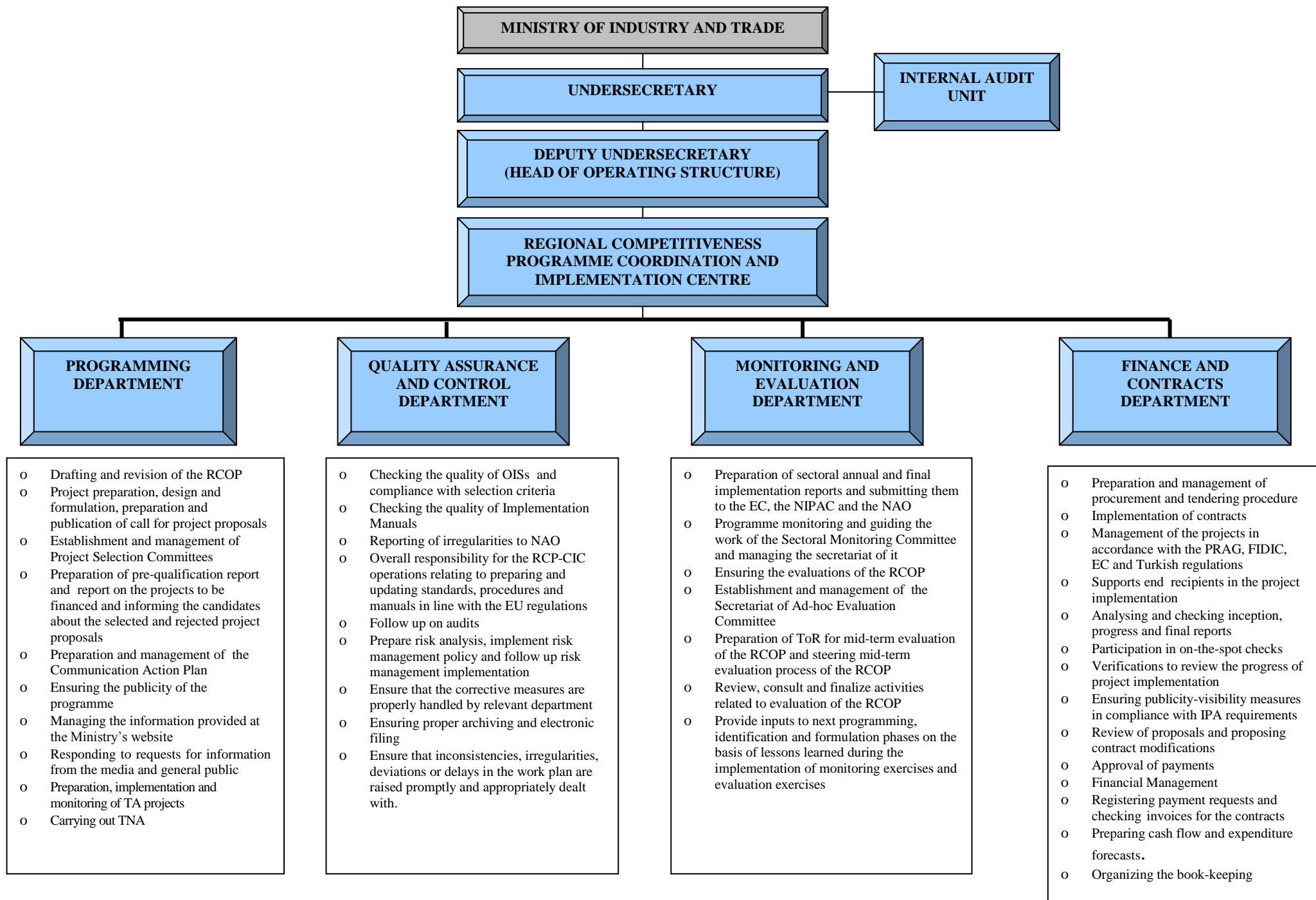
# ORGANIGRAMME OF THE IPA COORDINATION AND IMPLEMENTATION CENTER



**Annex 3.2**

**THE ORGANIGRAMME OF THE REGIONAL COMPETITIVENESS  
PROGRAMME COORDINATION AND IMPLEMENTATION CENTRE**



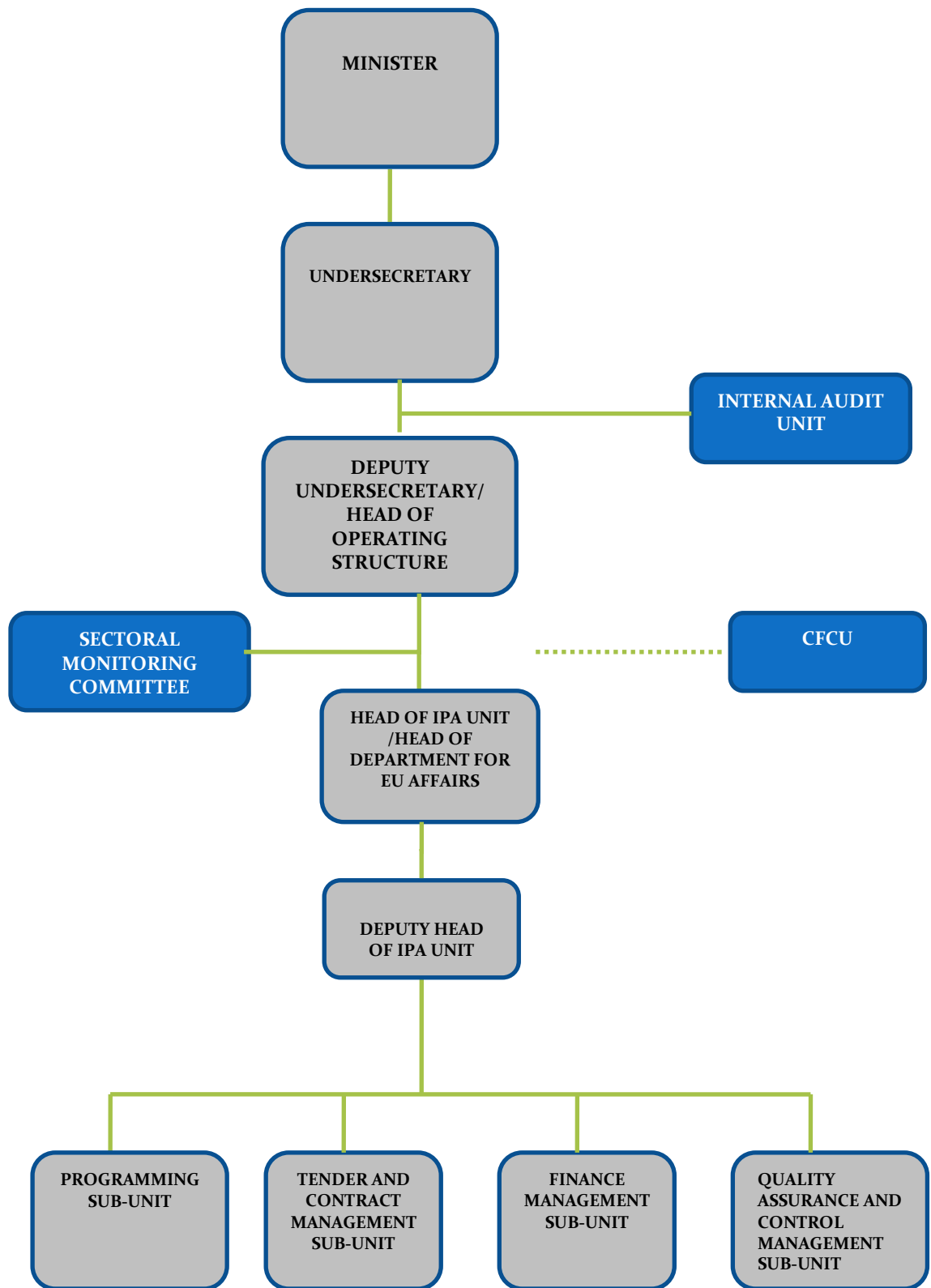


Annex 3.2.

THE ORGANIGRAMME OF IPA  
COORDINATION AND IMPLEMENTATION UNIT

MINISTRY OF TRANSPORT

May, 2011



## DESCRIPTION OF THE UNITS

### • PROGRAMMING SUB-UNIT

- To draft and update the Transport Operational Programme (TOP).
- To manage ex-ante evaluation of TOP.
- To define project selection criteria.
- To prepare and select projects based on the TOP.
- To ensure that operations are selected for funding and approved in accordance with the criteria and mechanisms applicable to the programmes, and that they comply with the relevant Community and national rules.
- To carry out tasks arising from TA priority (financed through SEIA).
- To prepare Technical Assistance Plan.
- To prepare ToR for TA projects.
- To prepare Operation Identification Sheets
- Financial planning, budgeting, co-financing.
- Feasibility studies, Impact assessment, market research.
- To examine and monitor EU and national strategy documents and EU Transport Policies/ Projects for drafting of TOP.
- To execute the TINA-TIS Programme including the traffic data of the projects in the TINA-Turkey Core Network that would constitute the basis for the next TOPs.
- To prepare and submit Major Projects (article 157 of the IPA Implementing Regulation).

### • TENDER AND CONTRACT MANAGEMENT SUB-UNIT

- To prepare Operational Agreement Draft.
- To ensure preparation of procurement plan for projects.
- To fill out check-lists.
- To examine Technical Documents (ToR, TS, Feasibility Study, EIA report).
- To examine Clarifications of each Project.
- To draft the list of evaluators for the tender evaluation committee.
- To participate the tender evaluation committee.
- To ensure amendment of contracts if necessary.
- To inform Monitoring and Evaluation Sub-Unit on project preparations (every week).
- To prepare and revise the tender management sections of the annual and multi-annual work plans.
- To prepare presentations and information notes related with the activities of the Tender Management.
- To file all the incoming and out going official letters and emails.
- To prepare drafts of the official letters, initiate them and submit to the Head of the IPA Unit.
- To represent the Operating Structure and the IPA Unit in the meetings.

