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**YEREL YÖNETİM REFORMU
PROJESİ (YR III)**
LOCAL ADMINISTRATION REFORM
PROJECT (LAR III)

REPORT OF LOCAL SERVICE STANDARDS FOR AGRICULTURAL SUPPORT

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Output	Report of Agricultural Support Service Standards



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Abbreviations

UNDP	United Nations Development Programme
MM	Metropolitan Municipality
NGO	Non-governmental Organization
UMT	Union of Municipalities of Türkiye
MoAF	Ministry of Agriculture and Forestry
SPA	Special Provincial Administration
TSE	Turkish Standards Institute
TZOB	Turkish Union of Chambers of Agriculture

1. Introduction

Local Administration Reform Project Phase III (LAR-III) is implemented by the United Nations Development Programme (UNDP) with funding from the European Union (EU). The co-beneficiaries of the project are the Ministry of Interior (MoI) and Ministry of Environment and Urbanization (MoEUCC). The overall objective of the project is to maintain the implementation support for local administration reform process executed between 2003 and 2013 and ensure an effective, inclusive, accountable and participatory local governance in line with international standards in Türkiye.

With the enactment of Law No. 6360 on “Establishment of Metropolitan Municipalities and Twenty Seven Districts in Fourteen Provinces and Amending Certain Laws and Decree-laws” in 2012, the need emerged for the improvement of consistent and simplified standards for service delivery by metropolitan municipalities (MMs) because of increased and diversified responsibilities of MMs.

In this framework, the Project aims to develop service standards in five areas to increase the efficiency of service delivery in areas under the responsibility of MMs in the functioning of this new MM model and to implement such standards through pilot applications. The fields in question were determined as public health, public health in transport, preventive and protective fire services, home care services for elderly and agricultural support services.

By this Law, the existing Special Provincial Administrations (SPAs) were transferred to metropolitan municipalities (MMs); “Investment Monitoring and Co-ordination Departments” were established within Governorships; and new districts were formed in the required number; apportionments from the central government revenues were re-regulated; legal entities of villages and town municipalities were abolished. Currently, radical changes were made in the structure of MMs whose number increased to 30 and in administrative structure of villages and towns in the administrative boundaries of the districts affiliated to MMs; existing villages and town municipalities were transferring to district municipalities (MDMs) as “neighbourhoods” and keeping their names. Pursuant to “Transitional Article 2” of the Law No. 5216, legal entities of the villages within the boundaries of MMs were terminated and they were transformed to “neighbourhoods”. The district or first-tier municipality into which the transformed neighbourhoods would merge were decided by MM councils; legal entities of forest villages were decided to be maintained.

The water and sewer administrations (WSAs) affiliated to the relevant MMs assumed the duty and responsibility of performing water and sewer services in the villages transferred to MMs. In the same context, assets, rights, claims and debts of the towns and villages in the administrative boundaries of districts included in MMs were transferred to the municipalities into which they merged as neighbourhoods.

Population living in MMs significantly increased with the extension of said duties and responsibilities; the infrastructure in rural areas of these cities and service delivery for rural population living there were included in the duties of MMs. The list of supports required for agricultural products and food production among those services was included in the legislation through provisions added to the Law No. 5216 by the Law No. 6360. However, “agricultural support programs” constitute the main works undertaken by the Ministry of Agriculture and Forestry (MoAF) among the central government units regarding these topics. In this context, supports based on the product, compensatory payments, payments based on the field for various inputs (seed, fertilizer, diesel oil etc.), supports per animal as well as support depending on production type (organic, good agricultural practices etc.) are implemented throughout the country.

This report was prepared in order to show the applicability of improved service standards and findings, study process implemented with selected MMs for “**Agricultural Support Services**” in the context of the activity “Development and Implementation of Local Service Delivery Standards to Simplify the Processes Related to Service Delivery” under Local Administration Reform Project Phase III (LAR-III) .

Pilot studies were implemented as two phases in selected provinces such as Konya and Muğla in order to evaluate the applicability and effectiveness of standards developed on agricultural support services at local level and improve the compliance with the standards by providing technical support to MMs.

In this scope, the “Implementation Guideline” was taken into consideration in order to guide the implementation of standards for potential agricultural support services completed in the first phase. With all experience, findings derived in the pilot studies and technical documents so developed, the “Service Standards for Agricultural Support Services” were developed for implementation in other MMs.

2. Study Methods and Activities

In the process of developing service standards for agricultural supports delivered by MMs, various meetings were held with the representatives of local administrations in Türkiye (Ankara, Aydın, Bursa, Denizli, Erzurum, Eskişehir, Kocaeli, Konya, Muğla, Ordu, Tekirdağ MMs and Polatlı Municipality) and in certain EU member states (Lousada, Zagreb, Gorenjska, Barcelona) and representatives of central government units by utilising primarily the semi-structured questionnaires prepared comprehensively; on the other hand, the participants were given semi-structured questionnaires and the responses were obtained in writing.

The current situation for service delivery in rural areas was reported in the framework of the meetings held and information obtained in the framework of semi-structured surveys, the legislation that served as a justification for agricultural support activities and the literature in this field and the overview regarding the agricultural support activities of MMs.

In the later phase, provinces for pilot application were identified from among the 10 selected MMs where the seminars under agricultural support services were held, considering the findings of the current situation analysis, assessments in the workshop held in Ankara on 18-19 August 2021, results of regional meetings and seminars held in provinces, and participation and institutional organization of municipalities in the field of service.

Said standards were formulated through participatory methods to create programs to support agricultural production activities of those living in rural areas by MMs.

