



Public Structuring and Evaluation of Public Services in Turkish Agriculture

Tuğçe Köksal¹, M. Necat Ören¹

¹Cukurova University, Department of Agricultural Economics, Adana, Turkey

ORCID IDs of the authors: T.K. 0000-0001-9125-0782; M. N. Ö. 0000-0001-5620-6372.

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Abstract

This study is conducted to evaluate public structuring in Turkish agriculture and services offered through it. In particular, it reviews legally and institutionally The Ministry of Agriculture and Forestry, its affiliations and related branches and other organizations providing services to agriculture and critically discusses services offered through them, and policies applied, taking into consideration the performance reports issued by the relevant organizations. Additionally, based on a literature review, it also discusses problems encountered in practice and tries to develop some suggestions to solve those problems in the light of OECD data on some major products such as wheat, cotton, corn, meat and milk. The studies conducted during last decade aimed at the development of agriculture, enhancing its competitiveness, improving income level of the producers, protecting natural assets and using natural resources on a sustainable basis. As a result of the study, it is concluded that there are important problems in terms of continuity, consistency and coordination in the public structure in agriculture and the services and policies offered through it. Those problems, caused by the policies implemented for the functioning of agriculture, legal and organizational requirements and mostly structural changes made in line with political preferences, have not been fully solved yet.

Keywords: Public organizational structure, agricultural organizations, Turkish agriculture, public services, agricultural policies,

1. Introduction

From past to present, the agricultural sector has been providing essential foodstuffs for human beings, public health, and social-economic development, adequate and balanced nutrition. For this reason, it has a strategic importance for both developed and developing countries. Thanks to its geographical structure and climatic conditions, Turkey has a great potential in both plant and animal production in terms of product diversity and product quantity. If this potential can be used rationally, effectively and in a planned manner, it will be able to move to the platform it deserves in agricultural production by achieving growth in line with sustainable development plans. Agriculture is a critical sector with many interventions and transfers that vary according to the conditions in the country. In addition, it is seen that there are many institutions and organizations that provide direct or indirect services to agriculture from the past to the present, and accordingly, the number of laws is high. The Ministry of Agriculture was included in the State Organization of the Ottoman Empire under the name of Ministry of Agriculture in the period following the proclamation of the Tanzimat Edict, and has gone through various phases during the Monarchy, Constitutional Monarchy and Republican periods, sometimes by changing its name, sometimes by merging with other ministries, sometimes by being separated or closed down and re-established until today. The distribution of duties and confusion of authority have also been experienced with these changes[1].As of today, some problems related to the confusion and disconnection of authority arising from institutional changes in line with political preferences have not been eliminated.

Address for Correspondence:
Tuğçe Köksal, e-mail: tugcekoksal04@gmail.com

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In 2018, with the transformation of public functioning under the presidential government system, some ministries were merged to increase the influence of ministries on the policies determined and implemented in some public institutions.

For this reason, the Ministry of Food, Agriculture and Livestock and the Ministry of Forestry and Water Affairs were merged and now operate related units, provides services in a wide range of areas within the framework of a frequently changing legal and institutional structure. Central and provincial organizations, related and affiliated institutions, boards and commissions are the most important decision-making units.

The aim of this study is to evaluate the public structure in Turkish agriculture, the services provided through this structure and the policies implemented and to discuss the problems. For this purpose, the structure that serves the sector and is the implementer of public policies in this field, primarily the Ministry of Agriculture, and the services and policies implemented through this structure were evaluated.

2. Material and Method

The study mainly utilized secondary data. Relevant laws, circulars, communiqués and regulations published in the Official Gazette, documents and information from the Ministry of Agriculture and Forestry, the Presidency of the Republic of Turkey Presidency of Strategy and Budget, the National Cooperatives Union, Union of Chambers of Agriculture of Turkey the General Directorate of Agricultural Credit Cooperatives, the General Directorate of Agricultural Sales Cooperatives, TURKSTAT, the Ministry of Trade, the OECD and FAO, previous studies on the subject, the Annual and Performance Evaluation Reports of the Ministry of Agriculture and Forestry and the Strategic Plans of the Ministry were used as materials.