- To organize meetings related to the Tender Documents' Preparation.
- To disseminate to relevant parties if necessary for to take their opinions on information requests, pick and wrap up the opinions and prepare a reply.
- To examine the Tender Documents prepared by Consultant.
- To record main information about contract
- To review the contract file and requests extra information if needed
- Communication with the PIU (assisting the PIU in the day to day management of the project)
- To participate into Steering Committee (Project Monitoring Committee for each project)
- To participate in monthly meetings under the projects
- To revise and comment on the minutes of the meetings
- To provide comments on technical implementation reports (inception, progress reports etc.)
- To conduct site visits
- To prepare site visit report
- To prepare of Annual on-the-spot check plan
- To perform On-the-spot checks
- To prepare on the spot check report
- To review the contractors claims
- To revise the Operational Agreement draft
- To assist the Tender Management Unit when modification of contracts is required
- To fill in information into the IMIS for the contract implementation
- To inform Quality Assurance and Control Management (QACMU) sub-unit on project implementation (every week)
- To prepare Annual Work Plan (assisting the QACMU)
- To assist QACMU in preparation of Annual Implementation Report
- Follow up of audit recommendations
- To assist the Financial Management Unit in preparation of cash flow forecast
- Risk assessment at project level
- Risk assessment at the level of OP
- Provision of information to external (and internal when applicable) insitutions: written responses to queries
- Communication with EC/ECD and CFCU
- Solution of other questions falling outside the above activities
- Participation in IPA Management Unit internal meetings not covered through above
- Participation in external meetings not covered through above
- Preparation of presentations, speeches, presentation documents and information notes
- To prepare drafts of the official letters, initiate them and submit to the Head of the IPA Unit
- To file all the incoming and out going official letters and emails

- **FINANCIAL MANAGEMENT SUB-UNIT**



During a transitional period [2007–2010], the CFCU shall be the Contracting Authority for Components III and IV and shall ensure on behalf of the OS (i) the request for funds from the National Fund and (ii) the payment to Contractors. The Operating Structures is going to establish Financial Management Sub-unit in 2009.