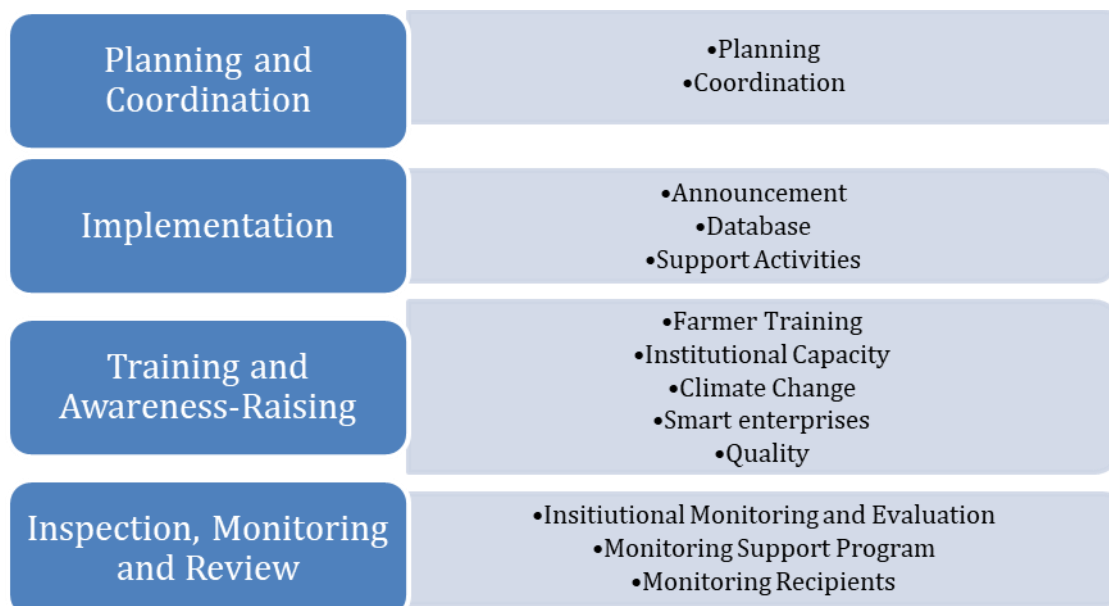
In this context, monitoring and evaluation systems were also developed for identifying support topics according to needs and priorities among these topics, completing the processes of budget and investment program and in order to ensure the applicability of service standards by MMs and MDMs.

In this study, 13 standards prepared for Service Standards for Agricultural Support are planned under the following main components:

- (i) Planning and Coordination
- (ii) Implementation

- (iii) Training and Awareness-Raising
- (iv) Inspection, Monitoring and Review

Service standards grouped under these components are detailed under different themes, These themes are displayed in following figure:



Konya and Muğla MMs were selected as pilot institutions on “Agricultural Support Services” in this framework. Two study visits were held to pilot MMs each lasting two days. The project team of UNDP participated in the study visits with MoEUCC and TSE.

Table 1 shows dates of study visits to said pilot municipalities and relevant municipal units that participated in the study.

Table 1: Dates of Pilot Study Visits and Participants

Pilot MM	Dates of Visits	Units Participating
Konya	1st Meeting: 15-16 February 2022	Konya MM Agricultural Services Department
	2nd Meeting: 14-15 April 2022	Konya MM Agricultural Services Department
Muğla	1st Meeting: 23-24 February 2022	Muğla MM Agricultural Services Department
	2nd Meeting: 7-8 April 2022	Muğla MM Agricultural Services Department

The “Implementation Guideline” was taken into consideration in order to incorporate the standards for agricultural support services developed during the pilot studies into the planning, implementation, monitoring and evaluation processes of MMs.

In the first study visit, it was intended to identify discrepancies, deficiencies, problematic areas (institution building, institutional capacity, legislation deficiency, internal arrangement, financial problems etc.) and diagnose the current situation on complying with the standards in MMs by considering the guiding steps in the Implementation Guideline. In the line with said deficiencies and problems, the implementation calendar was determined with measures and implementation steps (institutional arrangement, legislation arrangement, preparing technical standards, internal arrangement, revision of Strategic Plan and Performance Programme, revising budget etc.) which will be provided by the municipality and related institutions.

In the second study visit, progresses on complying with the standards were evaluated by considering the studies conducted in the first phase and the plans for works would be conducted after pilot applications were established with the active participation of the beneficiaries.

Said findings and plannings were reported by preparing Evaluation Report of Pilot Studies after completing the pilot studies.

Firstly, current regulation and implementation inventory on complying with standards for agricultural support were considered in “A.2.2.1. Development and Implementation of Local Service Delivery Standards to Simplify the Processes in relation to Service Delivery” workshop held with the participation of the employees of Agricultural Services Departments of MMs selected on 9-10 June 2022 in Ankara. Afterwards, they discussed on related regulations and applications which would be implemented in the upcoming period.

3. Implementation Guideline

The Implementation Guideline was prepared in order to contribute to the 13 standards determined by a participatory approach to maximise the benefits of beneficiaries from this agricultural support services and to MMs to be more effective and successful in the processes of planning, implementation, coordination, monitoring and evaluation.

MMs still try to deliver agricultural support services in accordance with the article found in the Law No. 6360 “Metropolitan and district municipalities may engage in any activity or service in order to support agriculture and livestock” In this context, MMs institutionally created the units such as “agricultural services”, “rural area services”, “mukhtar’s affairs” and made holistic and non-standard various arrangements with the regulations they published.

On the other hand, there are “agricultural support services” in the Strategic Plans of MMs and particularly in services delivered to rural areas and agricultural studies/projects of performance reports. In this context, supports provided as “in-kind” and project activities are shared; the problem is that they are not simultaneous and complementary with “support” work made by the Ministry of Agriculture and Forestry (MoAF).

In the scope of said guideline, implementation steps which will be conducted and institutions which will be cooperated with are detailed in order to ensure the applicability of said standards, the coordination between both central and local governments or at local level and integration of the standards into processes of strategic planning, implementation, monitoring and evaluation conducted by MMs. Moreover, in addition to above-mentioned fundamental laws, secondary legislation which may guide MMs in the implementation of the standards, without limitation, the regulations of

municipalities which may constitute an example in the field of transportation and the guidelines published by public entities were used as reference.

In this scope, the assessments related to using the pilot studies of the implementation guideline are provided below:

3.1 Planning and Coordination

Theme	Planning and Coordination
Standard	1.1 Conducting Needs and Problem Analysis for Individual Producers and Producers’ Organisations.
Responsible Institutions	MMs
Related Institutions	District Municipalities, Provincial Directorates (PDs) and District Directorates (DDs) of MoAF, Producers’ Organisations, Universities

In support activities undertaken without a systematic needs and problem analysis, problems emerge such as duplications, failure to fully obtain the expected benefits of supports. Particularly, as part of the support policies of MoAF, when we think of the regions, the differences in provinces and districts are not prominently considered as part of financial support which are implemented annually and mainly in the country. However, it should feature the factors such as regional and sub-regional changes, social structure, market relations, and evaluation of the products as raw material and processed. The “in-kind” supports which MMs will make simultaneously in addition to the support policy of the Ministry will be important in terms of producers. Therefore, MMs will have the chance to make planning in accordance with the real needs with needs analysis to be made in work spaces. It will be possible to make a detailed need analysis by utilising the appropriate detailed data of district municipalities and MoAF.