The research topic is addressed in two main sections:

In the first chapter, the historical process of the Ministry of Agriculture and Forestry, the organizational structure, duties and authorities, and structural problems of the ministry and its Central and Provincial Organizations, Related and Affiliated Organizations, as well as other institutions serving agriculture are discussed.

In the second part, mainly the activity and performance evaluation reports of the Ministry of Agriculture and Forestry and the strategic plans of the ministry were utilized and the agricultural services and subsidies provided through this structure were examined in terms of the achievement of the activity and performance targets within the framework of the objectives and instruments of agricultural policies. In addition, political indicators in the light of OECD data on basic products such as wheat, cotton, corn, meat and milk, and the data of platforms such as TURKSTAT and FAO were taken into consideration and the problems encountered in practice were discussed based on the literature and solutions were tried to be developed.

3. Results and Discussion

Agriculture is an integral part of humanity. This feature has never changed throughout history. The functioning and public structuring of agriculture has gone through various phases from the formation of the basis of the central authority to the formation of agricultural bureaucracies and the formation of ministries in the process until the changing living conditions, management forms, developing technology and globalizing world conditions.

The Ottoman Empire applied different systems in agriculture that varied according to the conditions of the day. These are: grooming, tax farming and manor in the most general terms. The most important economic and financial institution in the Ottoman administration was the fief system. Grooming is a tax-dependent land management system that forms the basis of both the agricultural and military economy of the state, and with the Tanzimat Period, grooming was completely abolished [2].

The first organization in this field in our country was established in 1838 as the 'Agriculture and Industry Council' under the Ministry of Foreign Affairs. It was recorded as one of the important steps taken in terms of institutionalization. In the following periods, it was organized as the Agricultural Assembly in 1843, the Ministry of Agriculture in 1846, the Ministry of Commerce, 1846-1891, the Ministry of Commerce, the Ministry of Commerce, the Ministry of Commerce and Agriculture, the Ministry of Forestry and Maadin, and the Ministry of Forestry, Maadin and Agriculture between 1891-1911.

Between 1920 and 1924, with the "Law No. 3 on the Election of the Grand National Assembly of Turkey and the Executive Deputies", the affairs related to trade, agriculture, forestry, industry and mines were carried out by the Ministry of Economy. Between 1924 and 1928, the Ministry of Agriculture was affiliated to the Ministry of Economy again with the "Law No. 1200 on the Unification of the Ministry of Commerce and the Ministry of Agriculture and the Establishment of the Ministry of Economy" between 1929 and 1931. Ministry of Agriculture between 1931-1951, Ministry of Agriculture, Ministry of Forestry between 1951-1974, Ministry of Food, Agriculture and Livestock between 1974-1981, Ministry of Agriculture and Forestry between 1981-1983, Ministry of Agriculture, Forestry and Rural Affairs between 1983-1991, Ministry of Agriculture and Rural Affairs between 1991- 2011, Ministry of Environment and Forestry, and with the amendment made in 2018, it currently serves as the Ministry of Agriculture and Forestry [3].

Agriculture has been the point of activity of different structures and institutions from past to present. Existing institutions and organizations are generally classified as public, farmer and professional organizations. As a result of the study, it has been observed that there have been significant problems in terms of continuity, consistency and coordination in the public structure in agriculture.

- Organizational Structure of the Ministry of Agriculture and Forestry

The Ministry of Agriculture and Forestry serves with the administrative structure of the Minister, Deputy Ministers and the Directorate of Guidance and Inspection, Directorate of Private Secretariat and General Directorate of Personnel, which directly report to the Minister. The activities of the Undersecretary and Deputy Undersecretaries have been taken over by the Deputy Ministers and other units have been incorporated (Figure 1).