Revised by Financial Management Sub-Unit as:

Duties for Payment Authorisation Function:

- To check the invoices for the contracts in process
- To verify the conformity of the payment request with the contract (in terms of timing and amount),
- To perform necessary correspondences (SPO approval, etc.)
- To determine the amount payable via “Good for Payment” stamped on the payment requests,
- To submit the payment file to the Expert responsible for “Payment Execution Function”.

Duties for Control Function:

- To double-check the Payment Dossier
- To check and verify the “Good for Payment” amount proposed by the Expert responsible for “Payment Authorization”,
- To check the Transfer and Payment Order Form prepared by the Expert responsible for Payment Execution and makes sure the sub-accounts, payment accounts, bank details of the Contractor and the payment amounts are correct,
- To submit the Payment or reports to the Coordinator of Financial Management Sub-Unit for the First and/or Second Signature.

Duties for Payment Execution Function:

- To prepare the Transfer and Payment Order Form according to the “Good for Payment” received from the Payment Authorization team,
- To prepare the letter to be sent to the Central Bank,
- To submit the Transfer and Payment Order Form and the letter together with the payment file to the Expert responsible for Payment Control.

Duties for Reconciliation Function:

- To prepare the reconciliation and ensure that the entire process is documented in a bank reconciliation form. His/her duty covers the Bank, National Fund and Contractor.
- To perform reconciliation under any format which may be required by the NAO/EC in the context of electronic data exchange. The intention of the preparation of reconciliation reports is to verify the operations and inform NAO in a regular basis by Head of IPA Unit/IPA Unit Director.

Duties for Registration and Own-Preventive Financial Control Function:

- To register the contracts with all necessary details; such as Contract Number, Contractor, Contract Amount, Estimated Payment Amounts, Bank Details of the Contractor, etc.,
- To register the bank guarantees,
- To register the payment requests,
- To check if the level of cash-flows requested in the Request of Funds are in conformity with the reimbursements, in order to avoid a surplus balance of the funds,

- To check if the level of cash-flows requested in the Request of Funds are adequate for the reimbursements, in order to avoid late payment thus prevent requests for interest,
- To work in close collaboration with the Expert responsible for Request of Funds,
- To check if the funds are available under the relevant sub-account to execute the payment,
- To verify the availability of funds via “Funds Available” visa stamped on the payment requests,
- To fill in the bank books of the sub-accounts according to payments executed.

Duties for Financial Reporting Function:

- To prepare monthly financial reports, ad-hoc reports upon duly justified request from the NF, reports at the end of the Financing Memoranda to allow the initiation of the clearance of accounts procedure which are submitted by the IPA Unit to the NF.
- To provide reports to the National Fund for distribution to the NAO and ECD schedules for upcoming tenders, effected tender evaluations and contracts awarded; to the National Fund for distribution to the NAO and ECD details on how the projects are implemented, problems encountered (if any), perspectives for the future and any other necessary information which may be requested by the Commission and/or NAO.
- Under IPA, Payment to Contractors shall be reported to the NF by the IPA Unit on a regular basis. The detailed contents and formats of these reports shall be defined by the NAO once the EC requirements / instructions regarding the reporting requirements are known. As it is mentioned above all the reports that are provided should be in the standard format agreed by the NF, whether it is in electronic format or hard copy.
- Monthly reports are submitted by the responsible Expert to the NF for control, compilation and distribution by the NAO. Monthly reports covering the financial status of each programme is provided to the National Fund, for distribution to the NAO and ECD. Monthly reports (Financial Reports including Progress Reports and Irregularity/Zero Reports) which are prepared by the related Finance Manager submitted to the NF by the 10th working day following the month reported on. The Monthly Reports shall be prepared on a monthly basis, one for each National Programme/operations/measures.
- The Financial Report prepared by the Finance Manager should consist of:
  - a) A routing slip to be signed by the author of the Financial Report, the Head of IPA Unit/IPA Unit Director and a representative of the NF
  - b) A Table of Contents page
  - c) A sheet containing basic information about the programme and the management of the programmes.
  - d) A sheet containing information on all sub accounts under the programme
  - e) A sheet providing details on contracts signed and payments executed during the month reported on
  - f) Status of Commitments and Disbursements, both actual and forecast; IPA Unit Database in Excel whose format and contents are mutually agreed among IPA Unit, ECD and NF and which is gathered mainly in two excel sheets, namely “Commitment” and “Disbursement” for each programme under the management of the IPA Unit
  - g) A procurement time table/ implementation sheet

- The report shall be submitted each month whether or not the IPA Unit has signed any new contracts or executed any payments during the period and irrespective of whether funds are requested or not.
- The first Financial Report should be presented after the signature of the corresponding National Programme/operations/measures.
- If the IPA Unit manages more than one operation/measure at the same time, a monthly Financial Report is prepared for each individual /operations/measures by the Expert in charge of reporting.
- Monthly Progress Report from the SPO to the IPA Unit and the Irregularity/Zero Irregularity Report from the SPO to the IPA Unit are attached to the monthly Financial Report. The deadline for the submission of the monthly Financial Report by the Finance Manager to the NF has been set at the 10th working day after the reporting period.