In the context of this standard;

- 1) In cooperation between MM, District Municipalities and MoAF Provincial and District Directorates and with the coordination of MM, “A Guideline on Conducting a Needs and Problem Analysis for the Beneficiaries of Agricultural Support Services” will be prepared on provincial basis, which addresses the principles and procedures regarding the healthy analysis of mainly the data of MoAF and the data of collected from the field.
- 2) Studies and plans for the implementation of the said guideline will be prepared by MMs. If the guideline hasn’t been published yet, implementation plans are prepared in the framework of the present process, needs, data of MoAF and principles and procedures included in this Implementation Guideline.

In this framework;

- The method to be implemented in actualisation of each standard, the responsible unit within MM, District municipalities and MoAF Provincial and District Municipalities, units to be cooperated with, protocols, implementing procedures and reporting indicators to be followed in the implementation are determined.
- For this purpose, a current situation analysis is conducted by evaluating primarily the needs arising from the production currently made on the basis of districts and sub-regions, required support tools to eliminate the problems of the producers regarding this, supports implemented, implementation periods of supports, arrangements in protocols, regulations and instructions.
- In order to ensure an effective coordination among the relevant units in the implementation, roles of the stakeholders and coordination mechanisms are determined clearly.
- MM gives place to the objectives set in this field and activities to be undertaken in their strategic plans and performance plans (in their preparation and revision processes). It is expected that the activities included in implementation plans and performance programme overlap substantially and implementation plans determine the methods and protocols on this activity.
- While preparing guidelines and implementation plans, communiqués and regulations of MoAF on support principles and related technical standards published by TSE in related areas can be utilised.

References:

- Presidential Decisions on Agricultural Support
- MoAF, Communiqués on Support Payments
- MoAF, Studies on Turkish Agricultural Basins Production and Support Model
- MoAF, Farmers Registry and Animals Registry Systems
- Records in Municipalities and Neighbourhood Units

Theme	Planning
Standard	1.2 Conducting Training Needs Analysis of Municipality Employees for Agricultural Support Services
Responsible Institutions	MM
Related Institutions	District Municipalities, PDs and DDs of MoAF, Producers' Organisations, Universities

Technical and administrative employees to be assigned in all stages of agricultural support services to be implemented in rural areas in MMs and District municipalities are required to necessarily have a certain level of service skills.

The increase of effectiveness in the training courses for building capacity and skills will be undertaken in line with the support programmes developed and such will be determined with needs analyses.

In this framework;

- Trainings, experiences and job descriptions of all technical personnel employed in standard job positions or temporary status in agricultural support services in MMs and District municipalities are evaluated separately.
- Minimum vocational qualification knowledge level of technical personnel to be required in preparation, office and field services are compared in terms of agricultural support services in plans.
- Urgent and prospective needs are determined.
- With respect to training, MoAF, in cooperation with universities, determines theoretical and applied trainings in improving technical knowledge level and puts them into practice.
- As part of “In-Service Training Programmes” of MoAF and programmes in related universities, collaborations are developed.

References:

- MoAF Regulation on In-Service Training (Ministerial Approval of 27.10.2016)
- Law No. 657 on Civil Servants
- Regulations of MMs on In-Service Training
- Academic and non-academic programmes of universities

Theme	Coordination
Standard	1.3 Establishment of the Programming and Implementation Coordination Board
Responsible Institutions	MM
Related Institutions	Provincial Directorate of MoAF, DSI, ARDSI, Regional Development Administrations, Development Agencies

It is important that the agricultural support activities of MMs are complementary to the activities and supports by the central government units in the province. In order to achieve that, ensuring the cooperation among the units serving at local level is important for the complementarity of the activities. It is recommended that MoI establish a coordination board convening regularly for the cooperation at local level with the legislation amendment.

In this framework;

- The Board of where the representatives of the institution serving directly or indirectly at provincial level in the coordination of MM have the high level of representation, will be established to convene at least two times in a year.

- The main function of the Board, cooperation and coordination efforts, will be undertaken under the responsibility and secretariat of MM.
- Institutions and organisations considered necessary at provincial level may be invited as observers to the Board.

In addition to the present practices of participatory institutions, particularly considering agricultural schedule, the plans as well as the developments in complementary services in the studies to be conducted at provincial level and required in agricultural activities will be evaluated in the Board. Therefore, efforts will be made to prevent duplications in addition to ensuring the coordination in the practices.

Reference:

- MoI Regulation on Provincial Coordination Board (OG of 13.07.1988 issue 19871).
- MoAF Regulation on Agricultural Basins (OG of 07.09.2010 issue 27695).
- Legislative arrangements on related institutions

3.2 Implementation

Theme	Announcements
Standard	2.1 Making Announcements about the Content and Details of Agricultural Supports.
Responsible Institutions	MMs
Related Institutions	MDMs, PDs and DDs of MoAF, Producers' Unions, TZOB, neighbourhood units

The most important point of increasing the effectiveness of agricultural supports among producers is that particularly the support which may be provided in decision-making process for production can become clear. While production process varies according to each sub-activity, it starts with soil preparations starting before spreading seeds in the field and is completed with harvest. Beginning of this process, if the producer can have an opinion on agricultural supports to be received, s/he can have the chance to take the right decision for the production for himself/herself.

Considering seasonal nature of agricultural activities, it is important that the farmers initiate the activities considering the support that they will receive the following year. In line with the principle of clarity and transparency, it is important to announce the supports just in time. In this context, the following practices are considered while setting technical standards and in cleaning and disinfection processes:

- The institutions to make in-kind and in-cash contributions to agricultural support services will be able to announce the product to be support for the production season, the nature of supports before making production decisions.

- Producers’ organisations will be particularly informed about in-kind supports for livestock in addition to plant production.
- The supports to be provided will provide an opportunity for the trade, processor and exporter of the products before harvesting to consult on the required preparations in procurement, storage, transport and sales channels of the products.
- Firms, distributors, storekeepers and similar institutions and organisations providing agricultural inputs (seed, sapling, seedling, fertilizer, pesticides, agricultural equipment etc.) may eliminate bottlenecks by making the right procurement plans.

Similarly, it will be important to announce a similar “call for tender” system still being implemented by Agriculture and Rural Development Support Institution, either at provincial level and sub-regions, districts and rural neighbourhood where the implementation will be carried out in addition to the qualifications and if possible, quantities of agricultural supports to be particularly made by MM.

References:

- Agriculture and Rural Development Support Institution (ARDSI)/ relevant legislation.
- Regulation of Muğla MM on Agriculture and Livestock Support
- Regulation of Antalya MM on Agricultural Support

Theme	Support Activities
Standard	2.2 Establishment of Agriculture, Food, Information and Implementation Systems
Responsible Institutions	MMs
Related Institutions	MoAF, TURKSTAT

The aim, objectives, expected outcomes of the support programmes for farmers, those who will utilize the support, required qualifications for utilizing support, institutional structures such as unions/cooperatives/neighbourhood units to cooperate with; programming documentation involving the period, nature and amount of the support will be prepared and announced to all parties.