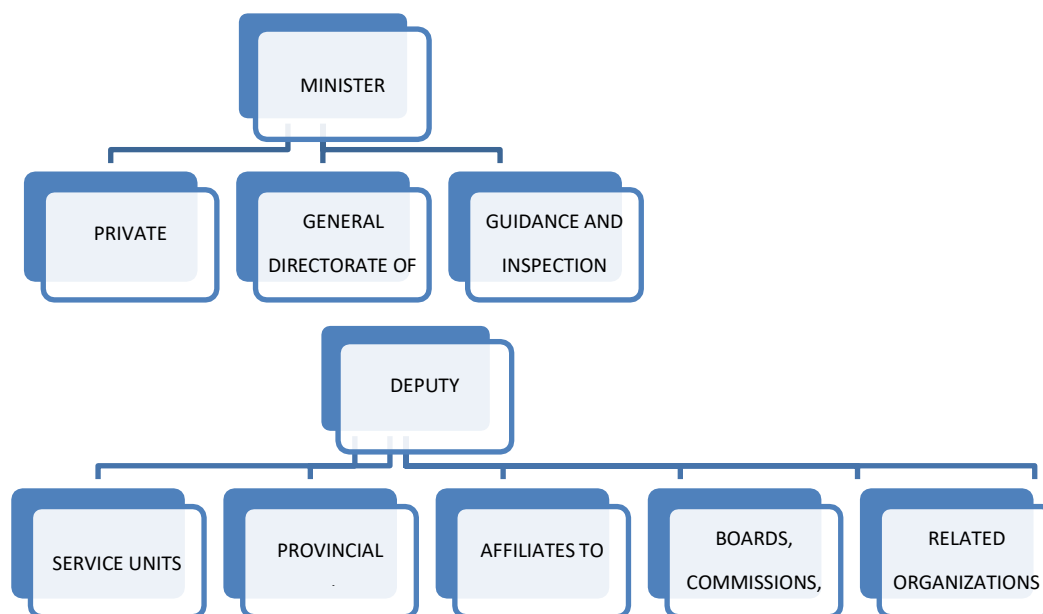


Figure 1. Organization Chart of the Ministry of Agriculture and Forestry Source: [4]

Minister: The minister is the person in charge at the top of the organizational structure. He/she is responsible for the activities of the Ministry and the work and transactions of his/her subordinates. Units under the Ministry; Directorate of Private Secretariat to organize the work program of the Minister. While the Directorate of Guidance and Inspection is responsible for organizing and conducting the official and private correspondence, protocol and ceremonial affairs of the Minister, the Directorate of Guidance and Inspection is responsible for conducting examinations, research and investigations related to the units authorized to the Ministry and all kinds of working procedures, and the General Directorate of Personnel is responsible for following the personnel procedures such as appointment, transfer, promotion and retirement of the personnel working in the Ministry [5].

Service (Central) Units; It includes all units established to carry out agricultural activities that are economically strong, self-sufficient, aim to ensure production under all conditions, provide sufficient and balanced food supply to its people, protect environmental values while trying to carry out all kinds of production activities in the best way, combat natural phenomena, protect both producers and consumers

by using input items effectively, achieve commercial vitality with outward-oriented policies and realize high value-added agricultural activities [6].

The provincial units operate with as many units (19) as the service units. These units are responsible for preparing the studies of the projects targeted in line with the strategic plans, conducting research, providing technical support, reporting the data obtained in this process and sharing them with related institutions such as public or Non-Governmental Organizations (NGOs), planning international R&D activities in cooperation and developing physical, financial and technological infrastructure [7].

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Affiliated Organizations are units with a special budget within the general budget established by special law to support the activities of the Ministry. It consists of 5 main units in total [8].

Relevant Institutions; These are public legal entities established by special laws that are subordinate to the Ministry. It consists of 5 main units in total.

Boards and Commissions; It was established by making and implementing specific decisions within the framework of the standards determined by conducting analysis and evaluation studies in line with the field of interest of each unit on issues such as animal husbandry, hunting, drought, forestry, wetlands, ethics [8].

The Coordinating Institutions consist of two units: 'General Directorate of Agricultural Insurance Pool Management Company' and 'General Directorate of the Central Union of Agricultural Credit Cooperatives of Turkey'. Agricultural Insurance Pool is a legal entity that exists to provide technical support by evaluating the risks within the scope of the agricultural sector determined by the Council of Ministers against all kinds of disasters and damages, and making the necessary payments after damage assessment. ACCT Central Union, on the other hand, is an organization established to ensure that producers can act more financially strong and united, and to strengthen the grounds of the structure that will eliminate disruption in production [6].

There are also various non-ministerial institutional organizations in agriculture with different objectives and structures. In order to achieve competitiveness in agriculture, to cope with risks and uncertainties, and to avoid being affected by price fluctuations as much as possible, there are various social and economic organization models that farmers come together to establish. Cooperatives are at the forefront of these organizations.

