



**Turkish Court of Accounts**

# **2019 Accountability Report**

**February 2020**



In the modern sense, audit is addressed within the framework of the power of the purse on behalf of parliaments, but in historical Turkish states, it was addressed as the audit of state treasury with inspiration from the Islamic culture and had a rooted history. Transferring its audit culture rooted in the Court of Control, which was the audit body of the Karahanlı State, Gaznavids and Seljuks as well as the Office of the State Auditor and Court of Accounts, which were the audit bodies of the Ottoman State, to the present day and future generations, the Turkish Court of Accounts (TCA) will continue transferring its experience and knowledge to the international arena through its EUROSAI (European Organisation of Supreme Audit Institutions) Presidency and by playing a key role in the other international organisations.



The TCA carries out audits on behalf of the Turkish Grand National Assembly (TGNA) for the use of the power of the purse and also takes final decisions on the accounts and transactions of those responsible through trials. The TCA cares institutional credibility and thus, attaches importance to enhancing the quality of public services, improving accountability mechanisms and financial transparency for ensuring effectiveness, efficiency and economy in the use of public funds and, to this end, strategic planning and performance based budgeting works. In this scope, the 2019-2023 Strategic Plan was put into effect in 2018 in consideration of the points and emerging issues determined as a result of the evaluation of the 2014-2018 Strategic Plan.

The 2019 Accountability Report, which contains general and financial information about the TCA and explains the realization situations of the activities conducted in 2018 on the basis of the performance indicators as well as the reasons of deviations, was prepared in accordance with the principles of transparency, financial transparency and accountability. The Report also includes issues related to institutional capacity, audit, judicial activities, delivering opinion and guidance activities as well as the other activities carried out.

The audit volume (sizes of budgets and assets of the public entities and enterprises audited) increased by 9% in the audits carried out within the scope of the 2018 Audit Program completed in 2019 when compared to the previous year while the audit volume per auditor increased by 4%. In this framework, 511 reports, which include 505 audit reports and 6 general reports, were prepared in 2019.

These reports include the following:

- 6 general reports,
- 417' reports on public entities within the central government,
- 73 reports on public enterprises,
- 8 reports on other public entities and 7 reports on local administration companies.

275 performance audit reports were incorporated into the reports of the relevant public entities.

Within the scope of the judicial activities,

Trial chambers of the TCA dealt with 658 judicial reports, which included reports remaining from the previous years, in 2019, and completed trials and issued writs for 479 reports.

Out of the applications before the Board of Appeals, which included both applications from previous years and those filed in 2019, 1.626 appeal cases were reviewed and finalized.

Office of the Chief Prosecutor delivered opinion on 377 reports and received 4.216 appeals



# Preamble

The TCA also conducts guidance activities for public entities. In this scope, training activities were organized for the public entities along with the guidance activities carried out during audits. Also, a system was developed to measure the changes taking place in the internal control environments of public entities over the years and determine the areas where improvements are needed. On the other hand, some of the regulatory processes made by the public entities in order to adapt to the findings, criticisms, recommendations and judicial decisions of the TCA were included in this report, as well.

This report presents the monitoring results of the 2019 Performance Program implemented by the TCA, which has a rooted history exceeding a thousand years from the Court of Control that represents the historical audit culture related to the audit understanding and responsibility for the “state treasury” as the audit body of the Turkish states to the TCA as well as a strong institutional culture, with an understanding of promoting the development of transparency, compliance with laws and accountability in public administration by increasing its institutional capacity through a continuous development culture. The general and financial information about the TCA are included in this report, as well.

Respectfully announced to the public.

**Seyit Ahmet BAŞ**  
**President**

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# **General Information**





## A- VISION, MISSION AND FUNDAMENTAL VALUES

### VISION

The vision of the TCA is to continuously improve and develop itself with the experience gained from its rooted past and to serve for a better public administration.

### MISSION

To conduct audits and trials and provide guidance with the aim of contributing to accountability and financial transparency in public.

**FUNDAMENTAL VALUES****Independence and Objectivity**

Independence is a prerequisite for the existence and objective service delivery of the TCA as a supreme audit and judicial institution. Conducting audits in a fair, impartial and unbiased manner and complying with professional ethical rules is an indispensable element of institutional credibility. Therefore, it is guaranteed by law.

**Good Governance and Sensitivity to Expectations**

Our fundamental values include the pursuit and implementation of good governance principles in institutional management, such as accountability, transparency, effectiveness, participation, equality, fairness, consistency, superiority of law, being scientific. In the light of those principles, being sensitive to the expectations and needs of the Parliament, public and other internal and external stakeholders, and producing solutions through a mutual understanding aiming at a better public management are of great importance.

**Openness to Change**

The rapid developments in today's world and the resulting problems make it necessary for the public entities in general and the audit institutions in particular to find timely and effective solutions. Therefore, following the innovations with an understanding of continuous improvement and making the necessary changes are of vital importance.

**Professional Competency**

Ensuring quality in audit will be possible with the presence of employees that have professional independence, have creative and analytic thinking, are prone to teamwork and cooperation, and have internalized the audit culture. With this understanding, the aim is to improve the knowledge and skills of the employees constantly.

## B- MANDATE, DUTIES AND RESPONSIBILITIES

In the general sense, budget is the authority provided for estimating revenues and expenses, collecting revenues and making expenses for a specific period of time. At the state level, budgets are the laws, which regulate the granting of permissions and authorities to the executive by the legislative branch on an annual or multi-annual basis for the collection of public revenues and making expenses. This permission and authority is essentially granted in line with the power of the purse that the legislative branch uses on behalf of the public.

While the authority granted for the implementation of the budget is a significant component of this right, monitoring the implementation results is another significant component. In this respect, power of the purse is complemented by the enactment of the budget law, monitoring of budget practices and audit of budget results.

The Turkish Grand National Assembly (TGNA) uses its right for the audit of budget implementation

results through discussing and finalizing the draft central government final account law, statement of general conformity prepared by the Turkish Court of Accounts (TCA) in relation to this and audit reports on public entities. Statement of General Conformity is prepared in consideration of the reports of external audit conducted by the TCA on behalf of the TGNA, accountability reports of public entities and the general accountability report and is submitted to the TGNA. The TCA contributes to the development of budget audit system and public financial management and control by providing findings and recommendations for the promotion of transparency and accountability during the use of the power of the purse.

Mandate, duties and responsibilities of the TCA in relation to the use of the power of the purse are regulated by a body of legislation, and the main legal provisions are as follows:

### Constitution of the Republic of Turkey



Article 160 under V. Court of Accounts in the chapter titled “Judicial Power” states that “The Court of Accounts shall be charged with auditing, on behalf of the TGNA, revenues, expenditures, and assets of the public administrations financed by central government budget and social security institutions, with taking final decisions on the accounts and acts of the responsible officials, and with exercising the functions prescribed in laws in matters of inquiry, auditing and judgment”.



Article 161 under I.A. Budget and Accounts in the chapter titled “Financial Provisions” states that “Central government final accounts bills shall be submitted to the TGNA by the President of the Republic within six months as of the end of the relevant fiscal year. The Court of Accounts shall submit its statement of general conformity to the Grand National Assembly of Turkey within seventy-five days of the submission of the final accounts bill to which it is related. Also, it is prescribed that the submission of the statement of general conformity to the TGNA shall not preclude the ongoing audits and trials of accounts”.



Article 165 titled “Scrutiny of state economic enterprises” states that “the principles governing the scrutiny of the accounts of public institutions and partnerships where more than half of the capital directly or indirectly belongs to the State, by the TGNA, shall be regulated by law”.



Article 69 titled “Principles to be observed by political parties” under the chapter of “Political Rights and Duties” states that “The auditing of acquisitions, revenue and expenditure of political parties by the Constitutional Court in terms of conformity to law as well as the methods of audit and sanctions to be applied in case of inconformity to law shall be indicated in law, and the Constitutional Court shall be assisted by the Court of Accounts in performing its task of auditing”.

## ❖ Public Financial Management and Control No. 5018

Article 68 titled “External audit” is as follows:

- The purpose of the ex post external audit to be performed by the TCA is to audit, within the framework of the accountability of public administrations within the scope of general government, the financial activities, decisions and transactions of management in terms of their compliance with the laws, institutional purposes, targets and plans, and to report their results to the TGNA.
- The external audit is performed in accordance with the generally accepted international auditing standards by carrying out the following:
  - On the basis of public administrations’ accounts and relevant documents, to perform financial audit on the reliability and accuracy of financial statements, and to determine whether the financial transactions related to revenues, expenditures and assets of public administrations comply with the laws and other legal arrangements,
  - To determine whether the public resources are used in an effective, economic and efficient way, to measure the activity results and to evaluate them as to their performance.
- During the external audit, reports issued by the internal auditors of the public administrations shall be submitted to the information of the TCA auditors, if required so.
- At the end of the audits, the reports prepared shall be consolidated according to the administrations, and a copy shall be submitted to the relevant public administration and replied by the head of public administration. The TCA shall prepare the General Evaluation Report on External Audit by taking into account the audit reports and replies given thereto, and present it to the TGNA.
- The finalizations of accounts by the TCA means taking a decision on whether the revenue, expenditure and asset accounts and related transactions of the public administrations within the scope of general government are in compliance with the legal provisions.
- Other issues on the finalization of external audit and accounts shall be stipulated in the relevant law.



## ❖ 6085 sayılı Sayıştay Kanunu

Article 4 titled “Audit area” stipulates the following with respect to the TCA audits:

***TCA audits;***

Public administrations within the scope of the central government budget and social security institutions, local administrations, joint stock companies established by special laws and with more than 50% of its capital directly or indirectly owned by the public sector and other public administrations (with the exception of professional organizations having a public status),



All types of administrations, organizations, institutions, associations, enterprises and companies affiliated to, or founded by these administrations or those of which the above-mentioned administrations are directly or indirectly partners,



All types of domestic and foreign borrowing, lending, repayments, utilization of foreign grants received, giving grants, Treasury guarantees, Treasury receivables, cash management and other matters related to these, all transfers of resources and their utilization and the utilization of domestic and foreign resources and funds, including European Union funds,



All public accounts, including private accounts, funds, resources and activities regardless of whether these are in the public administrations budget.



The audit of the above-mentioned companies, of which public share is less than 50% directly or indirectly and which are subject to independent audit as per relevant legislation, their subsidiaries and the affiliated partners, is conducted on the basis of independent audit reports that are prepared as per the relevant legislation and submitted to the TCA. The TCA submits to the TGNA the report it will prepare based on the independent audit reports submitted exclusively to the TCA.



TCA also audits the accounts and transactions of international institutions and organizations within the framework of the principles set out in the relevant treaty or agreement.



Audit of public institutions, organizations and partnerships within the scope of Article 2 of Law No. 3346 on Regulating the Audit of State Economic Enterprises and Funds by the Turkish Grand National Assembly, dated 02.04.1987, shall be performed within the framework of the procedures and principles indicated in this Law and other laws.