Programming approach is important for monitoring support activities to be undertaken by MMs, the budget allocated by the municipality, benefits and outcomes pursued. In addition, it is important to know that the process will be undertaken transparently and everybody concerned may utilise in the event of satisfying the conditions.

In this context;

- Individual producers and producers’ organisations living in service area and to benefit from agricultural support services are directly informed about the topic concerning them with transparent municipality service understanding.

- Producers and producers’ organisations gain the skills to utilise effectively the supports which they can receive in the context of service and make the right decisions on production.
- Other activities complementary to agricultural support services (input, credit, product processing, transport-storage etc.) will also develop rapidly.

For this purpose, the following will be determined:

- Objective of the information system,
- Beneficiaries of the information system,
- Users and management of the information system,
- Access qualifications from web, mobile application,
- Those responsible for the data to be used by the information system and collection and upload of the data,
- Update frequency of the system,
- Information to be produced by the information system, up-to-dateness of information and where it will be used,
- Maintenance and operation model,
- Ownership and management model of the system.

Personnel structure and employment of the information system; trainings of users and beneficiaries and public communication strategy will be improved.

References:

- Regulations of MMs on Agricultural Support
- Legislation of MoAF on Agricultural Support

Theme	Support Activities
Standard	2.3. Development of Support Programmes for Producers’ Organisations
Responsible Institutions	MMs
Related Institutions	MDMs, PDs and DDs of MoAF, Producers’ organisations

The establishment of infrastructures in support programmes for producers’ organisations in the province, establishment of cold chain, putting agricultural cold storages in place, branding, sales activities at local and national scale, the scope of activities such as the creation of e-commerce website and investment supports, establishment, utilisation conditions etc. will be ensured with the participation of relevant unions and cooperatives and with the cooperation of central government units. However, it is not possible to make that support directly by the legislation and the topics will be mainly at the forefront such as information, guidance when accessing the resources and technical support to build a sustainable infrastructure by improving institutional capacities.

It is important to ensure the participation of local actors in business support to be provided under the leadership of MMs. In this context;

- Support programmes may be listed under the following headings:
 - a) Crop production support,
 - b) Animal production support,
 - c) Aquaculture support,
 - d) Small family-owned business support,
 - e) Young farmer support,
 - f) Contract production support,
 - g) Vulnerable group support,
 - h) Renewable energy support,
 - i) Support to compensate the damages of fire, natural disasters and epidemics,
 - j) Other supports provided for other activities and services undertaken for supporting agriculture and livestock.
- Required cooperation in those topics will include the context of legal regulations and in technical issues.

References:

- Legislation of MMs
- Legislation of MoAF on Agricultural Support

Theme	Database
Standard	2.4 Building Common Infrastructures for Producers’ Organisations.
Responsible Institutions	MoAF
Related Institutions	MM, MDMs, TURKSTAT, Producers’ organisations, Universities

It is important to set up agri-food, information and implementation systems, build a web-site which presents any price information for all input-output, goods, product in the agri-food system periodically and spatially, in an easily accessible way and put it into service.

The establishment of agri-food information and implementation systems which involve multiple disciplines (meteorology, soil, water, economy, sociology, finance, communication etc.) on provincial basis and take account of producers’ conditions, will support the decision-makers for agricultural production and evaluation of those products.

Information types to be produced should be determined with the participation of all stakeholders and should be demand-oriented. Research and practices involving production, marketing, foreign trade, price, technology, climate, environment and other relevant topics are in the area of interest of the platform. In addition, the pricing and costing process of all actors in the agricultural value chain should be based on reliable information

Digital Agriculture Market (DITAP) which is an operating system and established by MoAF, is a digital platform where producer and consumer come together; the producer can sell its product at the right price; intermediary firms, serving until the products reach final consumer, are aimed to be eliminated; therefore, which enables the consumers to reach agricultural products at more affordable prices.

In this context, the following practices are considered in establishing the said platform in a way to include service area of MMs:

- Following the chain from the seed to the fork with this platform, creating a market where planned production is made at all stages of production and procurement and producer and consumer earn,
- Developing solidly the infrastructure for contracted agricultural activity,
- Producers being able to utilise supporting financing tools created as part of contracted agriculture of banks,
- Determining purchasing systems in advance and making sales guaranteed production,
- Firms and factories processing agricultural products can have the opportunity to create their own production programmes and sales links,
- Ensuring a rapid development about natural and organic farming,
- Developing moderate systems in the utilisation of natural resources.

References:

- MoAF, DIKAP Implementing legislation
- MoAF, Regulation on Amending the Regulation on Procedures and Principles FOR Contractual Production (OG of 05.09.2014 issue 29110)
- Legislation of Agricultural Credit Cooperatives on Contractual Agriculture

3.3 Training and Awareness-Raising

Theme	Farmer Training
Standard	3.1 Providing Skills Improvement Training to Selected Producers on Product Basis and for General Agricultural Activities
Responsible Institutions	MM
Related Institutions	MDMs, PDs of MoAF, Universities

Wide-ranging skills development programmes which will improve farmers’ present knowledge, change their habits and facilitate their adaptation to changing conditions should be developed. The contents will be prioritised which involve all stages of the agricultural production, indicate all opportunities from the first stage of the production until the final product and explain the requirement of basic business

plans. Transition to entrepreneurial producer stage will be supported with the training courses to be held with support and incentive schedule.

The following matters will be at the forefront while making product-based training planning;

- Training topics related to production branches,
- Training methods and durations by topics
- Calendar planning for the trainings to be held in more than one session
- Competence (academic and professional competence) of the trainers (instructors in the event of outsourcing)
- Qualifications of the producers which are the target group of the training and number of people

In this scope, it is required in the planning of training to fill the forms included in Annex-1.

References:

- MoAF, National Rural Development Strategy (2021-2023), 07.07.2021, Ankara
- MoAF Regulation on Directorates of Handicraft Training Centres (OG of 31.07.2012 issue 28453)
- MoNE, General Directorate of Vocational and Technical Training, Department of Programmes and Education Materials

Theme	Institutional Capacity
Standard	3.2 Development of Training Programmes to Strengthen the Capacities of the Experts employed within the MM, Increase their Knowledge and Skills.
Responsible Institutions	MM
Related Institutions	PDs of MoAF, Development Agencies, Development Administrations, Universities, Agricultural Research Organisations

Short-term and long-term training programmes, skills development programmes based on individuals and teams, on-the-job training courses, international and domestic internship programmes for MM personnel etc. will be organised by taking account of the training programmes, support programmes that may be in question and priority areas.