Duties for Request of Funds Function:

- To check if the Request of Funds consist of a cover letter to be signed by the Head of IPA Unit stipulating the amounts requested for both EU and Turkish funds and a statement by the Head of IPA Unit certifying that the information contained in the Request of Funds is correct.
- To check if the Request of Funds consist of a routing slip to be signed by the author of the Request of Funds, the Head of IPA Unit, a representative of the NF and the NAO.
- To check if the Request of Funds consist of a sheet containing basic information about the programme.
- To check if the Request of Funds consist of a sheet containing information on the status of all sub accounts under the programme.
- To check if the Request of Funds consist of a schedule of co-financing contribution.
- To check if the Request of Funds consist of a sheet containing details on the funds requested to be transferred and the balance available at the IPA Unit.
- To check if the Request of Funds consists of details on the amounts requested and a statement signed by the Head of IPA Unit that the programmes are progressing at a satisfactory rate in accordance with the objectives laid down in the Financing Memorandum and the Project Fiches.
- To back up the Request of Funds by an aggregate Financial Report for the entirety of the National Programme.
- To back up the Request of Funds by a Progress Report for each sub programme contained in the National Programme.
- To back up the Request of Funds by an Irregularity Report stating all possible irregularities discovered during the implementation of the programme and any remedies taken, if any.
- To monitor the delivery of co-financing.
- To work in close collaboration with the Expert responsible for Registration and own Preventive Financial Control.

- **DESCRIPTION OF QUALITY ASSURANCE AND CONTROL MANAGEMENT SUB-UNIT**

- To ensure the interim/mid-term evaluation of the TOP.
- To design the interim/mid-term evaluation schedule.
- To define the criteria to set up external interim/mid-term evaluation teams.
- To co-ordinate the activities related to interim/mid-term evaluation of performance.
- To prepare the sectoral annual and final reports (article 169 of the IPA Implementing Regulation).
- To programme monitoring and guiding the work of the sectoral monitoring committee.
- To conduct as Secretariat for the sectoral monitoring committee.
- To set up procedures to ensure the retention of all documents required to ensure an adequate audit trail.
- To set up, maintain and update the reporting and information system.
- To perform risk management policy.
- To coordinate activities for obtaining and sustaining accreditation (conferral of managements powers by EC).
- To manage the preparation and modification of PIM/POG/Annexes.
- To check the quality of project fiches and compliance with selection criteria.
- To check the quality of tender documents.
- To check the quality of Implementation Manuals.
- To control the IPA Unit's operations.
- To check feasibility study, impact assessment, market research reports.
- To follow-up of audits.
- To perform monthly meeting with the IPA Unit staff to share findings and lessons learnt.
- To prepare and revise the QACMU sections of the annual and multi-annual work plans.
- Risk Management (in the context of updating risk management plan and reporting to NAO).
- Irregularity reporting.
- To prepare and revise the Road Map for DIS without ex-ante controls.
- To supervise the activities of Technical Assistance Team for information and publicity matters.
- To revise Communication Strategy/Communication Action Plan, if needed.
- To coordinate the activities relating to accreditation of finance, contract and tender management sub-units.
- To participate in the on-the-spot checks and site-visits.
- To perform duties arising from Internal Audit activities.
- To report relating to NAO supervision.
- To ensure compliance with the information and publicity requirements.
- To prepare and implement a communication strategy.
- To manage the preparation of Communication Strategy and Communication Action Plan for TOP.



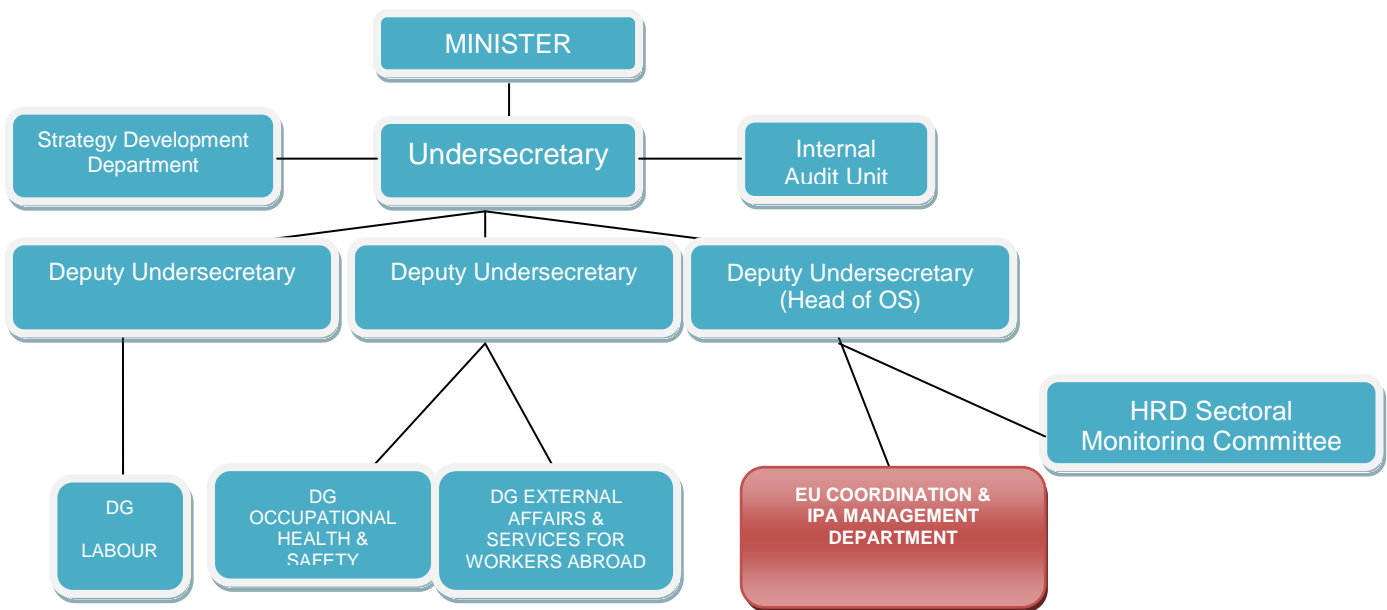
**ORGANIGRAMME AND STAFF  
OF  
THE IPA MANAGEMENT DEPARTMENT  
OF  
THE MINISTRY OF LABOUR AND SOCIAL SECURITY  
AS HRD OP OPERATING STRUCTURE**