As per Article 5 titled “Duties of the TCA”, the TCA,

- Audits the financial activities, decisions and transactions of public administrations within the framework of accountability and submits accurate, sufficient, timely information and reports to the TGNA on the results of these audits.
- Audits whether or not accounts and transactions of public administrations within the scope of the general government with respect to their revenues, expenses and assets are in compliance with laws and other legal arrangements, and takes final decision on matters related to public loss arising from the accounts and transactions of those responsible.
- Submits the Statement of General Conformity to the TGNA.
- Performs the duties of examining, auditing and taking final decision prescribed by laws.

In accordance with Article 6 titled “Competences of the TCA”,

- In performing its duties prescribed by this Law or other laws, the TCA is competent to correspond directly with public administrations and officials; to see required documents, books and records through its assigned personnel; to have these brought over to any location it deems appropriate, with the exception of assets; to call on relevant officials of all grades and categories in order to receive oral information; and to request representatives from public administrations.
- TCA may request all kinds of information and documents related to its audit works from public administrations and other real and legal persons including banks.
- TCA is competent to examine, on the spot and at any stage of operation and incidence, all related records, goods, properties, practices, transactions and services of those public administrations and institutions within its audit scope, by its assigned personnel or to commission experts when needed.
- TCA may also audit the accounts, transactions, activities and assets of public administrations as of the pertaining year or years irrespective of their account or activity period; as well as based on sector, program, project and topic.



### Law no. 6216 on the Foundation and Duties of the Constitutional Court

Article 31 titled “Provisional assignment” states that “In cases when needed during the performance by the Constitutional Court of its duties as given to it by the Constitution and in this Code; judges, prosecutors and auditors of the TCA, of those working at public institutions and organizations who hold the status of civil servant and other public officials can be assigned to the Court”.

Article 55 titled “Financial supervision of political parties” states that “Constitutional Court receives help from the TCA so as to supervise the acquisition of property of political parties and the legality of the revenues and expenditures thereof, the Court delivers the documents sent to it for examination to the Presidency of the TCA and reports concerning the examination that has been carried out at the TCA are returned to the Court for ruling”.



### Law no. 6271 on Presidential Elections

Article 14 titled “Aid to Candidates” stipulates that information and documents related with aids and donations with electoral accounts are presented to Supreme Election Council within ten days following the finalization of results, Supreme Election Council examines the electoral accounts in a month and determines deficiencies if any, or whether the above mentioned limits have been exceeded and gives candidate an appropriate duration to eliminate such deficiencies and while undertaking this mission, it may take assistance from the TCA or any other related institutions.

#### ❖ Audit of State Economic Enterprises and Funds by the TGNA

State economic enterprises are audited as per Articles 4 and 43 of the Law no. 6085. Audit reports on state economic enterprises prepared in line with the principles and procedures specified in the Law no. 3346 are submitted to the Committee on State Economic Enterprises for forming basis for the audit by the TGNA.

#### ❖ Other Regulations

The TCA conducts its duties, authorities and responsibilities determined by the main legislation specified above in line with the by-laws, manuals and standards that it has prepared with references to the following:

- ✓ Manuals and Standards of International Organisation of Supreme Audit Institutions (INTOSAI) (ISSAIs),
- ✓ Information Security Standards (ISO 17799, ISO 27001..), ISACA manuals,
- ✓ IPSAS (International Public Sector Accounting Standards) and IFAC audit standards and policies.





Court of Control (Divan-I İşraf) in the Karahanlı, Ghaznavid and Seljuk States

## C-INFORMATION ON THE ADMINISTRATION

### 1. HISTORY AND INSTITUTIONAL DEVELOPMENT OF THE TCA

#### Pre-Ottoman Period

Within the Turkish state administration experience exceeding one thousand years, documents concerning the state revenues and expenditures, registry order and accounting system as well as the audit of revenues and expenditures have undergone significant changes. In today's system, the establishment of Court of Accounts (Divan-ı Muhasebat) is of particular importance, and while the Seljuks had a significant impact on the Ottoman state organisation, the previous Turkish states and the Turkish and Muslim states of the era played a key role in the state organisation of the Seljuks.

In the Gokturk State, (552-745) the prevalence of the nomadic lifestyle delayed the formation of a systematic for documentation, records and accounting; yet their dominion over the Silk

Road and the consequent development of trade accelerated the development of documentation and record keeping. Manuscripts dated to this period, as well as the Orkhun and Tonyukuk inscriptions make note of the relations between the governed and governors, tax records and the importance of the Records Officer (Kuyudat Memuru).

Uygur State (911-1209), owing to its location on the trading routes, had both more advanced state records (records of taxes, foundations, transactions, chattel, and properties) and private records, with examples of several types of contracts developed during the period. Tax registers, books kept by the traders as well as commercial papers dating back to this period exist.





Karahanlı State (840-1211) period carries a special importance since the Turks started adopting Islam in this period. Information about the pre-Islamic state structure can be found in "Kutad-gu Bilig" of Yusuf Has Hacib and "Divan-ı Lügat-it Türk" of Kaşgarlı Mahmut. Especially Kutadgu Bilig is focused on state organization and the duties and responsibilities of those constituting the state and the society. The grand vizier and the courts affiliated to him formed the basis of the state structure in the Karahan State, and the control of the financial works was carried out by the Court of Control (Divan-ı İşraf) within the framework of the understanding of state treasury (beyt-ül mal).

In the Ghaznavid State (963-1187), state organization most resembles the examples in Karahanlı and Seljuk states among the contemporary Turkish states. The meticulousness of the Ghaznavids regarding compliance to principles and rules in state management inspired the "Siyerul Muluk - Siyasetname" written by Seljuk vizier Nizam-ül Mülk, who illustrated his points via examples from the Ghaznavid state. Out of five courts in the state organisation of the Ghaznavid State, Court of Control was responsible for the control of the financial works.

For the Seljuks (1040-1308), financial structure of the state was influenced by the Samanids as well as the Ghaznavids. The information concerning the vizier at the head of the state organisation, the courts affiliated to the vizier as well as the books kept by these courts reveals that there was an organized state structure along with an advanced accounting system.

Another important organ in the Seljuk state structure was Court of Control, which controlled the revenues and expenditures of the state.

Turkish state structure was influenced by the Islamic states after the adoption of Islam by the Turks. Founded by the descendants of the Prophet's uncle Abbas and ruled between the years 750-1258, the Abbasids had the vizier as the highest ranked official after the caliph, and the state structure consisted of Courts operating under the vizier. Court of Taxes (Divan-ı Haraç) and Court of Treasury (Divan-ı Beytül Mal) were important organizations that collected the state revenues, implemented the state expenditures, managed the assets and kept records regarding all these activities. The audit of incomes and expenditures of the state was performed by Court of Control. Grand Seljuk State as well as other Seljuk states (Kirman Seljuks, Syrian Seljuks and Anatolian Seljuks) were influenced by the organizational structure of the Abbasid State in various aspects including the financial structure. The Seljuks improved the state organizational structure they adapted from



previous Turkic states as well as Islamic states. Siyasetname (Siyerul Mulûk) written by vizier Nizam-ül Mülk at the behest of Sultan Melikşah set forth the principles regarding the ethics and behaviour of kings, emirs, viziers, judges and various state officials and inspired the state officials of both the contemporary states and those to be founded in the same region in later periods.

Ilkhanid State (1256-1353) was one of states most heavily influenced by the Seljuks, and they entrusted all state matters except those

regarding the military to the grand vizier and the Court serving under him. The highest state official in charge of financial matters was called. Treasurer of the State (Defterdar-ı Memalik) at first and his duties were adopted by Court of Finance (Müstevfi Divanı) later which kept financial records. The audit of financial and administrative matters was carried out by Controller of State (İşraf-ı Memalik) working under the Court. Four foundational textbooks regarding state accounting were written in this period, which led to the heavy influence of this period on Ottomans with regard to record keeping, documentation, accounting and financial order.

### Ottoman Period

Influenced significantly by the Seljuks and the Ilkhanids in terms of the financial system, the Ottoman Empire had State Auditor ("Başbaki Kulluğu) for the financial control in the time between the 16th century and the establishment of the Ministry of Finance. Although the exact date of its establishment is not known for sure, it is assumed that it existed for more than 250 years as an audit body until it was replaced by more modern institutions at the beginning of the 19th century. After the establishment of Ministry of Finance in 1838, various councils and commissions were established in order to solve the problems related to the collection of tax revenues and to control the revenue and expenditure items of the state as well as financial matters.

In order to ensure the implementation of the Reforms, Court of Accounting and Finance

(Meclis-i Muhasebe-i Maliye) was founded in 1840 to serve as a central auditing body, render decisions based on those audits and implement these decisions. The main objective of this Court was to reassess the taxes in the regions the Reforms were in effect, solve problems arising from collection of these taxes and handle conflicts and abuses regarding the same on a legal basis. The Court was also entrusted with the control of the budget accounts, and audit of the final accounts of all ministries and administrations except the Royal Treasury was also among its duties. Due to a lack of clear regulatory definition of its exact duties and responsibilities, the Court had to handle all kinds of financial issues and problems in a short amount of time. Lack of efficiency in financial affairs and insufficiency of the existing Court led to the founding of Court of Accounting (Meclis-i Muhasebe) to handle financial regulations, to audit budgetary accounts and to prepare the budget.



Efforts continued to ensure financial stability, and establishment and sustainment of a strong public financial system by controlling the revenues and expenses. An important initiative in this regard is the establishment of the TCA under the name of Court of Accounts (Divan-ı Muhasebat) in parallel to the developments in the Western world. Having gained constitutional status by being included in the 1876 Constitution, TCA started performing yearly audits of revenues, expenditures, and accounting records of administrations under the Treasury and preapproving expenditures.