In this context, implementation techniques in agricultural support services in addition to present plant and animal production topics, organic farming, good agricultural practices, and related topics come into prominence.

In this context;

- Basic agricultural training topics and planning of these,
- It is required in the planning of training to fill the forms included in Annex-1.

- The competency of the participants is inspected with examinations held after the training courses. The clarity and objective evaluation are ensured by determining the specifications of the examinations as well as principles and procedures relating to preparation and evaluations of examinations by way of arrangements to be carried out in the municipality.

References:

- MoAF, National Rural Development Strategy (2021-2023), 2021 Ankara
- MoAF, Agriculture and Forest Academy

Theme		Climate Change - Smart Agriculture
Standard	3.3 Development of Awareness Programmes regarding the Possible Impacts of Climate Change and Smart Agriculture Practices and Providing Trainings	
Responsible Institutions	MM	
Related Institutions	MoAF, MoEUCC, Universities, NGOs, MDMs	

It is essential to determine the possible impacts of the climate change affecting the whole world at regional/provincial and product level and take them into account in agricultural activities. Climate change will affect agricultural production differently on regional and product basis. MMs should undertake analytical works in this field as well as training activities. On the other hand, it is important to develop and scale up smart agriculture practices developing rapidly and simultaneously.

Recently, some of the provincial and district municipalities, notably MMs in Türkiye, started to combat climate change by getting involved in supranational networks related to local administrations. This mobility accelerated during Paris Agreement process. Lately, number of local climate action plan (Local Climate Change Action Plan (LCCAP)) has been gradually increasing. In the local climate change action plans prepared, it is seen that policies primarily focus on reducing greenhouse gas emissions and the objectives for energy sector, urban transport and waste sector are mostly found in the plans. As part of the rapid developments in agriculture sector, sensor technology and IT practices particularly enabled smart agriculture to scale up.

The sector has a high potential in this regard and it is quite important to raise awareness. In this context, it will be useful for MMs to;

- Determine the efforts to provide adaptation and resilience for the changes to emerge both environmentally and agriculturally depending on climate change scenarios on the basis of provinces and districts/sub-regions,
- Determine smart agricultural practices on the basis of province, district and sub-region; develop strategies regarding potential implementation systems; share them with producers and members of producers’ organisations,
- Form communication strategies for this and develop implementation plans,

- Publish public messages to be prepared by MoAF and MoEUCC about the protection of producers and consumers in agricultural production systems.

References:

- MoAF, Climate Change Strategy Paper,
- MoEUCC, 2050 National Climate Change Strategy and Action Plan archives
- Talu, N., 2019. Yerel İklim Eylem Planlaması ve Türkiye Pratikleri, Çevre, Şehircilik ve İklim Değişikliği Bakanlığı, Ankara

Theme	Quality Standards
Standard	3.4 Development of Training Programme for National and International Quality Standards which should be considered for the Products Produced and Processed and Providing Trainings.
Responsible Institutions	MM
Related Institutions	MoAF, Ministry of Trade, TSE, Chambers of Industry and Commerce, Commodity Exchange Markets, Universities

It is essential to comply with quality and standards established in the production of agricultural products and food. The standards required in this field should be conveyed to the producers with detailed training courses in production- storage- processing- packaging- and logistics chain. In addition, MMs should partner with producers and other actors/stakeholders of supply chain in order to increase inspection and quality.

Moreover, standard products and production particularly gain importance in international trade. For this purpose, it is important to develop standards with the regulations on “organic farming” and “good agriculture practices”.

For this purpose;

- Ensuring uniformity in agricultural production structure appropriate for sub-regions and districts, activities regarding production schedule and inputs used should come into prominence.
- Training programmes should be developed particularly on developing and extending organic production and good agriculture practice.
- Contributions of required institutions should be ensured in preparation of content of training programmes.
- For this purpose, the topics such as determination of firms, laboratory analysis, inspections, harvest timing should be prominently determined.

References:

- MoAF, National Rural Development Strategy (2021-2023), 07.07.2021, Ankara
- Ministry of Trade Communique on Foreign Trade Inspections, Trade Quality Inspection of Export and Import of Certain Agricultural Products (Product Safety and Inspection: 2021/21)

4. Monitoring, Evaluation and Review

Theme	Monitoring Support Programmes
Standard	4.1 Defining intended outcomes quantitatively on the basis of support programmes undertaken; monitoring support programmes and evaluation of intended outcomes and outputs upon the closure of support programme.
Responsible Institutions	MM
Related Institutions	MDMs, Universities

Monitoring and evaluating the activities carried out in the meantime of the planning, implementing and closing of support activities, reasons for the outcomes obtained and outcomes which cannot be obtained. Intended outcomes should be quantitatively defined on the basis of support programmes undertaken; intended outcomes and outputs should be monitored upon the closure of support programme. Important outputs will be provided for more effective and applicable design of the next support programme. In this respect, it is important to monitor on the basis of programme. "Evaluation Board" to be established for this purpose will functionally perform this service.

For this purpose;

- Programming documents are prepared, in which the aim, objective, target group, beneficiaries, budget of each support programme, results to be obtained, activities to be undertaken are defined.
- A regulation to be prepared by taking the opinions of related institutions in the coordination with MM and procedures and principles on monitoring and audit of Agricultural Support Programmes are determined.
- A process on defining indicators to monitor effectiveness and efficiency of agricultural support services at provincial and district level, its compliance with agricultural support policies, strategic plans and goals of the Ministry; preparing monitoring report and submitting to Evaluation Board is defined.
- In line with the monitoring, it is ensured to determine the development opportunities and systematically follow the corrective activities.
- It is ensured to determine good practices carried out at provincial level and carry out information activities for nation-wide extension of those practices.
- Senior management and policy makers are supported at decision-making stage and effectiveness of agricultural support activities is increased with the evaluation of data.

In terms of monitoring, it will be useful to monitor activities regarding the topic with “Standard and Activity Monitoring and Evaluation Form” an example of which is presented in Annex-2 and evaluate for the purpose of learning from mistaking required lessons, if possible externally and independently.