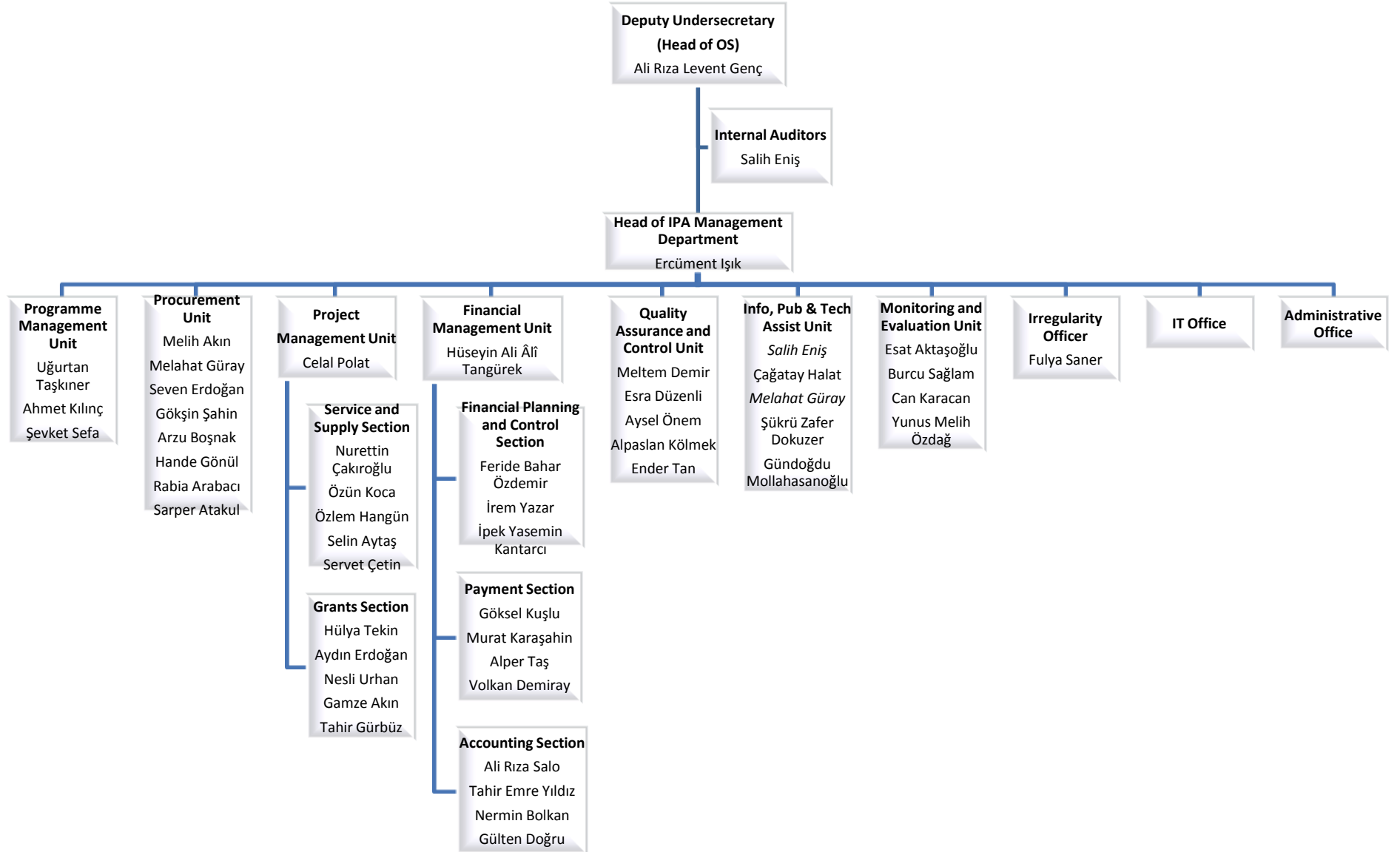


**Ankara 2011**

**ORGANIGRAMME OF HRD OP OPERATING STRUCTURE (MoLSS)**

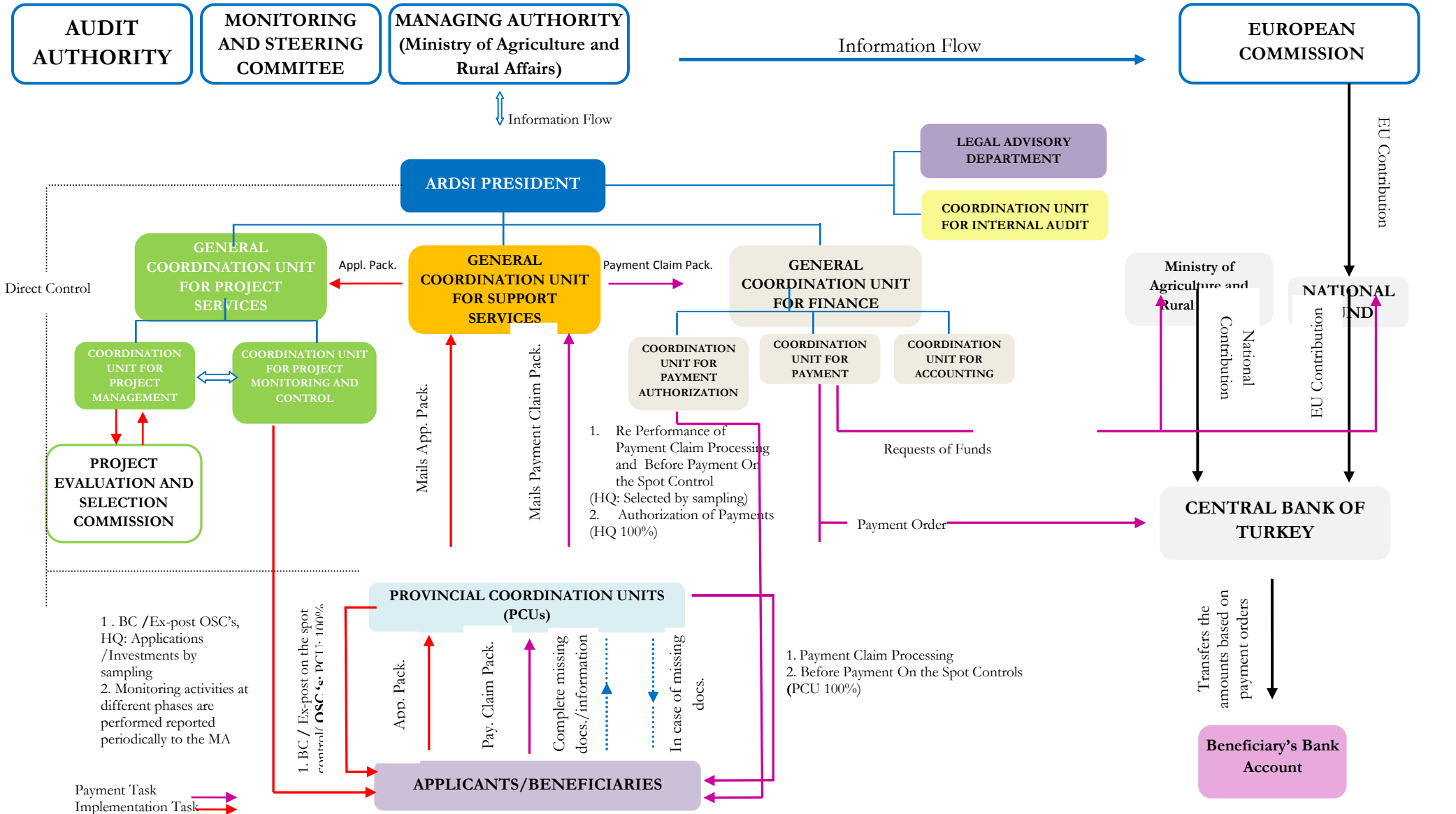
**OVERALL ORGANIGRAMME OF THE MOLSS**





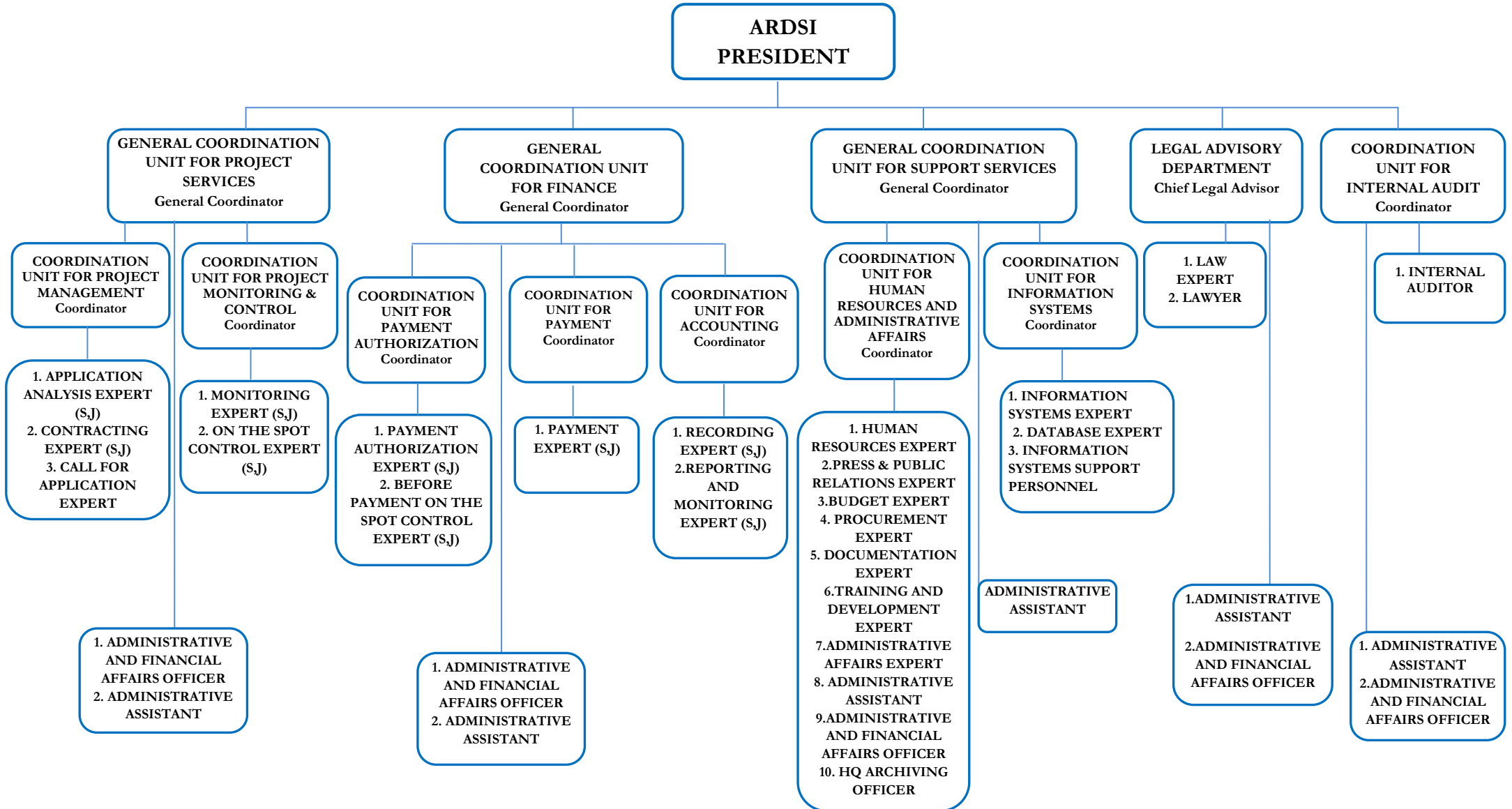
0005

GENERAL ORGANIZATIONAL DIAGRAMME

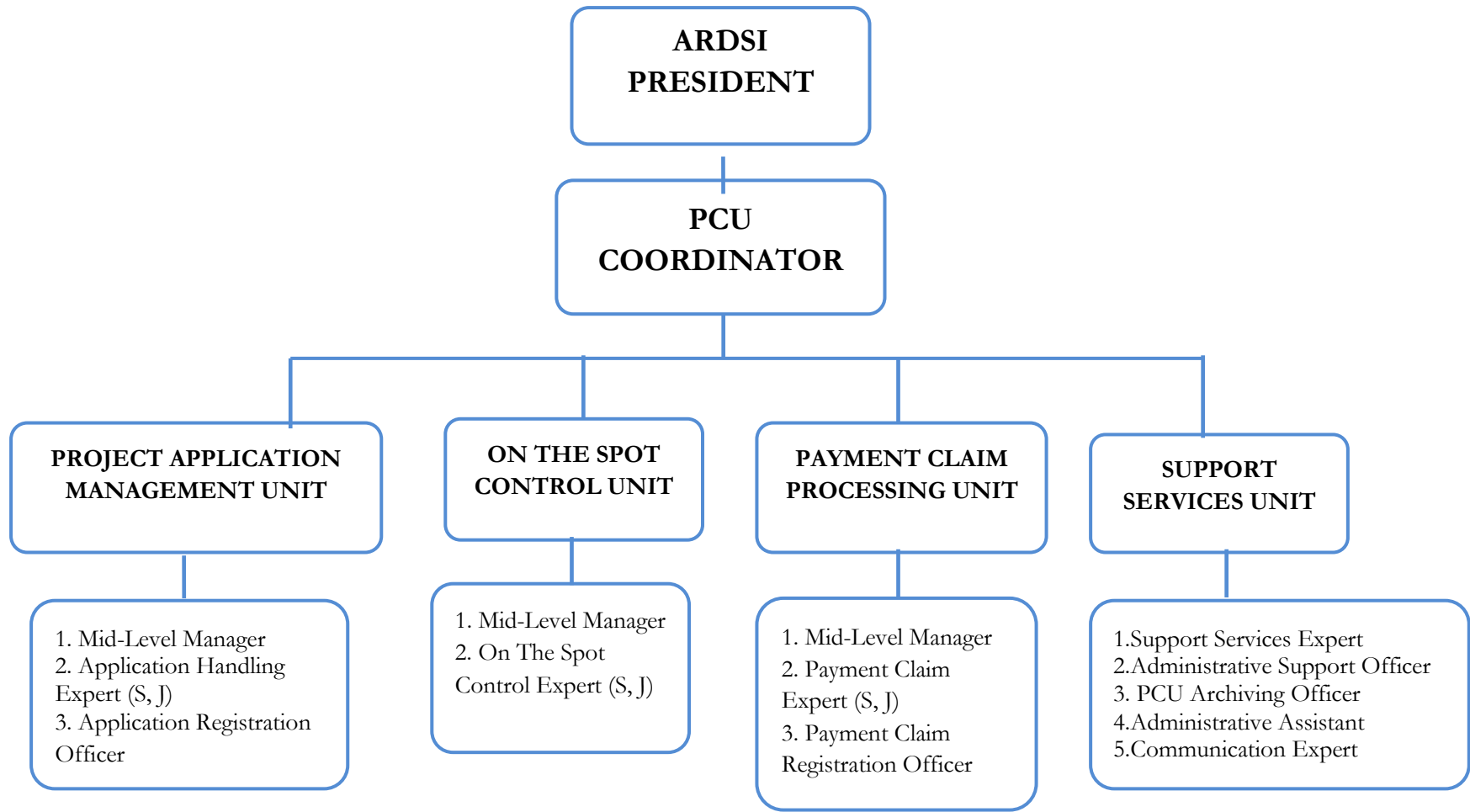




**0006  
HEADQUARTER ORGANIZATIONAL CHART**



**0007  
PROVINCIAL COORDINATION UNITS ORGANIZATIONAL CHART**



**Annex 4. – Annual IPA implementation report - Financial progress, Cut off date: 31/12/XX**

| IPA COMPONENT<br>2010  | Commitments                                    |                               |                  |                                 |                  | Disbursements                                  |                               |                  |                                 |                  | IPA<br>Budget   | National<br>budget | Total IPA<br>+ national<br>budget |
|--|--|-------------------------------|------------------|---------------------------------|------------------|--|-------------------------------|------------------|---------------------------------|------------------|-----------------|--------------------|-----------------------------------|