عظمتی اقدم حضرتی

سایه موفقیات حضرت شاهانه و قضاوت اولاد اصلاحات مالیک استی شکلات حالیک استی اسباب انداختی بهیتم برابر اداره آتیه تا اینه عیونه موازنه اصولک برودت عیونه  
وقوبیه دبطی یعنی مصارف دولتک وارواهی صدم کوره تعیین ایم ایرادونه زیام صرف ایرطاس عیونه هر برادر وارونه سه تخصیص اولنیم مصرفک حدیث کیرک سانه آتیه  
موازنه سانه کوره صرفی حاجی وریس وایرا طرفه رضی خزینه دولتک کلا واروانک مجاریست عطف اولیده طوعیم کتوشی قاعده لرزده عبارت اولوب بودن هر  
اولدین کن امورحایه نیک بیکر کرای ترقیه حواله سید علی اوجیه ودریای عالی محاسبه ناسید مجبوسکی تخطی اولیده بوندک نقدی لایحه در دست تنظیم و تقیم اوجیه  
فقط استی مقروبه اسرارانه سینه حضرت یادشکی بر رویی حاده سیریه ریشک نصیب قوانم نقدیه نیک تراولده لایحه و دیو در طرفه نیک ترقیه کتوشی قوسیه لایحه  
اکا حواله اولیده برایتی برکزه ذکر اولاده دیوانه اعضاستک تعیین نقدی بچچ اینه باکلا تریس هرکاره قرار مایه و معنوی علی ایه حکم ناز بودیانه برانسانه  
دویندک اوقاف هجیه ناطری عطف قرا صدوق ایزی حضرتی درکار لوقا درایت و معلومانه بقه غایه عفت و استقامت اصحابه اولیم محسن و کلا حضرتی  
دویندک اوقاف هجیه ناطری عطف قرا صدوق ایزی حضرتی درکار لوقا درایت و معلومانه بقه غایه عفت و استقامت اصحابه اولیم محسن و کلا حضرتی  
اصلاحات و سدا واره نیک دوا عیونه تقیم و عطف بر زمانک تعیین لازم اولدیه و صدارت ستادی عطف قرا صدوق ایزی حضرتی درکار لوقا درایت و معلومانه بقه غایه عفت و استقامت اصحابه اولیم محسن و کلا حضرتی  
ستادینک رضی نقدیه سانه کوره تعیین ایم ایدیه سانه ستادیه خدمتک رضی هیئت و درایه سیمس اقتضای مالیک ناطری عطف قرا صدوق ایزی حضرتی درکار لوقا درایت و معلومانه بقه غایه عفت و استقامت اصحابه اولیم محسن و کلا حضرتی  
امور مالیک و اوقاف خزانة درکار اولاده معلوماتی عیونه رتبه نیک بالای ترقیم مالیک ستادی سادینک عیونه ایزی حضرتی درکار لوقا درایت و معلومانه بقه غایه عفت و استقامت اصحابه اولیم محسن و کلا حضرتی  
مستکی الی بیک اوقاف نقدیه قریه بیک غروسه ایزه بواجع مانوریه بر درجه ده بولنقده هر بره قریب غروسه ویریدک اصل هجیه سیک غروسه لایحه  
اوزون دیوانه محاسبه نیک عموم مصارفی عیونه یا بیک هجیه تخصیصات حیدره ده کوی سیک غروسه علا و سید احمد و فیه ایزی حضرتی درکار لوقا درایت و معلومانه بقه غایه عفت و استقامت اصحابه اولیم محسن و کلا حضرتی  
غروسه مقاسه تخصیص مناسب و وارواهی عیونه مضاه ویش ایزه نه هکن وجه امور و فیه مقیمه یا به خدمت شریک سرفصد و سنج بر دیوار سید منظوم عیونه

انظار اوقاف برایتی سکره سادی ترقیه انذار اولدی اقدم  
مجلسه مقاسه تخصیص مناسب و وارواهی عیونه مضاه ویش ایزه نه هکن وجه امور و فیه مقیمه یا به خدمت شریک سرفصد و سنج بر دیوار سید منظوم عیونه  
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Imperial Edict of Sultan Abdülaziz dated 29/5/1862 on the establishment of the Court of Accounts

*Atıfettü Efendim Hazretleri,*

*Sâye-i muvaffakeyyetvâye-i Hazret-i Şâhînede teşebbüs olunmuş olan ıslâhât-ı mâliyenin esas müşkîlât-ı maliyenin ıslâh-ı indîfâcını bulmakla beraber idare-i âtiyeyi temin için muvâzene usûlünün bir sûret-i sahîha ve kavîyyeye râbta yani masârıfâtı devletin vâridâtı hâsılâya göre tayini ile irâddan ziyâde masraf edilmemesi için her bir memur dairesine tahsis olunan masrafların haddini geçmeyecek sene âhîrinde muvâzenesine göre masraf hesabını vermesi ve irâd tarafında dahi Hazine-i Devlete gelen vâridâtin mecârisinde telef olmayarak doğruca götürülmesi kâidelerinden ibâret olup bu dahi her devlette olduğu gibi umûru hesâbiyenin bir Mahkeme-i Kübrây-ı Tetkik'e havâlesiyle hâsıl olacağına ve Divân-ı Altı-i Muhâsebe nâmıyla bir Meclis Teşkilî tahattur olunarak bunun Nizâmı Lâyihası derdesti tanzim ve takdim olup fakat esas makrûnu emir ve irâde-i seniyye-i Hazret-i Padîşâhî buyrulduğu halde şimdiden reisînin nasbıyla kavâimi nakdiyenin tedvirülden alınması ve dünyânu müteferrikanın tetkikiyle tesviyesi komisyonları dahi ana havale olunarak bu işler bittikde zıkr olunan Divân-ı Asasın tayiniyle nizâmı mücebince işine başlatılması her halde ferâdi-i maddiye ve maneviyeyi hâsıl edeceğine binâen bu ri'yâsete bir münâsib zat düşünülerek Evkâfı Hümayûn Nâzırı Atıfettü Ahmed Vefik Efendi Hazretleri derkâr olan dirâyet ve malûmâtından başka gayet iffet ve istikamet aşâbından olmasıyla Meclis-i Vükelâ azasından olmak ve Defter-i Teşrifâtta Maliye Nezâretinin altında bulunmak üzere Divân-ı Muhasebe Riyasetinin müşârinileyhe tevcihi ve bu halde açılacak olan Evkâf Nezâretine dahi oraca teşebbüs olunmuş olan ıslahât ve hüsnü idarenin devamı için müstakim ve ârif bir zatın tayini lâzım olduğuna; ve Sadâret Müsteşarı Atıfettü Hakka Bey Efendi Hazretleri şifâti matlûbeyi câmi' bulunduğundan müşârinileyhin dahi Nezâret-i mezkûreye tayini ile açılacak müsteşârlık hizmetinin dahi hayriyyet ve dirâyet-i müsellesi iktisâsınca Maliye Nâzırı Atıfettü Mümtaz Efendi Hazretlerine ve Maliye Nezâret-i Ceddesinin dahi umûru maliye ve ahvâlî hazâine derkâr olan ma'lûmlâtı cihetiyle rütbesinin bâlâya terfîyle Maliye Müsteşarı Saadetlû Meclî Efendi Hazretlerine tevcihi ve müsteşârlık maaşı otuz beş bin ve Maliye Nezâreti maaşı elli bin ve Evkâf Nezâreti kırk bin kuruş ise de bu üç memuriyet bir derecede bulunduğundan her birine kırk bin kuruş verilerek hâsıl olacak beş bin kuruş tasarruf üzerine Divân-ı Muhâsebe'nin umûm masârıfı için yapılacak tahsisâtı cedîdeden yirmibeş bin kuruş ilâvesiyle Ahmed Vefik efendi hazretlerinin memuriyeti ceddesi için otuz bin kuruş maaş tahsisi münâsib gibi vârid-i hatır aax müâhîr olmuş ise de, yine her ne vechile emr ü fermân- hakâik-ı beyân-ı Hazret-i Şehinşâhî zeref-sudûr ve sünûh buyrulur ise mantûk-u celîli infâz olunacağı beyanıyla tezkire-i zenâverî terkimine ibtidâr olundu Efendim.*

***Fe Selhi Lihkade Sene 1278/29 Mayıs 1862.***

*"Mâruz-u Fâker-i Kemînelordır ki,*

*Hâme-i zâb-ı tâzim olan iz bu tezkire-i sâmiye-i sadâret-fenâhileri manzûr-u şerketmevîfâr-u Cenâbı Padîşâhî buyrulmuş ve istisân-ı sâmi-i âşâfaneleri vechile Meclis-i Vükelâ azasından olmak ve Defter-i Teşrifâtta Maliye Nezâretinin altında bulunmak üzere Divân-ı Muhasebe Riyasetinin müşârinileyh Ahmed vefik Efendiye tevcihi ve Evkâf Nezâretine müşârinileyh Hakka Bey Efendinin tayini ile Müsteşârlık hizmetinin müşârinileyh Mümtâz Efendiye ve Maliye Nezâretinin rütbesinin bâlâya terfîyle Müşârinileyh Meclid Efendiye tevcihi ve maaş hususunun dahi her vechi muharrer tesviye icabı müteallık ve zeref-sudûr buyrulan emr ü fermâmı hümayûn-u Hazret-i Mülâkâne makteşây-ı münîfenden bulunmuş olmakla ol bâbda emr ü fermân Hazreti men tehîl emrindir.*

***Fe Selhi Lihkade Sene 1278/29 Mayıs 1862.***





*The first headquarter of the TCA is known as the Building of the Ministry of Finance. Located on the right side of the Imperial Gate on the first courtyard of Topkapı Palace, this building lies upright to the walls surrounding the Palace. The only image of the building, which has not survived until today, is present in the album prepared by Gaspare Fossati in 1852.*

## Republic of Turkey Period

With the establishment of the Republic of Turkey, the Court of Accounts (Divan-ı Muhasebat), which was one of the main organs of the state, gained a constitutional identity with the 1924 Constitution and preserved this position in the subsequent constitutions. However, the Court of Accounts conducted its activities in line with the legislation applicable in the Ottoman period until 1934. The new legislation of the institution was adopted in 1934 with the name of the Law on 2514 on the Court of Accounts. The name of the institution was Court of Accounts until 1967 when the name was changed as the Turkish Court of Accounts (Sayıştay) with the Law no. 832.

In accordance with the evolving and changing conditions after the World War II, a new type of audit, performance audits, emerged along with the audits of supreme audit institutions. In this respect, the TCA was entrusted with the authority to conduct performance audits in 1996.