References:

- Provincial Coordination Monitoring and Evaluation System

Theme	
Standard	4.2 Monitoring All Supports provided for Producers.
Responsible Institutions	MMs
Related Institutions	MDMs, PDs of MoAF, ARDSI, Universities

It is important that recipients of the support are monitored about how they use the cash or non-cash support which they received and report regularly. It should be put on the agenda that independent monitoring experts are employed and report where necessary.

In this context;

- Programming documents regarding producer support activities are prepared. Programming documents are prepared, in which the aim, objective, target group, beneficiaries, budget of the programme, results to be obtained, activities to be undertaken are defined.
- A regulation to be prepared by taking the opinions of related institutions in the coordination with MM and procedures and principles on monitoring and audit of Producer Supports are determined.
- A process on defining indicators to monitor effectiveness and efficiency of agricultural support services at provincial and district level, achievement of Programme goals; preparing monitoring report and submitting to Evaluation Board is defined.
- Correct usage of producer supports provided by MM and ensuring their effectiveness,
- Testing the complementarity of agricultural supports with in-cash supports provided by MoAF
- Determination of satisfaction of the producers,
- Presenting the productivity, production and producer participation numerically on the basis of province, district and sub-region,
- “Impact Assessment” of the agricultural support will be conducted for periods of 3-5 years.

For this purpose, it is important to monitor support services for producers at different levels such as individual producer, settlements, subject of the support and producers’ organisation with “Standard and Activity Monitoring and Evaluation Form” an example of which is presented in Annex-2 and accordingly to make required evaluations by an independent group in terms of determination of support services to be made in the future.

References:

- Evaluation Reports on ARDSI Supports

4. Findings of Pilot Studies

Studies were conducted in February-April 2022 in two rounds with the effective participation of representatives of TSE and related units of Muğla and Konya MMs. During the study meetings, draft service standards were evaluated separately and studies which would be conducted for this service and potential schedules of these studies were discussed by considering “Implementation Guideline for Service Standards for Agricultural Support” and “Pilot Studies-Study Documents of Service Standards for Agricultural Support”.

It was raised that it would be possible to finalize the draft 13 standards on “Agricultural Support Services” under current **ISO 9001 Quality Management System** of TSE. Representatives of stakeholders who participated in the meetings confirmed that it would be possible that studies conducted by MMs would be guided in accordance with the defined 13 standards, and prepared and tested in accordance with the envisaged schedule with the contribution of TSE.

With the service standards which will be so prepared:

- Taking one step closer will be possible to the necessary consistency for activities which may differ from each other in the **Quality Management System**.
- Approach to the system of all employees will positively change about this field.
- The Quality Management System of related units of MMs can be certified by an internationally recognized organization.
- It will be possible to identify and resolve current and potential problems rapidly.
- Quality understanding will positively change on the services provided to the stakeholders.
- Farmers and FOs who will benefit from agricultural support services will receive the services more transparently.
- All of the current and potential problems will be analysed systematically and the continuity will be provided in the development process.

4.1. Inventory of Current Legislation and Practices to Comply with Standards

During the study meetings held with MMs, it was seen that there were no standards despite the availability of “standards” developed by TSE for agricultural support activities. It was seen that these activities were conducted in accordance with current “regulations” of MMs if any, “duty and power” provisions of responsible units for agricultural support services and preliminary opinions on implementation. “Regulations of Agricultural Support Services” prepared and implemented by some MMs are in the nature of significant guidance documents for practice.

The following table shows the pilot studies on the defined 13 Agricultural Support Services in this scope and the inventory of current arrangement, standard, guideline, regulation and practices.

Table 2: Inventory of Current Legislation/Standard/Guideline and Practices to Comply with Standards

Standard	Current Regulation and Implementation
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<p>1.1. Conducting needs and problem analysis for individual producers and producers' organisations.</p>	<ul style="list-style-type: none"> • The needs are determined through the media such as the Mukhtar Information System of MMs where requests are obtained. • Knowledge flows are directly provided from NGOs (Chambers of Agriculture), Agricultural Consultants, Producers' Organizations and Cooperatives. • Studies are conducted under current regulations on duties, powers and proceedings and implementation regulations of the departments.
<p>1.2. Conducting training needs analysis of municipality employees for agricultural support services</p>	<ul style="list-style-type: none"> • Regulation on Duties, Powers and Proceedings of MM Department of Agricultural Services, Regulation on Duties, Powers and Proceedings of MM Department of Training.
<p>1.3. Establishment of the Programming and Implementation Board.</p>	<ul style="list-style-type: none"> • Efforts are made about the coordination in a limited way under YIKOB legislation. • Also, disaster coordination institutions, universities, MoEUCC, related cooperative representatives etc. (institutions which work on necessary fields and institutions which will contribute to deciding and implementing must be included.) coordinate together occasionally on such fields like water resources, soil and environment conservation, forests but the coordination is also required on agricultural supports. • Regulations on Agricultural and Livestock Support of MM and Mol – YIKOB (Investment Monitoring and Co-ordination Department) legislation and legislation of Province Coordination Board Proceedings.
<p>2.1. Making announcements about the content and details of agricultural supports.</p>	<ul style="list-style-type: none"> • Announcements are made through website, SMS and social media under legislation of Department of Press and Public Relations Regulations of MMs and regulations on Agricultural and Livestock Support which are belong to MMs.
<p>2.2. Establishment of agriculture, food, information and implementation systems.</p>	<ul style="list-style-type: none"> • Regulations on Agricultural and Livestock Support. Types of support, selection criteria and type are provided as "available information" but structure of the legislation is insufficient. • Information of producers and production are obtained through web-based applications. • Information of activities supported by local governments are kept in a simple and integrated system.
<p>2.3. Development of support programs for producers' organisations.</p>	<ul style="list-style-type: none"> • Studies are conducted in the scope of the protocol signed with producers' organizations with decision of MM Council in accordance with Law No. 6360. • Some MMs study on contracted production with Agricultural Credit Cooperative and established cooperatives under Law No. 1163 Agricultural Development Cooperative.
<p>MM 2.4. Building common infrastructures in support programs for Producers' Organisations.</p>	<ul style="list-style-type: none"> • The cooperation between district municipalities and Chambers of Agriculture is conducted under regulations on Agricultural and Livestock Support of MMs and decisions of MM Council.