Today, Agricultural Credit Cooperatives have taken its final form as 1 Central Union, 17 Regional Unions and 1,622 cooperatives [9].

The Agricultural Sales Cooperative is another organization that is supervised by the Ministry of Commerce and is based on the principle of solidarity and adopts the course of economic stability and aims to increase the capital without profit by making more rational use of the products by eliminating all the negatives.

The number of cooperative regional unions is 147, the number of member cooperatives is 7,530, and the number of members is 3,200,109. The number of Cooperative Central Unions is 8, the number of partner unions is 141, the number of partner cooperatives is 8,235, and the number of members is 1,626,821. The total number of unit cooperatives is 11,885, and the number of members is 3,614,508. The total number of producer unions is 870 and the number of members is 345,515. The total number of breeder associations for breeding purposes is 278 and the number of members is 569,770 [10].

One of the structures established to contribute to the realization of the state's agricultural policy by protecting professional unity and discipline is the Union of Chambers of Agriculture. In Turkey, the number of the Union of Chambers of Agriculture (UCAT) is 1, the number of member chambers is 763, and the number of members is 5,192,906. [11].

Evaluation of the Services and Performance of the Ministry of Agriculture and Forestry Agriculture is a very broad sector in terms of its content and audience. For this reason, the working areas of the Ministry of Agriculture are also quite broad. In addition to crop production, animal production, natural resource availability, planning of supply and demand quantities, ensuring food safety and reliability, utilization of land structures, supporting rural development, R&D studies, training and extension services, there are different activity items that include many other sub-services of the ministry such as agricultural output, imports, exports, etc. The services provided have been analyzed from various perspectives and the assessments have been supported by the Ministry's Performance Reports, TurkStat, OECD and FAO data, as well as data from relevant institutions and sector reports.

- Agricultural Supports

Table 1. Key Policy Indicators for Selected Crops in Turkey

Years	Wheat			Egypt			Cot- ton		
	PSE	PSE	Producer NPC	PSE	PSE	Producer NPC	PSE	PSE	Producer NPC
	(Million \$)	(%)		(Million \$)	(%)		(Million \$)	(%)	
2011	1.119	13,89	1,16	182	10,77	1,12	477	14,10	1,16
2012	1.624	23,25	1,29	101	6,35	1,07	627	28,28	1,39
2013	1.626	19,91	1,25	102	5,13	1,05	504	24,03	1,32
2014	1.601	23,60	1,31	322	18,02	1,22	610	27,89	1,39
2015	1.297	19,53	1,24	278	17	1,20	644	39,33	1,65
2016	1.665	29,12	1,41	199	13,35	1,15	532	31,05	1,45
2017	1.305	23,76	1,31	96	7,75	1,08	502	27,10	1,37
2018	107	2,62	1,03	28	2,74	1,03	403	24,17	1,32
2019	225	5,39	1,06	26	2,34	1,02	388	27,04	1,37
2020	132	2,88	1,03	23	2,03	1,02	317	28,80	1,40

Support items applied in Turkey: Area Based Supports, Differential (Premium) Payments, Livestock Supports, Rural Development Supports, Agricultural Insurance Supports, Compensatory (Alternative Crop) Supports and Other Supports.

As of 2021, the total amount of agricultural support amounted to 22 billion TL, of which area-based support accounted for 21%, differential payment support 27%, livestock support 29%, rural development support 8%, agricultural insurance support 6%, compensatory support 1% and other support 8% [12]

Crop Production Supports: They are mainly categorized under two headings as area-based and differential payment supports. Area-based supports: diesel-fertilizer, soil analysis, organic agricultural practices, good agricultural practices, hazelnut area-based income support, support for family enterprises smaller than 5 decares and rehabilitation of traditional olive orchards. Differential premium payments consist of supports for grain corn, olive oil, fresh tea, oilseed crops, cereals and pulses. On a crop basis, it consists of supports for cotton, oilseed sunflower, soybean, canola, safflower, grain corn, olive oil, tea, wheat, paddy, other cereals, dry beans, lentils and chickpeas.