Law no. 5018 on Public Financial Management and Control, which entered into force in 2003, ended extra-budget provisions, and the entirety of public revenues, expenditures and liabilities were included in the budget, allowing the performance of legislative audit on all these aspects. With the TCA Law no. 6085 dated 2010, all activities benefiting from the public funds

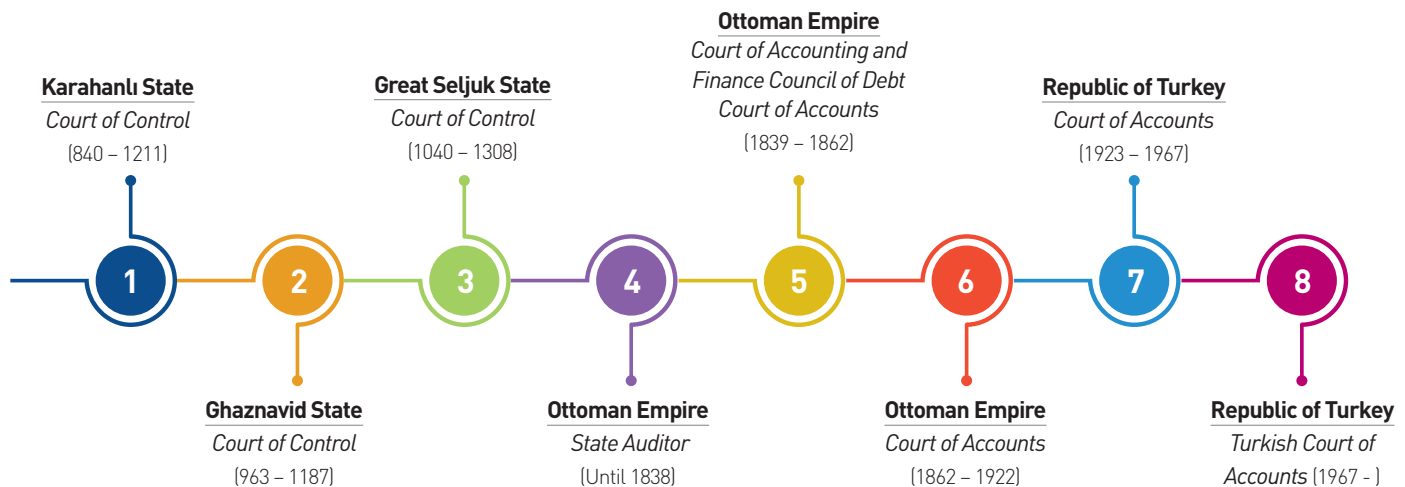
were made subject to the audit of the TCA. This law also incorporated the Prime Ministry Supreme Auditing Board, which used to conduct the audits on the state economic enterprises, into the TCA, and the dichotomy in external audit was ended.

Attributing a great importance to the international cooperation in order to share its historical experience gained since the Court of Control, which was the audit organ of the Karahanlı, the Ghaznavid and the Seljuk States, with the world and to develop itself continuously in parallel with the modern world, the TCA is an active member of the INTOSAI (International Organisation of Supreme Audit Institutions), ASOSAI (Asian Organisation of Supreme Audit Institutions), EUROSAI (European Organisation of Supreme Audit Institutions) and ECOSAI (Economic Cooperation Organisation Supreme Audit Institutions).

The TCA has made great strides to become a global actor in its field. In this context, TCA was elected as the President of the EUROSAI Governing Board for the 2017-2020 period. Likewise, it successfully chaired the ECOSAI Governing Board from 2016 to 2019 and handed over this duty to the newly elected President of ECOSAI, SAI of Kazakhstan, on the occasion of the IIX ECOSAI General Assembly hosted by the TCA in İstanbul on 22.10.2019.

TCA successfully completed the ASOSAI Governing Board membership for 2015-2018 and was elected as a member of the ASOSAI Audit Board for 2016-2021. The TCA has also hosted and actively attended many international activities in recent years. Shouldering important responsibilities in the construction of a sound public management system and a strong public finance since its founding, the TCA remains one of the most respectable and fundamental institutions of our Constitutional system with its audit function performed on behalf of the TGNA as well as its judiciary functions.

## Financial Audit Bodies in the Turkish States





## 2. PHYSICAL STRUCTURE

The TCA delivers service in its main building in Balgat/Ankara, which belongs to the Treasury and has a usage area of 96.000 m<sup>2</sup>. In addition, it has archive areas at METU and Gölbaşı.

There are 715 houses allocated for the use of the TCA personnel, and there are 2 training and social facilities in Manavgat and Gölbaşı. Also, it has 55 vehicles.



### 3. ORGANISATIONAL STRUCTURE

The TCA consists of the presidency, judicial and decision-making bodies and audit and management units.

The TCA Presidency consists of the President, deputy presidents and directors general.

Presidents assigns two deputy presidents out of the members of the TCA. One of them is responsible for audit while the other one is responsible for administrative issues.

Deputy President responsible for audit is in charge of the coordination for preparation of the audit program and execution, reporting and monitoring of audit activities. In fulfilling these duties, five directors general are assigned to assist the Deputy President.

The judicial and decision-making bodies are the chambers, the General Assembly, the Board of Appeals, the Board of Chambers, the Board of Report Evaluation, and the Office of the Chief Prosecutor.

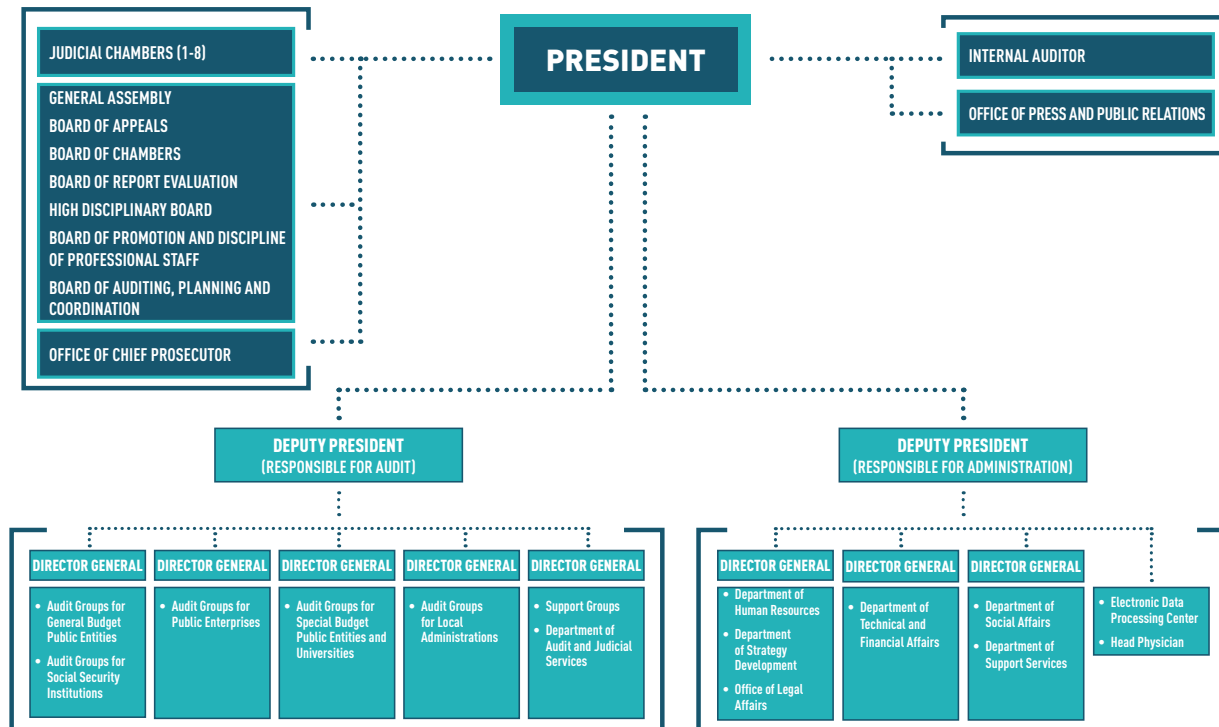
Audit and audit support groups work under the directors general. Audit groups are formed on the basis of budget types. Audit support groups carry out works to assist the audit activities.

Deputy President responsible for administrative issues performs the administrative works on behalf of the President. Three directors general are assigned for assisting the Deputy President in fulfilling these duties.

Works related to the administration are conducted by public officers, contracted personnel and permanent workers.



## TCA ORGANIZATIONAL CHART



#### 4. INFORMATION AND TECHNOLOGICAL RESOURCES

Information technologies mean acting with the vision of satisfying institutional functions and administrative needs by benefiting from the developing technologies in an effective and safe manner.

##### 4.1 Information Infrastructure

The widening audit area of the TCA and the widening data volumes bring forth the need to use IT in the processes for information generation, storage, processing, reporting and decision making. For this reason, the TCA carries on its works for using IT in all phases of audit and management and increasing its efficiency.

The main principles adopted in this regard include making the services delivered easily accessible, adapting them to the international

standards, determining quality criteria, training the personnel in areas where services are provided, performing competence tests and end user satisfaction.

An infrastructure has been developed for the easy operation of effective, safe and automated processes between the units through the centralisation of the information for the management and control of the processes in all activities of the TCA, and works continue for its development.



#### 4.2 Business Intelligence and Data Analysis Project

Business Intelligence and Data Analysis System (VERA) was designed to help auditors use the static analyses prepared by the Data Analysis Group and dynamically analyse the data that they will use in the audits.

Through VERA, auditors can have access to the static analyses previously designed for the entities for which they have been authorized.

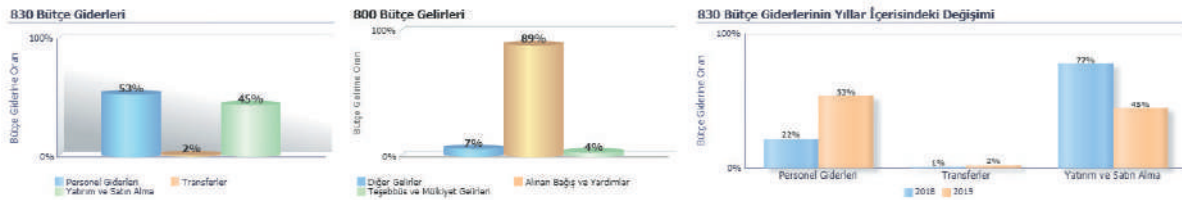
VERA system is fed by the following sources:

- Combined Data Transfer System (BİVAS), a web-based application providing information for audit from local administrations, public entities under central government, social security institutions, public enterprises and companies affiliated to state economic enterprises (SEEs) and other public entities;
- Data related to “Payrolls”, “Revolving Capital”, “Financial Statistics”, “Accounting”,

“Payments”, “Budget”, “Appropriations”, “Deposit”, “Collections”, “Accruals” and “Letter of Guarantee” received in electronic environment from the General Directorate of Accounting of the Ministry of Finance and Treasury

- Accounting data received from the Revenue Administration,
- Accounting data related to the Departments of Investment Monitoring and Coordination (DIMCs) received from the Ministry of Interior,
- Data received from the Directorate General of Civil Registration and Citizenship Affairs.

There are ongoing works to develop VERA, and defined new analyses are being incorporated into the system along with new data sets.





### 4.3 Software Infrastructure and Services

Product development was completed in line with the main criteria determined at the end of the feasibility works conducted for the transfer of the software infrastructure to a single, easily manageable and expandable architecture. Modules were prepared for audit and trial on the newly developed software infrastructure, and the development works continue along with the trial process analysis.

Draft design works for the management of internal and external web portals of the TCA were completed.

Works for updating, adding and supporting the software and software infrastructure, which have emerged in parallel to the changes in the needs of the TCA in line with its development as well as the changes in the laws, statutory decrees, by-laws, directives etc. were carried out, and the development works are ongoing.

Also, a call centre was established for providing effective and swift solutions to the questions and problems of the personnel in relation to the information systems.