	<ul style="list-style-type: none"> • Protocols should be signed on the right of joint use for infrastructures (milk cooling tanks, buildings, storages etc.).
3.1. Providing skills improvement training on product basis and for general agricultural activities.	<ul style="list-style-type: none"> • Activities are conducted on introducing and transferring information and methods of implementation on input supports. • The study was conducted in the scope of regulations on Duties, Powers and Proceedings of MM Department of Agricultural Services and regulations on Agricultural and Livestock Support of MMs. <p><u>Establishing References:</u></p> <ul style="list-style-type: none"> • Additional tailor-made coordination protocols (Universities and Public Institutions).
3.2. Development of training programs to strengthen the capacities of the experts employed within the MM, increase their knowledge and skills.	<ul style="list-style-type: none"> • Training plans are made in necessary fields for new employees of the unit. • There are also “technical visits” in which employees participate occasionally. • Studies are conducted in the scope of regulations on duties, powers and proceedings of related MM departments. <p><u>Establishing References :</u></p> <ul style="list-style-type: none"> • Additional tailor-made coordination protocols (Universities and Public Institutions).
3.3. Development of awareness programs regarding the possible impacts of climate change and smart agriculture practises and providing training.	<ul style="list-style-type: none"> • Information and trainings are given in order to spread new technological practices (irrigation, solar energy, harvesting, frost control, storages, processing etc.) • Studies are conducted in the scope of regulations on duties, powers and proceedings of related MM departments. <p><u>Establishing References :</u></p> <p>Additional tailor-made coordination protocols (Universities and Public Institutions).</p>
3.4. Development of training program for national and international quality standards which should be considered for the products produced and processed and providing training.	<ul style="list-style-type: none"> • Awareness-raising is conducted on producing at international quality standards and certain level. Trainings(decontamination from hazardous materials and chemical residue etc.) are given on these fields. • Regulations on duties, powers and proceedings of MM Department of Agricultural Services; standards on international foreign trade defined by MoT and Food Production and Control Standards under the responsibility of MoAF.
4.1. Defining intended outcomes quantitatively on the basis of support programs undertaken; monitoring support programs and evaluation of intended outcomes and outputs upon the closure of support program.	<ul style="list-style-type: none"> • Regulations on duties, powers and proceedings of MM Department of Agricultural Services; • The implementation is significant for showing the success of both municipalities and farmers. Assessments should be conducted by defining instructors (measurable and quantitative) during the preparation of programs and these activities are conducted in the scope of regulations on duties, powers and proceedings of the departments.
4.2. Monitoring all supports provided to producers.	<ul style="list-style-type: none"> • Studies are conducted in the scope of regulations on Agricultural and Livestock Support of MMs and regulations on duties, powers and proceedings of MM Department of Agricultural Services.

- Producers and producers’ organizations are evaluated in order to measure the efficiency of the work.
- “Annual Reports” are prepared regularly at the end of the year.

It was envisaged that there would be no problem on compliance with 13 service standards which would be implemented and agreed on and implementation process would take place rapidly as expected. Current problems and resolutions and expectations of end beneficiaries, representatives of public and private institutions which provided similar services were considered on implementation of current agricultural support services. Afterwards, situations of current legislation were determined in order to prevent these problems in the upcoming period.

The assessments were conducted in the study visits held with the participation of representatives of MMs and TSE. During the assessment, information was exchanged on compliance, caution areas, implementation processes of the standard suggested under main headings added to the agenda for each standard and specifically responsible institutions on implementing and developing and relations with internal and external stakeholders and legislation on implementation.

It was seen that some MMs reached a certain level on information sources such as regulations prepared and implemented on agricultural support services with released announcement as an open source, admission criteria, selection method, expectations of the implementation, responsibilities of the parties and the practices which are more transparent and close to the standards.

MMs should take into consideration the legislation related to these practices of MMs by analysing the legislation of other public institutions and NGOs which provide same services.

4.2. Measures and Activities to Comply with Standards

Internal arrangements, institutional restructuring studies, development on the legislation and necessary ones of the coordination studies between the institutions were determined when implementing studies on the standards of “Agricultural Support Service”. In this scope, MoAF, TZOB and NGOs and farmers’ organizations should participate in the studies and associated decisions should be determined with a common understanding. [here]

It was determined in the studies that MMs could move freely on development of the standards related to studies which will only be implemented by MMs. However it was noted that there was a requirement to clearly determine topics such as sharing the duties and responsibilities. The studies should be conducted on legislation and associated authorization. Also, the consensus was reached that MMs held pilot studies had no shortcomings on complying with the prepared standards. However, the process related with preparing the service standards was discussed here.

Also, preparing and implementing institutional capacity development programs should be conducted with Department of Training and Publication of MoAF and UMT. Also, related faculties and units of current universities can provide contributions to preparing and implementing the program.

It will be in question that all of the determined standards will be completed and implemented within one year at most. It was considered suitable that the standards should be mainly developed and implemented under the coordination of responsible units for agricultural services of MMs.

Table 3: Measures and Activities to Be Implemented in the Upcoming Period

Standard	Measures and Activities to Be Implemented	Implementation Calendar	Responsible Unit
1.1. Conducting needs and problem analysis for individual producers and producers' organisations.	Modifications and "internal arrangements" should be made to current regulations on duties, powers and proceedings of Department of Agricultural Services of MM.	6 months-1 year	Department of Agricultural Services of MM
1.2. Conducting training needs analysis of municipality employees for agricultural support services.	Modifications of current regulations on duties, powers and proceedings of Department of Agricultural Services of MM and the needs of the unit should be determined and for this purpose, cooperation systems should be developed with outsourcing/universities/research institutes.	End of 2022 (6 months)	Department of Agricultural Services of MM; Department of Human Resources and Training
1.3. Establishment of the Programming and Implementation Board.	Contributions of related institutions should be included on coordination and information under modifications of current Regulations on duties, powers and proceedings of Department of Agricultural Services of MM and institution building, coordination between the institutions and internal arrangements should be ensured.	End of 2022 (6 months)	General Secretariat of MM/ Department of Agricultural Services of MM
2.1. Making announcements about the content and details of agricultural supports.	Studies will be developed on structural status of current Call Center and requests for agricultural support and rural areas. Also, web-based digital system of collected information should be established.	1 year	Department of Agricultural Services of MM / Department of Press and Public Relations of MM
2.2. Establishment of agriculture, food, information and implementation systems.	Information related to the producers should be collected under web-based applications. For this purpose, this should be established with Quality Management System (9001) approved by TSE. The standards of 45001-Occupational Safety and 10002- Customer Satisfaction should be addressed.	1 year	Department of Agricultural Services of MM, Department and Regional Directorates of TSE
2.3. Development of support programs for producers' organisations.	Producers cooperatives established with the Law No. 1163 should "be included" in support systems which will be conducted with MMs and including producers cooperatives should be clearly written.	1 year	MoAF and Department of Agricultural Services of MM and Legal Advisor's Office in the scope of