Livestock supports: Fodder crops, milk, beekeeping, aquaculture, mohair, bovine animals, calves, bumblebees, small ruminant breeders' associations for breeding purposes, compensation for animal diseases, vaccination, biological and biotechnological control, disease-free enterprise, silkworm, milk powder, intervention purchase price difference, meat-fattening, gene resources, bovine breeding animal purchase, earring, waste, herd manager employment, milk analysis, mother buffalo, breeding queen bee and approved dairy farm supports [13]

- Crop Production Supports

Area-based subsidies for the last 2 years (2020-2021) were analyzed on a crop basis. Particularly noteworthy is the increase in the amount of support per decare in the cereal group (over 50%) and the increase in paddy and cottonseed (15%). Only the payment for fallow remained constant, while other payments increased slightly. [14,15] Soil Analysis Laboratories are paid 40 TL per analysis. Hazelnut payment: 170 TL/ha to farmers registered in the FRS. Organic agriculture support 1st category total 150 TL/da 2nd category total 60 TL/da, 3rd category total 10 TL/da. Good agricultural practices: 1st category total 300 TL/da, 2nd category total 60 TL/da, 3rd category total 10 TL/da. Agricultural control support: 1) Under cover biological and biotechnical control support: Total 635 TL/da, 2) Biological and biotechnical control support in open field: A total of 170 TL/da is paid. Small family enterprise support: 100 TL/da for the production of fruits, vegetables, ornamental plants, medicinal and medicinal aromatic plants under cover or in the open on plots of 5 da or less. Support for certified seed use: Support for the use of domestically produced seeds in addition to existing seeds [15]. Compensatory payments are determined by the Presidency every year. In differential (premium) payments, oilseed crops stand out in particular. Among these, the support for bulk cotton (110 Kr/kg), which has the highest production cost, has the highest amount [15].

- Policy Indicators for Selected Key Crops

Today, the most widely used approach to measuring agricultural support and protectionism is the OECD's "Producer Support Estimate (PSE) and Nominal Protection Coefficients (NPC) indicators [17]

Key policy indicators for some selected crops in Turkey for the period 2011-2020 are given (Table 1). It is understood that the total amount of support (Total PSE), especially for wheat and maize, has decreased significantly in recent years and realized at 2- 3% of the production value (% PSE), while domestic producer prices have been close to world prices in recent years (Producer NPC) due to the decrease in support and protection. Cotton production, on the other hand, is supported at about a quarter of the value of production and domestic prices are above world prices due to foreign protection [18]

- Animal Production Supports

It is understood that there has been no significant change in the last two years (2020-2021) in the support provided for livestock, while there has been a 33% decrease in the milk content analysis support for breeding purposes. For calves registered in the pedigree registry, the net price was not determined and the phrase "will be determined according to the conditions provided" was included.

In particular, in order to ensure the realization of forward-looking practices in the breeding of cattle, the protection of their genetic structure and the fight against diseases, we see that support is provided in different criteria such as being registered in the pedigree registry, born from artificial insemination, having completed vaccinations and the protection of their genetics. In addition, waste support (1000 TL/head) is one of the prominent supports. The support for calves over 4 months is paid as 370 TL/head, and the support for calves born from artificial insemination is paid as 600 TL/head. [14,15] Disease Free Enterprise Support is a support that started to be paid in 2005 to enterprises that do not carry tuberculosis and brucella diseases (full amount up to 500 heads, 50% for 501 heads and above) 450 TL/head, and an additional 100 TL/head is paid to Approved Dairy Farms. Feeder Male Cattle Support (including buffalo) These are payments made to farmers registered in the livestock system of the Ministry who ensure that domestically born and fattened cattle that have completed their fattening time are slaughtered in slaughterhouses in accordance with the legislation. There is also a requirement to register the start of fattening and estimated slaughter time in the "Red Meat System." [15]

In order to develop and protect livestock, bovine protection support was realized as 600 TL/head in 2021. Waste support is also one of the prominent supports at 1000 TL/head.