**4.4 Transfer of Entity Data**

Municipality Data Transfer System (BVAŞ) was established, and dynamic and smart controls to be used depending on the type of file and data to be uploaded were developed in the transfer system application and preliminary control features were incorporated into the application to check whether the data within the files are in compliance with the principles and procedures specified.

Also, with respect to the transfer of data to BVAŞ system, development works continue for expanding the scope of entities covered and ensuring that data forming the basis of audits are received in the electronic environment through this system not only from local administrations but also from public entities under central government, social security institutions, SEEs and companies affiliated to the other public entities.

**4.5 Writ Execution Monitoring System**

Writ Execution Monitoring System is used for the management of services performed by the Office of the Chief Prosecutor. Owing to the integration of this module with the modules of trial, writ and appeal, the system allows monitoring of the execution of writs and enables the addressees to view writs and send the collection statements with respect to them in the electronic environment.

**4.6 Information Security Management System**

The installation of the "Information Security Management System (BGYS)", which will encompass the IT Unit and related processes was completed, and ISO 27001 certificate was received from Turkish Standards Institute (TSE). Within this scope, a notification management screen and work flow, where breaches of the Information Security Management System and solutions related to the breaches are provided, was introduced.

Relevant risks were determined through penetration tests and software source code analyses; and while the risks were eliminated as long as technical means allowed, risks deemed critical were solved at short notice and additional measures were taken for information security.

Works were conducted for a Cyber Events Response Team (SOME), malware and cyber threats were detected and responded and users were informed about these threats. The

A New Generation Endpoint Protection software was bought for preventing the transfer of security weaknesses in the environments where laptops of the TCA operate to the system infrastructure of the TCA, and installation works have started.

**4.7 Business Continuity Management System (iSYS)**

Improvement works continue for the “Disaster Recovery Centre (FKM)” developed with the aim of ensuring that institutional processes run without loss and interruption in a safe environment. Operation tests of TCA’s e-mail, web, SAYNET and SAYBIS applications over FKM were successfully completed twice throughout 2019.

**4.8 Information Technologies Service Management System (BTHYS)**

TCA carries on its works for ensuring that IT services are delivered systematically. To this end, IT services are kept in working order, IT risks and complexities are managed, time is saved and

safety, speed and accessibility are increased in service processes.

**4.9 Network Structure and Hardware**

The network infrastructure of the TCA has a layered structure. With this structure, the system and servers of the TCA are positioned in a more controlled and safe layer. The whole network and systems are controlled by “Network Monitoring” software, and the safety of entrance into the TCA network is provided through “Network Access Control” devices. Also, the end-of-life devices in economic and technical aspects in the current wireless network infrastructure were replaced by new devices with the purpose of improvements.

The inventory of the information and technological sources used is as follows:



Table 1: Hardware and Physical Server Inventory

	2018	2019
Desktop PC	1632	1682
Laptop	1156	1348
Printer	416	447
Photocopy Machine	42	37
Fax Machine	22	22
Printing Machine	5	6
Projector	57	78
Phone	1999	1871
Tablet	159	170
Database Server	5 Virtual Servers	6 Virtual Servers
İş Zekası (VERA) Uygulama Sunucu	2 Virtual Servers	2 Virtual Servers
VERA Database Server	Oracle Exadata(1/8) Physical Servers	Oracle Exadata(1/8) Physical Servers
VERA Data Transfer Server	1 Virtual Servers	1 Virtual Servers
Mail Server	2 Virtual Servers	2 Virtual Servers
Virus Protection	3 Virtual Servers	3 Virtual Servers
File Server	3 Virtual Servers	3 Virtual Servers
Firewall (Secure Platform, VPN, URL Filtering), IPS. DDOS. SANDBOX, WAF)	11 (Box)	11 (Box)
Active Directory	Physical Server 2 Virtual Servers	Physical Server 2 Virtual Servers
Exclusive Account Safety Management	5 Virtual Servers	5 Virtual Servers
NAC (Network Access Control)	4(Box)	4(Box)
Supported Protocols	TCP/IP, UDP	TCP/IP, UDP
Internet Connection	200 mbps	200 mbps
Virtual Platform	10 Physical Servers	10 Physical Servers
Logging System (SIEM)	1 Storage	1 Storage
Domain Backup (Back-up System)	3 Virtual Servers	3 Virtual Servers
Document Management System	1 Physical Server	1 Physical Server
Audit Management System	2 Storage	2 Storage
Municipality Data Receipt (Application)	4 Virtual Servers	4 Virtual Servers
Audit Management System	3 Virtual Servers	3 Virtual Servers
Municipality Data Receipt (Application)	1 Virtual Server	1 Virtual Server
Saydata Application	3 Virtual Servers	3 Virtual Servers
Disaster Recovery System	1 Virtual Server	1 Virtual Server
Call Centre	1 Virtual Server	1 Virtual Server
System Monitoring	Hosted at TURKSAT Data Centre (32 Virtual Servers - 1 Storage)	Hosted at TURKSAT Data Centre (32 Virtual Servers - 1 Storage)
Medium Monitoring	1 (Box)	1 (Box)
NTP(Network Time Protocol)	1 Virtual Server	1 Virtual Server
Configuration Management (SCCM)+Orchestrater	1 (Box)	1 (Box)
	1 (Box)	1 (Box)
	1 Virtual Server	1 Virtual Server

#### 4.10 Audit Management Program (SayCAP)

Used as audit management program, SayCAP guarantees that audit processes are planned, executed, documented, and managed in line with the audit manuals and international standards. SayCAP also provides distant access for audit teams.

SayCAP was developed for being used in the automation, management and reporting of audit processes with the aim of meeting needs such

as planning, documentation, authorizations, access to information sources, archiving, quality control, communication, steering, and reporting. The software is constantly updated and improved in consideration of the changing reporting requirements and in line with international standards on auditing, changes in audit manuals and the decisions of the Audit, Planning and Coordination Council.



#### 4.11 Library

The library of the TCA contributes to the training and research activities of the TCA employees along with the readers from outside the TCA and supports knowledge accumulation, utilization and transfer in the national and international scale by meeting all kinds of information and documents needs in all environments. Particularly thanks to its local and foreign sources on “audit”, it has become a “reference library” in recent years.

The collection of our library, which mainly focuses on audit, includes sources on other relevant fields such as law, economy, accounting, finance, business management and international relations.

The collection of our library contains 28.142 sources of information including journals, theses, DVD-VCDs and electronic databases along with printed books in Turkish and foreign languages.

The TCA cooperates with the libraries of some universities through protocols signed to ensure that the TCA personnel can have access to university libraries or other users can benefit from the TCA library.



#### 4.12 Publications

##### 4.12.1 TCA Journal

The TCA Journal was first published in 1924 under the name of “Journal of the Court of Accounts”. It became a quarterly “National Refereed Journal” in 2010 with the aim of guaranteeing its compliance with scientific criteria and adapting to the changing conditions in the field of publishing. It is accessible through EBSCOhost, TÜBİTAK ULAKBİM Social and Human Sciences Database and ASOS indices

The TCA Journal includes professional and academic works in the field of social sciences in relation to audit, management and law, in particular. The main aims of the Journal are to lead the development of audit literature, to share the theoretical works on the TCA

audit and judicial services as well as current practices and international experiences with respect to implementation and to contribute to public administration and particularly public financial management system by giving place to assessments on practices and arrangements related to the restructuring of the system as well as different perspectives, recommendations and analyses.

Although the TCA Journal gives weight to the articles written by the TCA personnel, academicians and executives and experts of other public institutions, news about the developments in the audit community and the decisions of the TCA are included in the Journal, as well





#### 4.12.2 Books

The books recently published by the TCA are as follows:



#### **Institutional Structure of the Supreme Audit Institutions and Financial Performance**

Prepared by Dr. Sinem YALÇIN, Principal Auditor in the TCA, this book aims to analyse the impact of financial transparency, which is one of the key components of good governance, on financial performance by using data of 85 countries for the period between 2007 and 2012. Considering that financial transparency means transparency in the budget process, impacts of the independence and organisational differences of the supreme audit institutions, which represent the final phase of the budget process and audit the budget implementation, on financial performance are examined in the study through panel data method, as well.

#### **Account Trial by the TCA**

The aim of this book prepared by Dr. Mehmet AKSOY, TCA Member, Bülent GEÇGEL, Principal Auditor, and Yusuf ÖZ, Principal Auditor, is to ensure that the TCA account trial is recognized as a separate branch of the judiciary in consideration of the subjects of the judicial activities of the TCA, nature of its decisions and its organisation, a specific procedural act is adopted and the way of resolving the conflicts of duties and judgments, which may emerge between this branch and other branches of the judiciary, is clarified.





### Ethics and Ethical Rules

The aim of this book, which was prepared by Assoc. Prof. Dr. Tuğba UÇMA UYSAK, Dr. CPA Masum TÜRKER and Prof. Dr. Ganite KURT, is to provide explanations on the ethical rules published by the International Ethics Standards Board for Accountants (IESBA) for all professionals, who perform independent audit works and work freelance or dependently, with the aim of facilitating the implementation of these rules by making them more understandable for the professionals.

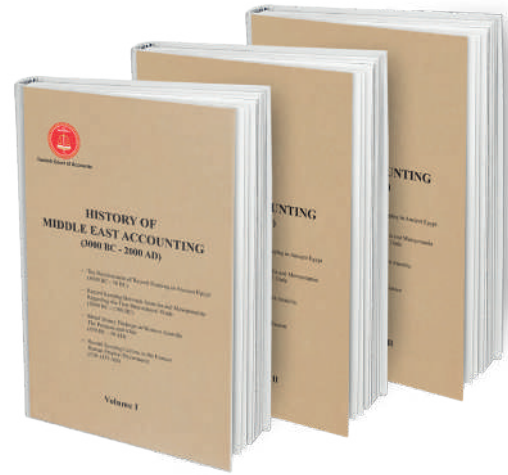
## History of Middle East Accounting

The aim of the book, which was prepared by seven different teams under the coordination of Prof. Dr. Oktay GÜVEMLİ, is to provide information on the five-thousand years past of the Middle East Accounting. The book points out to the cultural heritage left by the civilisations hosted in a geography stretching from the Ancient Egypt to Mesopotamia and from Iran to Anatolia to the future of the world. Also, the near past of the Middle Eastern countries was presented by addressing certain aspects of the contemporary accounting culture. The book consisting of three volumes was published in English and Turkish.