|  | Total IPA +<br>national public<br>contribution | IPA Community<br>contribution |                  | National public<br>contribution |                  | Total IPA +<br>national public<br>contribution | IPA Community<br>contribution |                  | National<br>public contribution |                  |                 |                    |                                   |
|  | EUR  | EUR                           | % <sup>(1)</sup> | EUR                             | % <sup>(2)</sup> | EUR  | EUR                           | % <sup>(1)</sup> | EUR                             | % <sup>(2)</sup> |                 |                    |                                   |
| <b>I. TAIB <sup>(3)</sup></b>                                    |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  | 383.915.1<br>40 | 70.068.61<br>2     | 453.983.7<br>52                   |
| Number of projects<br>contracted: <sup>(4)</sup> 80              | 165.443.903,<br>25                             | 153.130.2<br>28,90            | 39,89            | 12.313.<br>674,35               | 17,57            | 58.700.667,<br>72                              | 54.235.<br>585,90             | 14               | 4.465.0<br>81,82                | 6,37             |                 |                    |                                   |
| Number of projects<br>completed: 9                               |  |                               |                  |                                 |                  | 12.845.000                                     | 12.456.<br>250                | 3,24             | 1.388.7<br>50                   | 1,98             |                 |                    |                                   |
| <b>II. CBC:<br/>PROGRAMME Black<br/>Sea Basin<br/>:Programme</b> |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  |                 |                    |                                   |
| Number of projects<br>contracted: 0                              | -  | -                             | -                | -                               | -                |  |                               |                  |                                 |                  |                 |                    |                                   |
| Number of projects<br>completed: 0                               |  |                               |                  |                                 |                  | -  | -                             | -                | -                               | -                |                 |                    |                                   |