Among small ruminant livestock supports, we see that the support provided for sheep and goats, especially for herd expansion and renewal, has increased by 25%. In order to benefit from this support, producers must be registered in the "Sheep and Goat Registration System or Red Sheep Goat Breeders Association. In parallel to this, the support for the employment of shepherds per enterprise increased by 20% (6000 TL/enterprise). In addition, we see that herd expansion and pedigree support are also provided to a significant extent. As for the shepherd support, the enterprise that will benefit from the support must be registered in ARS and have at least 100 sheep and goat breeders. As for animal genetic resources support, we see that especially cattle pedigree protection (800 TL/head) and buffalo breeding (850 TL/head) are very important criteria in order to improve the protection of genetic material. [14,15] The most important input item of dairy cattle farming activities in Turkey is feed. Feed prices have increased significantly in recent years. Apart from these, milk premium support and meat incentive premium are also provided.

- Policy Indicators in Meat and Dairy Products

Table 2. Key Policy Indicators for Turkey in Beef and Veal, Sheep Meat, Poultry Meat and Dairy Products

Years	Beef and Veal			Mutton			Poultry Meat			Milk		
	PSE	PSE	Producer NPC	PSE	PSE	Producer NPC	PSE	PSE	Producer NPC	PSE	PSE	Producer NPC
	(Million \$)	(%)		(Million \$)	(%)		(Million \$)	(%)		(Million \$)	(%)	
2011	3.291	53,03	1,98	-18,65	-2,08	1,00	786	29,11	1,44	1.478	20,52	1,27
2012	2.691	49,24	1,83	-9,69	-1,29	1,02	803	28,79	1,41	1.140	13,19	1,16
2013	3.607	48,03	1,86	-42,38	-5,68	1,03	1.900	44,27	1,82	-176	-1,98	1,00
2014	5.142	58,65	2,47	-38,77	-4,74	1,05	1.066	29,43	1,49	-223	-3,77	1,00
2015	4.508	55,54	2,26	13,91	1,83	1,11	1.089	33,05	1,56	-157	-1,98	1,00
2016	5.643	62,61	2,74	127,99	19,46	1,44	1.319	45,17	1,90	-111	-1,58	1,02
2017	3.940	53,07	2,21	50,23	6,59	1,14	804	28,54	1,42	-154	-2,21	1,00
2018	2.390	40,06	1,67	-0,86	-0,12	1,00	18	0,83	1,01	0	0	1,00
2019	2.462	41,47	1,71	-3,04	-0,44	1,00	-0,54	0,03	1,00	-11	-0,16	1,00
2020	1.057	22,02	1,28	0	0	1,00	0	0	1,00	0	0	1,00

Table 2 presents key policy indicators for Turkey for the period 2011- 2020 for beef and veal, mutton, poultry meat and dairy products. Red meat, which is among the strategically important products, has been protected against foreign imports for many years with government intervention and policies and is still being protected. Looking at the NPC ratios of beef and veal producers, it is seen that producers were significantly protected against imports and sold their products at higher prices compared to the world prices. In terms of sheep meat producer NPC ratios, although producer NPC values have been above 1 from time to time in the given years, this ratio has been 1 in recent periods. This shows that domestic sheep meat prices are not protected against exports and have become equivalent to the world prices. White meat has an important place in the diet as a substitute for red meat. For this reason, thanks to the policies implemented in previous years, producer NPC ratios were significantly protected against exports. In this context, radical changes were observed until 2018. However, after this date, it is seen that the Producer NPC value is 1 and it is at the same level with the world prices. Milk is another staple dietary product. Examining the milk policy indicators, it is understood that there has been a radical change in the producer NPC ratio since 2013, the market price support has decreased and subsidies have been replaced by taxation, albeit to some extent [18].

In addition, the Ministry of Agriculture created employment opportunities by contributing to the young farmer project within the scope of rural development supports (TL 1,750 million) in 2021. On the other hand, total agricultural insurance support amounted to 1,250 million TL. The estimated rural development support budget between 2019 and 2023 for the development of scientific studies and development is 195 million TL [19]. Individuals and organizations that fulfill the necessary conditions were provided with TL 38,000 in 2018 - 2019 and TL 46,000 in 2020. Within the scope of Agrarian Reform, a "National Action Plan for Sustainable Soil Management" was prepared with FAO within the scope of the "Strengthening Agricultural Infrastructure Services within the Scope of Global Soil Stakeholderism Project". Within the scope of the Instrument for Pre-Accession Assistance (IPA) within the scope of EU harmonization studies, more than 11 thousand and 50 thousand people have been employed with IPARD with approximately 2 Million Euros. In the IPARD 2 program, 353 million 700 thousand Euros of funding was provided [19].