### First Volume

- ◆ Ancient Egypt
- ◆ Account Records of the First International Trade between Anatolia and Mesopotamia
- ◆ Metal Money Culture in Western Anatolia
- ◆ Eastern Roman Empire



### Second Volume

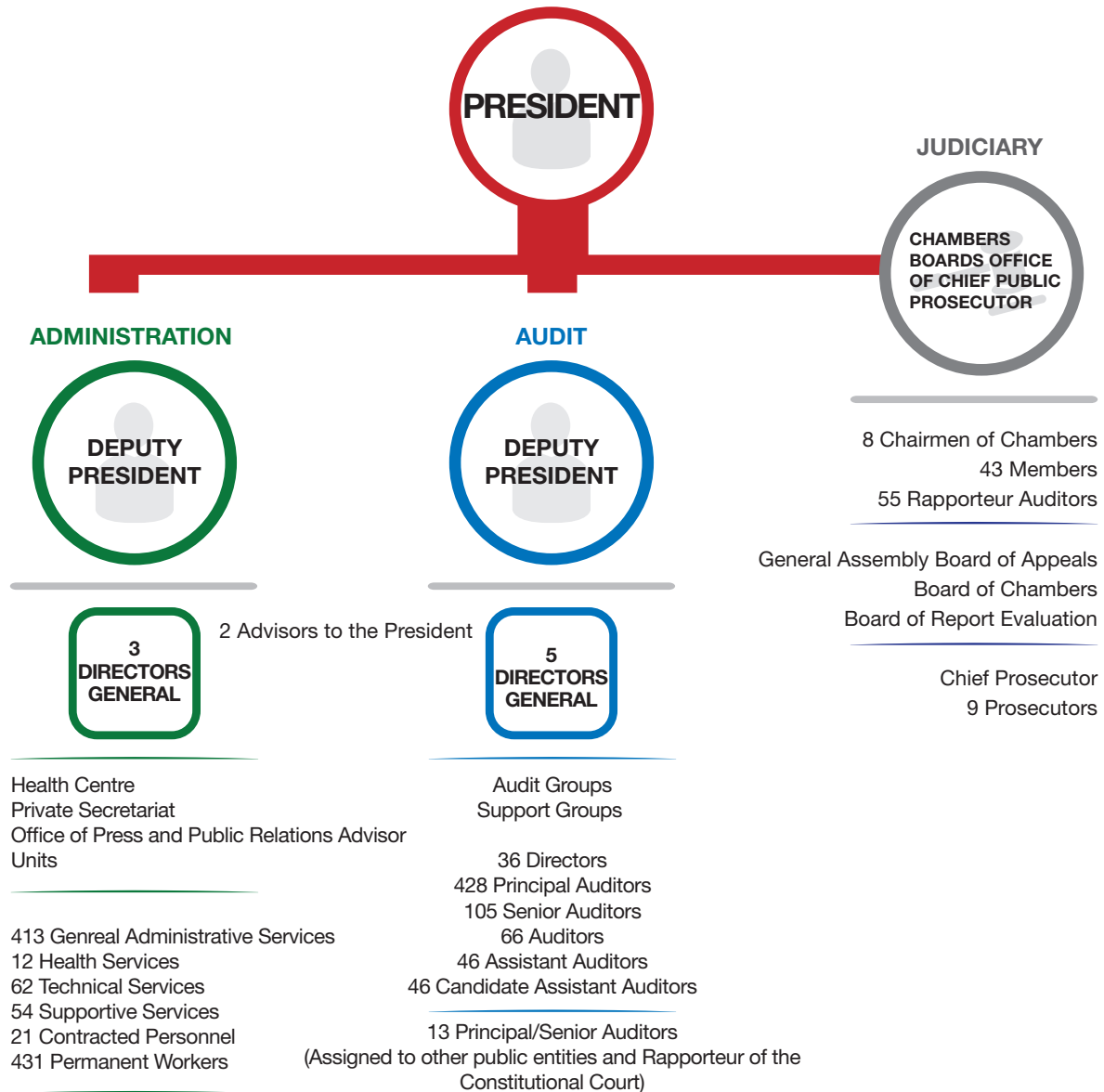
- ◆ Islamic Period
  - Abbasids
  - Ilkhanids
  - Seljuks
  - Ottoman Empire Era

### Third Volume

- ◆ Recording Culture from Reforms to the Republic
- ◆ Accounting in the Middle Eastern Countries in the Early XX Century

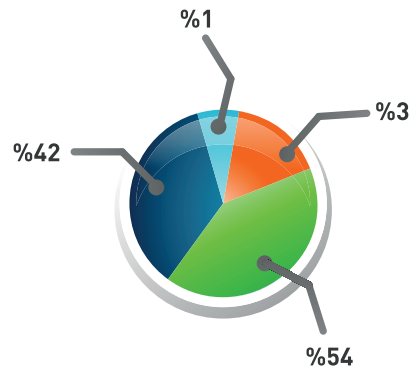
## 5. HUMAN RESOURCES

## Breakdown of Professional and Supporting Staff by Titles





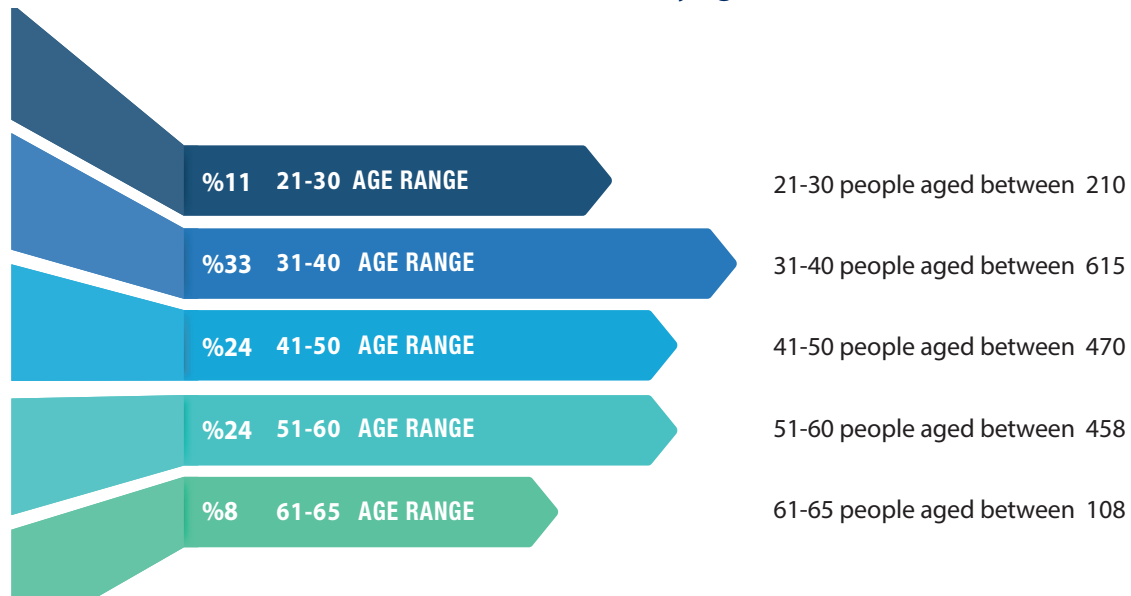
## General Breakdown of Personnel



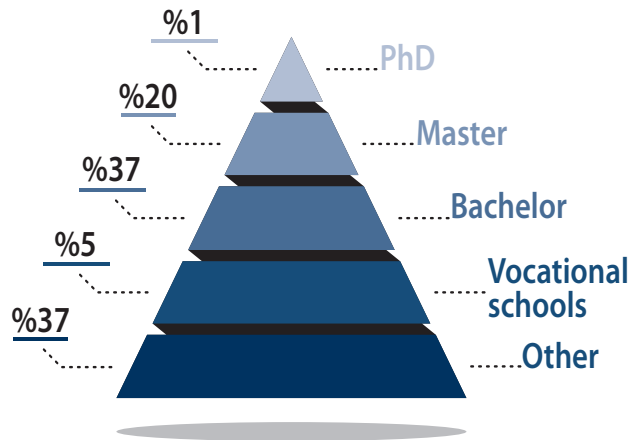
The TCA has 1 President, 2 Deputy Presidents, 8 Chairmen of Chambers, 43 Members, Chief Prosecutor, 9 Prosecutors, 804 Auditors, 541 Support Staff, 21 Contracted Personnel and 431 Permanent Workers, in total 1861 persons.

- President, Deputy Presidents, Chairmen of Chambers, Members (3%)
- Chief Prosecutor, Prosecutor (1%)
- Auditor (42%)
- Support Staff (54%)

## Breakdown of Personnel by Age



### Breakdown of Personnel by Education



24 staff members have PhD degree, 367 have master's degree, 679 have bachelor's degree, 95 personnel are graduates of vocational schools and 696 personnel are graduates of high schools and secondary schools.

Higher education (%58)

Bachelor (%37)

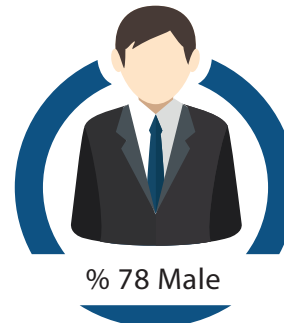
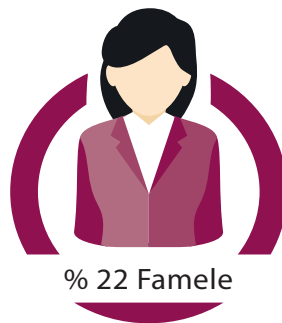
Master (%20)

PhD (%1)

Vocational schools (%5)

Other (%37)

### Breakdown of Personnel by Gender



1451 of 1861 personnel are male while 410 of them are female.

## Presidency

- ❖ President
- ❖ 2 Deputy President
- ❖ 8 Directors General
  - 5 Directors General responsible for audit
  - 3 Directors General responsible for administration

## Trial

- ❖ President
- ❖ Chambers (8 Chambers)
- ❖ 56 Members (Except for President and Deputy Presidents).