| IPA COMPONENT<br>2010                        | Commitments                                    |                               |                  |                                 |                  | Disbursements                                  |                               |                  |                                 |                  | IPA<br>Budget   | National<br>budget | Total IPA<br>+ national<br>budget |
|--|--|-------------------------------|------------------|---------------------------------|------------------|--|-------------------------------|------------------|---------------------------------|------------------|-----------------|--------------------|-----------------------------------|
|  | Total IPA +<br>national public<br>contribution | IPA Community<br>contribution |                  | National public<br>contribution |                  | Total IPA +<br>national public<br>contribution | IPA Community<br>contribution |                  | National<br>public contribution |                  |                 |                    |                                   |
|  | EUR  | EUR                           | % <sup>(1)</sup> | EUR                             | % <sup>(2)</sup> | EUR  | EUR                           | % <sup>(1)</sup> | EUR                             | % <sup>(2)</sup> |                 |                    |                                   |
| <b>III. RD : Transport<sup>(5)</sup></b>     |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  | 339.150.0<br>00 | 59.744.11<br>1     | 398.894.1<br>11                   |
| Number of projects<br>contracted: 0          | -  | -                             | -                | -                               | -                |  |                               |                  |                                 |                  |                 |                    |                                   |
| Number of projects<br>completed: 0           |  |                               |                  |                                 |                  | -  | -                             | -                |                                 |                  |                 |                    |                                   |
| <b>RD: Environment<sup>(5)</sup></b>         |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  | 416.700.0<br>00 | 73.535.29<br>8     | 490.235.2<br>98                   |
| Number of projects<br>contracted: 2          | 198.775  | 168.958                       | 0,04             | 29.816                          | 0,04             | 149.703  | 127.247<br>,55                | 0,03             | 22.455,<br>45                   | 0,03             |                 |                    |                                   |
| Number of projects<br>completed: 0           |  |                               |                  |                                 |                  | -  | -                             | -                | -                               | -                |                 |                    |                                   |
| <b>RD:<br/>Competitiveness<sup>(5)</sup></b> |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  | 299.650.0<br>00 | 52.879.42<br>8     | 352.529.4<br>28                   |
| Number of projects<br>contracted: 3          | 38.209.778                                     | 32.478.31<br>1                | 11%              | 5.731.4<br>67                   | 11%              | 32.070.091                                     | 27.259.<br>577                | 9%               | 4.810.5<br>14                   | 9%               |                 |                    |                                   |
| Number of projects                           | 116.818  | 99.295                        | 0,03%            | 17.523                          | 0,03%            | 70.091   | 59.577                        | 0,02%            | 10.514                          | 0,02%            |                 |                    |                                   |

| IPA COMPONENT<br>2010               | Commitments                                    |                               |                  |                                 |                  | Disbursements                                  |                               |                  |                                 |                  | IPA<br>Budget   | National<br>budget            | Total IPA<br>+ national<br>budget |
|-------------------------------------|--|-------------------------------|------------------|---------------------------------|------------------|--|-------------------------------|------------------|---------------------------------|------------------|-----------------|-------------------------------|-----------------------------------|
|                                     | Total IPA +<br>national public<br>contribution | IPA Community<br>contribution |                  | National public<br>contribution |                  | Total IPA +<br>national public<br>contribution | IPA Community<br>contribution |                  | National<br>public contribution |                  |                 |                               |                                   |
|                                     | EUR  | EUR                           | % <sup>(1)</sup> | EUR                             | % <sup>(2)</sup> | EUR  | EUR                           | % <sup>(1)</sup> | EUR                             | % <sup>(2)</sup> |                 |                               |                                   |
| completed: 1                        |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  |                 |                               |                                   |
| <b>IV. HRD<sup>(5)</sup></b>        |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  | 299.700.0<br>00 | 52.800.00<br>0                | 352.500.0<br>00                   |
| Number of grants<br>provided: 431   | 72.455.828                                     | 61.587.45<br>3,8              | 20,54            | 10.868.<br>374,2                | 20,54            | 46.094.313                                     | 39.180.<br>166,05             | 13,07            | 6.914.1<br>46,95                | 13,07            |                 |                               |                                   |
| <b>IV. IPARD<sup>(6)</sup></b>      |  |                               |                  |                                 |                  |  |                               |                  |                                 |                  | 290.500.0<br>00 | 96.834.00<br>0 <sup>(6)</sup> | 387.334.0<br>00                   |
| Number of projects<br>contracted: 0 | -  | -                             | -                | -                               | -                |  |                               |                  |                                 |                  |                 |                               |                                   |
| Number of projects<br>completed: 0  |  |                               |                  |                                 |                  | -  | -                             | -                | -                               | -                |                 |                               |                                   |
| Number of projects<br>inspected: 0  | -  | -                             | -                | -                               | -                | -  | -                             | -                | -                               | -                | -               | -                             | -                                 |

(1) in percentage of IPA budget

(2) in percentage of national budget

(3) covers 2007 and 2008 TAIB programmes

(4) number of contracts signed

(5) programme for 2007 – 2011

(6) programme for 2007 – 2010

(7) indicative budget