The activities and services provided by the Ministry in various fields such as crop and animal production, plant and animal health, rural development, agricultural consultancy and extension, protection of soil and water resources, R&D its performance in achieving the targets are evaluated below in the light of data compiled from the Ministry's own reports.

According to the 2020 activity report, the percentage increase in crop production (GDP) was realized as 115% and the target was exceeded. In general, the target was not achieved in the production amount of oilseed crops. Production problems due to Covid-19, uncertainties and increases in input costs also affected the performance result. Cotton production decreased compared to the previous year. However, the Oilseeds Differential Payment Support was increased to 50 Kr/kg for sunflower in 2020, which resulted in an increase in production and the set target was exceeded. With the reflection of the increase in cereal subsidies on production, the target was also very close. In general, the production target was exceeded by 548% in the herbal products supported. Since new criteria are being tried in production activities such as organic agriculture and good agriculture, the target has not yet been reached. [19,20]

As of 2020 and 2021, the higher support allocated to animal husbandry compared to other years contributed to achieving and exceeding the targets set, especially in red meat production (167%) and the number of cattle (80%), despite the decrease in meat prices due to the decrease in demand due to the Covid-19 outbreak. In addition to the support for sheep and goat breeding, the number of sheep and goats is being increased with the herd expansion and renewal support included in the scope of support in 2019. For this reason, the target for the number of ovine animals (77%) was partially achieved. The target for white meat production, the most important substitute for animal protein, was not achieved (-0.16). Poultry meat production is mostly export-oriented. We also see that the target for other animal products has been achieved to a large extent [19,20].

The majority of the activities carried out within the scope of reliable, healthy food supply and facilitating access to quality agricultural products, ensuring the future use of agricultural and ecological (soil, water, forest, etc.) resources, protection, development and control of domestic gene resources have been achieved. In addition, the targets set in the 2020 activity report for aquaculture, which is of great importance in nutrition, have been achieved to a great extent. In addition, within the scope of performance for rural development, the target was largely achieved, especially in activities for women farmers. On the other hand, the target was largely achieved in the performance indicators for agricultural advisory services. However, the desired target could not be achieved in agricultural training and extension activities due to Covid-19 [19,20].

4. Conclusion and Recommendations

The Ministry of Agriculture underwent name changes and legal regulations 4 times between 1838 and 1911, 5 times between 1920 and 1937, 3 times between 1937 and 1974, and 3 times between 1981 and 2011. In 2018, it was renamed as the current Ministry of Agriculture and Forestry. In general, the structure of the ministry is characterized by a large number of institutions and a large number of laws regarding the functioning of the ministry.

The transformation in terms of institutions has not resulted in much change in the way of functioning, and cooperation between implementing institutions related to agriculture, economy, environment and policies is still a problem.

These problems have not been fully solved today due to the policies implemented for the functioning of agriculture in Turkey and the structural changes made in legal and institutional structures in line with the needs and often political preferences.

The fact that more than one institution has a say in the implementation of certain policies and the resulting incompatibility between institutions negatively affects the functioning of policies.

The study revealed that there have been significant problems in terms of continuity, consistency and coordination in the public structure in agriculture and the services and policies provided through this structure.

In the light of the findings and evaluations made within the scope of the study and the experiences gained, the following recommendations regarding the public structure in agriculture in Turkey, the services provided through this structure and the policies implemented are thought to contribute.

Although there has been a transformation in terms of institutions, there has not been much change in the way they function. For this reason, in horizontal and vertical coordination, the duties of the relevant units should be clearly separated and each unit should be able to provide effective and fast service by staying within the framework of its duties and authority.

In order to increase the effectiveness of the Ministry of Agriculture and Forestry in all kinds of activities in the sector, instead of regulating, supervising and making decisions, it is possible to reach decisions in consultation with the personnel operating at all levels, which can solve existing and potential problems faster. Thus, the decisions taken can be more accurate and appropriate to the needs.

Other non-ministerial institutions serving agriculture, such as cooperatives, unions and chambers, should be able to have a say when necessary and, if necessary, ensure strong coordination in all cases to move forward.

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