In each chamber;

- 1 Chairman
- 6 Members

## General Assembly

- ❖ President
- ❖ Deputy Presidents
- ❖ 8 Chairmen of Chambers
- ❖ 48 Members
- ❖ 2 Rapporteur Auditors

## Board of Appeals

- ❖ 4 Chairmen of Chambers
- ❖ 16 Members
- ❖ 9 Rapporteur Auditors

## Board of Chambers

- ❖ 2 Chairmen of Chambers
- ❖ 24 Members
- ❖ 4 Rapporteur Auditors

## Board of Report Evaluation

- ❖ President
- ❖ Deputy Presidents
- ❖ 2 Chairmen of Chambers
- ❖ 8 Members
- ❖ 7 Rapporteur Auditors

## Office of Chief Public Prosecutor

- ❖ 1 Chief Prosecutor
- ❖ 10 Prosecutors

**Audit Groups**

❖ 29 Audit Groups

❖ 583 Auditors

**Table 2: Audit Groups and Areas of Responsibility**

<b>Audit Group</b>	<b>Area of Responsibility</b>
<b>Audit Group 1</b>	General Budget Public Entities, Special Budget B, Other Institutions and Funds, Regulatory and Supervisory Institutions
<b>Audit Group 2</b>	General Budget Public Entities, Other Institutions and Funds
<b>Audit Group 3</b>	General Budget Public Entities, Other Institutions and Funds
<b>Audit Group 4</b>	General Budget Public Entities, Special Budget B, Other Institutions and Funds, Regulatory and Supervisory Institutions
<b>Audit Group 5</b>	General Budget Public Entities, Special Budget B, Regulatory and Supervisory Institutions
<b>Audit Group 6</b>	General Budget Public Entities Special Budget B, Social Security Institutions
<b>Audit Group 7</b>	General Budget Public Entities, Special Budget B, Other Institutions and Funds
<b>Audit Group 8</b>	General Budget Public Entities, Special Budget B, Regulatory and Supervisory Institutions, Development Agencies

Audit Group	Area of Responsibility
<b>Audit Group 9</b>	General Budget Public Entities, Special Budget B, Other Institutions and Funds, Regulatory and Supervisory Institutions
<b>Audit Group 10</b>	General Budget Public Entities, Special Budget B, Regulatory and Supervisory Institutions, Public Enterprises
<b>Audit Group 11</b>	Special Budget A
<b>Audit Group 12</b>	Special Budget A
<b>Audit Group 13</b>	Special Budget A
<b>Audit Group 14</b>	Special Budget A
<b>Audit Group 15</b>	Local Administrations
<b>Audit Group 16</b>	Local Administrations
<b>Audit Group 17</b>	Local Administrations
<b>Audit Group 18</b>	Local Administrations
<b>Audit Group 19</b>	Local Administrations
<b>Audit Group 20</b>	Local Administrations
<b>Audit Group 21</b>	Local Administrations
<b>Audit Group 22</b>	Local Administrations
<b>Audit Group 23</b>	Conducting audits on information systems, Assisting the computer-aided audits and audits of information systems when needed by the TCA, Providing trainings on the audit of information systems.

Audit Group	Area of Responsibility
<b>Audit Group 24</b>	Determining the data sets that should be received from public entities in electronic environment, developing audit scenarios to form the basis of technical and analytical analyses on central accounting and non-accounting data and contributing to audit planning and audit processes through these analyses. Auditing the public entities determined by the Presidency.
<b>Audit Group 25</b>	Public Enterprises
<b>Audit Group 26</b>	Public Enterprises
<b>Audit Group 27</b>	Public Enterprises
<b>Audit Group 28</b>	Public Enterprises
<b>Audit Group 29</b>	Public Enterprises



**Support Groups**

- ❖ 7 Support Groups
- ❖ 52 Auditors
- ❖ 46 Assistant Auditors
- ❖ 46 Candidate Assistant Auditors

**Table 3: Support Groups and Areas of Responsibility**

Support Group	Area of Responsibility
<b>Support Group 1</b>	Conducting the works related to SayCAP Audit Management Program
	Conducting the works related to the audit strategic plan, preliminary preparation works for the annual audit program and risk assessment procedures
	Preparing and updating the audit standards and manuals
	Conducting the preliminary works for the fulfilment of audit demands from the TGNA Presidency by the TCA
	Creating and updating the Audit Area Log
	Acting as the rapporteur of the Board of Audit, Planning and Coordinati
	Supporting the strategy department in relation to the financial management and audit activities of the TCA, conducting examinations and research for the development of methods related to the TCA audit, and contributing to the preparation of secondary legislation
	Conducting the works for the preparation of the General Evaluation Report on External Audit and General Evaluation Report on Accountability

Support Group	Area of Responsibility
<b>Support Group 2</b>	Planning and conducting the works for the in-service trainings of the TCA professional staff as well as for the training demands from other entities, other country SAIs and international organisations,
	Developing and updating the database concerning the education, professional knowledge, skills and experiences of the TCA professional staff with the aim of ensuring effectiveness and efficiency in audits
	Preparing the communication strategy of the TCA and supporting its implementation
	Conducting the publication works Conducting the other works specified in the training and publication regulations of the TCA
<b>Support Group 3</b>	Conducting the works and processes related to the Statement of General Conformity
<b>Support Group 4</b>	Conducting international relations
	Conducting the works specified by legislation for sending the TCA professional staff abroad and submitting them to the Presidency
<b>Support Group 5</b>	Delivering opinion on all issues referred to the Group by the Presidency which may lead to legal, financial, administrative and penal
	consequences Providing assistance for the conclusion of all contracts and agreements to be signed on behalf of the TCA in line with the benefits of the TCA without resulting in legal controversy
	Assisting the Presidency in the proceedings related to all kinds of lawsuits or enforcements for and against the TCA
	Conducting the works related to information acquisition
	Determining the issues, if there are any, requiring a unification or amendment of the decisions and presenting them to the Presidency
<b>Support Group 6</b>	Carrying out the activities within the scope of EUROSAl Presidency
<b>Support Group 7</b>	Conducting the works related to the training of the assistant auditors



## Administrative Units

### ❖ 7 Units

- IT Unit
- Audit and Judicial Services Unit
- Support Services Unit
- HR Unit
- Social Affairs Unit
- Strategy Development Unit
- Technical and Financial Services Unit

### ❖ Health Centre

### ❖ Private Secretariat

### ❖ Office of Press and Public Relations



## 6. SERVICES DELIVERED

The TCA aims at establishing good management principles in public financial management and contributing to the functioning of transparency and accountability in management while performing the functions of auditing, reporting, trial and giving opinion and guiding.

### 6.1 TCA Audit and Audit Reports

#### 6.1.1 2018 Audits and Audit Reports

Audit activities are conducted through Audit Management Program (SayCap). The audit activities that started in the scope of the 2018 Audit Program were finalized in 2019, and audit reports were prepared.

The 2018 Audit Program was prepared by the Board of Auditing, Planning and Coordination in line with the TCA Law no. 6085 by making a risk assessment and by considering the priorities in the development plans and annual programs, the expectations of the public and the audited public entities, the quality and quantity of activities, budget sizes, audit frequencies, denunciations and complaints, and the results of previous audits.

### Audit of Public Entities

Audits conducted in the public entities in 2018 aimed at

- obtaining reasonable assurance regarding whether the financial reports and statements give a true and fair view of the results of the transactions and activities of a public entity
- detecting the compliance of the accounts and transactions of public entities with the laws and other legal regulations
- evaluating the financial management and internal control systems,
- evaluating the strategic management practices.

Audits were conducted according to a risk-oriented audit approach in order to obtain audit evidence regarding the accuracy, reliability and appropriateness of the financial statements of public entities and the accounts and transactions forming those statements. Audits were performed by applying the proper audit procedures and techniques and by making risk assessments.

### Audit of Public Enterprises

The audit of public enterprises was conducted within the scope of Law no. 6085 and Law no. 3346. The annual reports of the audited enterprises were prepared with justifications and comparisons including the opinions that provide the basis for the acquittal/non-acquittal of transactions, balances, final accounts and executive boards, or the submission of these for general discussion and submitted to the Committee on State Economic Enterprises within the TGNA.

The TCA audits on public enterprises;

- deliver opinion on whether the accounts and transactions and financial reports and statements of the public enterprise show the financial situation and activity results of the enterprise in an accurate and reliable manner in all material aspects in line with financial reporting standards,
- detect whether the revenues, expenditures, balance sheet accounts and other transactions of the enterprise are in compliance with laws and other legal arrangements,
- assess whether these enterprises are managed autonomously in line with the principles of efficiency and productivity in accordance with the rules and requirements of economy so that they can be beneficial to the national economy,
- assess whether the activities of the enterprise are in compliance with the legislation, long-term development plan and implementation programs of the plan so as to guarantee that it achieves its founding purposes.



### Public Entities

Within the scope of the 2018 Audit Program, audits were conducted in 432 public entities (Annex 1) and regularity audit reports were prepared. These public entities include the following:

- 34 general budget entities,
- 136 special budget entities and companies,  
(99 of them are Council of Higher Education and universities)
- 9 regulatory and supervisory institutions,
- 2 social security institutions,
- 13 departments of investment monitoring and coordination,
- 25 special provincial administrations,
- 30 metropolitan municipalities,
- 10 metropolitan municipality subsidiary administrations,
- 20 provincial municipalities,
- 138 district municipalities,
- 7 local administrative unions and companies,
- 8 other public entities.

Performance audit reports prepared for 275 public entities within the scope of the 2018 Audit Program were published after being consolidated with 432 public entity reports in total.

In 432 public entities on which regularity audits were conducted, financial audit and compliance audit were performed together and issues detected with respect to public loss were included into the judicial reports.

Also, all of 73 public enterprises were audited within the scope of the 2018 Audit Program and audit reports were prepared.

### **At the end of the audits conducted in 2018, rates of the audited public entities in terms of budget/balance sheet sizes are as follows;**

- ✓ General budget entities 100%,
- ✓ Council of Higher Education, universities and advanced technology institutes (Special Budget-A) 92%,
- ✓ Other special budget entities (Special Budget-B) 80%,
- ✓ Regulatory and supervisory institutions 100%,
- ✓ Social security institutions 100%,
- ✓ Metropolitan municipalities 100%,
- ✓ Metropolitan municipality subsidiary administrations 63%,
- ✓ Provincial municipalities 41%,
- ✓ Special provincial administrations 46%,
- ✓ Public enterprises 100%,
- ✓ Other entities 100%.

### Budget/Balance Sheet Sizes of Audited Entities by Years

Information on the budget/balance sheet sizes audited, rates of change by years and number of auditors is shown in the following graphs and tables:

**Table 4: Audit Rates of Public Entities by Budget/Balance Sheet Sizes**

SECTOR NAME	BUDGET TYPE	NUMBER OF PUBLIC ENTITIES	BUDGET EXPENDITURE /BALANCE SHEET SIZE AMOUNT	AUDITEE	AUDITEE'S BUDGET EXPENDITURE/BALANCE SHEET SIZE AMOUNT	AUDIT RATE BY BUDGET EXPENDITURE (%)
CENTRAL GOVERNMENT (*)	General Budget	42	803.629.247.624	34	801.259.756.192	99,7
	Special Budget - A	128	32.250.492.885	99	29.792.120.967	92,4
	Special Budget – B	43	88.498.825.279	35	70.949.749.783	80,2
	Regulatory and Supervisory Institutions	9	4.645.284.260	9	4.645.284.260	100
<b>TOTAL</b>		<b>222</b>	<b>929.023.850.048</b>	<b>177</b>	<b>906.646.911.202</b>	<b>97,6</b>
Social Security Institutions	SSI	1	386.707.905.390	1	386.707.905.390	100
	Employment Agency	1	147.273.110.129	1	147.273.110.129	100
<b>TOTAL</b>		<b>2</b>	<b>533.981.015.519</b>	<b>2</b>	<b>533.981.015.519</b>	<b>100</b>
Local Administrations (**)	Special Provincial Administrations	51	23.109.002.741	25	10.673.498.359	46,2
	Metropolitan Municipalities	30	246.266.413.212	30	246.266.413.212	100
	Administrations affiliated to Metr. Mun.	33	84.809.798.698	10	53.153.156.328	62,7
	Provincial Municipalities	51	24.790.232.441	20	10.117.840.106	40,8
<b>TOTAL</b>		<b>165</b>	<b>378.975.447.092</b>	<b>85</b>	<b>320.210.908.005</b>	<b>84,5</b>
PUBLIC ENTERPRISES	State Economic Enterprises	35	232.400.738.454	35	232.400.738.454	100
	Enterprises within the scope/program of privatization	5	5.504.144.866	5	5.504.144.866	100
	Financial Enterprises	27	1.156.991.002.953	27	1.156.991.002.953	100
	Other Enterprises	4	90.070.605.942	4	90.070.605.942	100
	Public Enterprises with Terminated Legal Personality within the year	2		2		
<b>TOTAL</b>		<b>73</b>	<b>1.484.966.492.215</b>	<b>73</b>	<b>1.484.966.492.215</b>	<b>100</b>
<b>OTHER PUBLIC ENTITIES NOT SUBJECT TO THE LAW NO. 5018 (***)</b>		<b>12</b>	<b>773.171.643.815</b>	<b>8</b>	<b>771.473.742.005</b>	<b>99,8</b>
<b>OVERALL TOTAL</b>		<b>474</b>	<b>4.100.118.448.689</b>	<b>345</b>	<b>4.017.279.068.946</b>	<b>98</b>

(\*) Since TGNA and TCA, which are among the general budget entities, are not subject to the TCA audit as per their legislations, they are not included in the number of public entities. Also, 2 special budget administration companies were audited under the central government budget.