	Also, cooperation protocols should be developed and studies on “joint protocols” should be conducted.		coordination of MoEUCC
2.4. Building common infrastructures in support programs for Producers’ Organisations.	Legislation arrangement and internal arrangements should be made.	1 year	MoAF and Department of Agricultural Services of MM and Legal Advisor’s Office in the scope of coordination of MoEUCC
3.1. Providing skills improvement training on product basis and for general agricultural activities.	Current legislation is sufficient and cooperation protocols (Universities, public institutions, Chambers of Agriculture etc.) for the needs should be prepared.	End of 2022 (6 months)	Department of Agricultural Services of MM and Department of Human Resources and Training
3.2. Development of training programs to strengthen the capacities of the experts employed within the MM, increase their knowledge and skills.	Cooperation protocols should be developed on training with private companies and universities, public institutions, Chambers of Agriculture and NGOs.	End of 2022 (6 months)	Department of Agricultural Services of MM and Department of Human Resources and Training
3.3. Development of awareness programs regarding the possible impacts of climate change and smart agriculture practises and providing training.	Legislation proposals should be developed on supporting varieties of compliance with climate change by MMs. Also, cooperation protocols should be developed on training with private companies and universities, public institutions, Chambers of Agriculture and NGOs.	1 year	Department of Agricultural Services of MM, MoF, Mol and General Secretariat of MMs. in the scope of coordination of MoEUCC
3.4. Development of training program for national and international quality standards which should be considered for the products produced and processed and providing training.	Control systems should be developed for implementing the legislation on improving the standard. Training should be organized by developing supervisory systems. Also, cooperation protocols should be developed on training with private companies and universities, public institutions, Chambers of Agriculture and NGOs.	1-2 years	MoAF, MoF and Department of Agricultural Services of MM,
4.1. Defining intended outcomes quantitatively on the basis of support programs undertaken; monitoring support	Legislation arrangements and medium-term monitoring program should be developed to establish instructor-based system on defining	1 year	Department of Agricultural Services of MM

programs and evaluation of intended outcomes and outputs upon the closure of support program.	and measuring social- ecological-economic effects.		
4.2. Monitoring all supports provided to producers.	A work system should be established under current Regulations on duties, powers and proceedings of Department of Agricultural Services of MM and the infrastructure should be developed and all of the legislation renewal should be completed.	1 year	Department of Agricultural Services of MM

Establishing the “Quality Management System” will be possible with the development and implementation of 13 standards defined with MMs in the studies, development of quality management and establishing an effective monitoring and reviewing system. In this scope, first steps of establishing the new system will be undertaken with implementing or complying with developed service standards by other public institutions and organizations. Also, defined service standards will provide the transparency on the service which will be received by end beneficiaries and prevent unfair competition.

The key steps of the “Quality Management System” will include following topics:

- a. Identifying the needs and expectations of beneficiaries (producers and producers’ unions) and other related parties,
- b. Establishing objectives and policies for service quality of MMs,
- c. Defining required procedures and responsibilities to reach the quality objectives.
- d. Defining the required resources to achieve the quality objectives.
- e. Establishing measuring methods on activities and productivities related to conducted activities,
- f. Implementing these methods for each procedure,
- g. Envisaging the activities to prevent negativities,
- h. Establishing and implementing updating procedures to improve quality management system constantly.

Such an approach can be implemented in order to establish, sustain and develop the quality management system related to agricultural support services.

Participation and contributions of the stakeholders came to the forefront on implementing the service standards envisaged to be completed between 6 months to 1 year under the coordination of responsible units of agricultural support services. Both legislation amendments and inter-institutional/intra-institutional arrangements are significant. Also, the activities should be expanded under the “Regulations” developed and currently implemented by MMs and the participation of related public institutions and farmers’ organizations should be increased. For this reason, developing

the coordination between the institutions will help with establishing and successfully implementing these services.

5. General Evaluation, Conclusions and Recommendations [here]

The importance of initial assessment studies, preparing and implementing 13 service standards defined with the activities of well-attended in the previous phases were noted by all participants in the assessment studies held with the active participation of both related units and employees of MM agricultural support services and representatives of TSE. However, these service standards should also be evaluated by all stakeholders in order to implement these standards.

The service standards to be developed will include an integrated and systemic approach with the approach of “Quality Management System”. In this structure, quality policies and quality objectives will be prepared to provide focus and collaboration on agricultural support services of MMs. Thereby, limited resources will be used effectively. Also, the quality policy will ensure that quality objectives on the services are defined and practices are evaluated. Documentation and digital database systems which will be established will also be significant resources.

It will be a significant tool in order to finalize these standards with the experience gained from practices related to the regulations on agricultural support services which MMs prepare. Reflecting experiences on the practices to these standards is significant to provide consistency of practices related to agricultural support services.

The standards for these services of MMs, financial institutions, NGOs and public institutions which operate on agricultural support services will create positive effects such as transparency, effectiveness and compliance with each other.

Preparing recommended service standards in an integrated and holistic way and action by stakeholders with their duties and responsibilities will be one of the most significant factors for successful implementation.

ANNEX-1: In-Service Training Form

Subject of Training	
Objective of Training	
Target Group	
Number of Personnel to Receive Training	
Content of Training	<ul style="list-style-type: none"> • • •
Duration of Training	Theoretical training: hours Practical Training:hours
Training Planning*	
Competency of Trainers**	
Training Materials	

* The duration and calendar of training courses on the basis of subjects will be written for training courses to be provided in more than one session.

** Academic and professional competences of trainers that will be required will be written.

ANNEX-2: Monitoring and Evaluation Form on Standards and Activities

Standard			
Strategic Goal *			
Strategic Objective*			
Responsible Unit(s)			
Evaluation Period			
Relevant Activities Included in the Performance Programme			
...1. ...2.			
Performance Indicators relating to the Activities under Standard included in the Performance Programme			
Indicator	Baseline	Target	Actualization
Activities Carried out under the Standard			
<ul style="list-style-type: none"> • • • 			
Activities which have not been carried out during evaluation period under the standard			
<ul style="list-style-type: none"> • • • 			

Basic Problems Encountered	
<ul style="list-style-type: none"> • .. • .. 	
Need for Revision of Standard	Yes <input type="checkbox"/> No <input type="checkbox"/>
Recommended Revised Standard	
Need for Revision of Implementation Plan	Yes <input type="checkbox"/> No <input type="checkbox"/>
Recommended Change in Implementation Plan	
Other Opinions and Evaluations	
<ul style="list-style-type: none"> • ... • ... 	

* This indicates relevant strategic goal and objectives included in the Strategic Plan.