(\*\*) Also, 138 district municipalities, 13 departments of investment monitoring and coordination and 7 local administration companies unions were audited within the scope of the 2018 Audit Program.

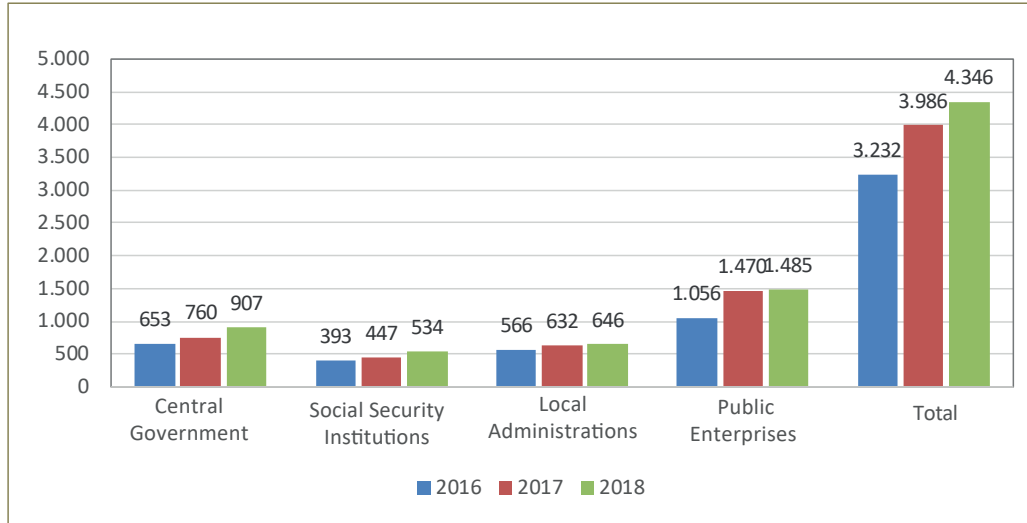
(\*\*\*) 2.580.460.770 TL, total balance sheet size of 26 Development Agencies for which general audit reports were prepared and submitted to the TGNA was not included in the table.

Table 5: Budget/Balance Sheet Sizes of Audited Public Entities and Rates of Change by Years

		BUDGET/BALANCE SHEET SIZES OF AUDITED ENTITIES (TL)			RATE OF CHANGE	
	BUDGET TYPE	2016	2017	2018	2016-2017 %	2017-2018 %
Central Government	General Budget	568.059.041.715	658.422.413.282	801.259.756.192	15,9	21,7
	Special Budget - A	21.760.569.056	24.951.918.188	29.792.120.967	14,7	19,4
	Special Budget - B	59.782.125.217	72.203.206.634	70.949.749.783	20,8	-1,7
	Regulatory and Supervisory Ins.	3.840.811.872	3.941.504.800	4.645.284.260	2,6	17,9
	<b>TOTAL</b>	<b>653.442.547.860</b>	<b>759.519.042.904</b>	<b>906.646.911.202</b>	<b>16,2</b>	<b>19,4</b>
Social Security Institutions	SSI	271.170.349.699	312.288.161.869	386.707.905.390	15,2	23,8
	Employment Agency	121.791.085.979	134.511.390.428	147.273.110.129	10,4	9,5
	<b>TOTAL</b>	<b>392.961.435.678</b>	<b>446.799.552.297</b>	<b>533.981.015.519</b>	<b>13,7</b>	<b>19,5</b>
Local Administrations	Special Provincial Adm.	11.046.108.406	11.782.401.384	10.673.498.359	6,7	-9,4
	Metropolitan Mun.	197.012.010.843	232.682.865.604	246.266.413.212	18,1	5,8
	Institutions affiliated to Met. Mun.	72.756.058.428	82.840.143.713	53.153.156.328	13,9	-35,8
	Provincial Mun.	12.539.406.772	8.466.275.268	10.117.840.106	-32,5	19,5
	District Mun.	272.401.638.631	291.397.399.733	316.583.063.243	7	8,6
	DIMCs-	-	4.343.423.539	9.089.988.511	-	109,3
	<b>TOTAL</b>	<b>565.755.223.080</b>	<b>631.512.509.241</b>	<b>645.883.959.759</b>	<b>11,6</b>	<b>2,3</b>
Public Enterprises	Public Enterprises	1.056.326.892.928	1.470.285.812.109	1.484.966.492.216	39,2	1
	<b>TOTAL</b>	<b>1.056.326.892.928</b>	<b>1.470.285.812.109</b>	<b>1.484.966.492.216</b>	<b>39,2</b>	<b>1</b>
Other	Development Agencies	1.669.249.516	2.062.155.323	2.580.460.770	23,5	25,1
	Other Public Entities Not Subject to the Law No. 5018	562.260.787.073	676.146.706.469	771.473.742.005	20,3	14,1
	<b>TOTAL</b>	<b>563.930.036.589</b>	<b>678.208.861.792</b>	<b>774.054.202.775</b>	<b>20,3</b>	<b>14,1</b>
<b>OVERALL TOTAL</b>		<b>3.232.416.136.135</b>	<b>3.986.325.778.343</b>	<b>4.345.532.581.471</b>	<b>23,3</b>	<b>9</b>
<b>Numbers of Auditors</b>		<b>783</b>	<b>772</b>	<b>804</b>	<b>-1,4</b>	<b>4,1</b>

In the last three years, increases recorded in the total budget/balance sheet sizes of the audited entities in 2017 and 2018 when compared to the previous year are 23,3% and 9%, respectively. In the comparison made by the budget types, the highest increases are seen in the public enterprises 39.2% in 2017 and in DIMCs by 109,3% in 2018.



**Graph 1: Budget/Balance Sheet Sizes Audited by Years (Billion TL)**

Budget size of the central government audited was 653 Billion TL in 2016 and rose to 760 Billion TL in 2017 with an increase of 16,2% and to 907 Billion TL in 2018 with an increase of 19,4%.

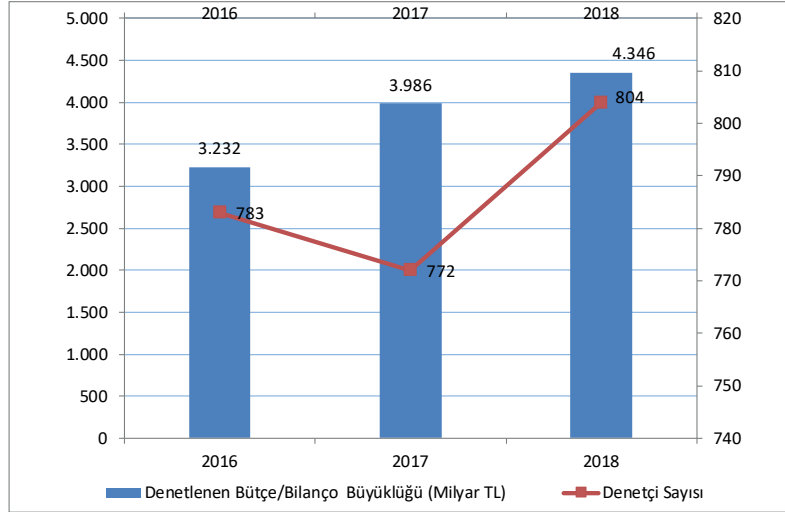
Budget/balance sheet size of the audited Social Security Institutions was 393 Billion TL in 2016 and rose to 447 Billion TL in 2017 with an increase of 13,7 % and to 534 Billion TL in 2018 with an increase of 19,5%.

Budget/balance sheet size of the audited local administrations was 566 Billion TL in 2016 and rose to 632 Billion TL in 2017 with an increase of 11,6% and to 646 Billion TL in 2018 with an increase of 2,3%.

Total budget/balance sheet size of the audited public enterprises was 1.056 Billion TL in 2016 and rose to 1.470 Billion TL in 2017 with an increase of 39.2% and to 1.485 Billion TL in 2018 with an increase of 1%.

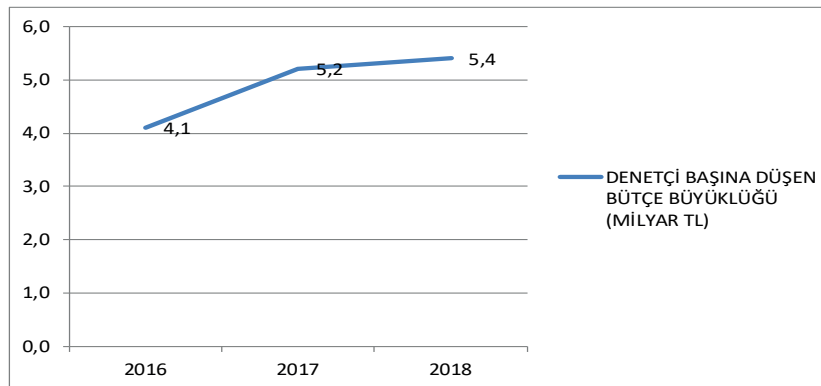
The total budget/balance sheet size of the audits conducted was 3.232 Billion TL in 2016 and reached 3.986 Billion TL in 2017 with an increase of 23,3% and 4.346 Billion TL in 2018 with an increase of 9%. As the audited budget size increased steadily from one year to another, it increased by 34,5% in the period between 2016 and 2018.

Graph 2: Audited Budget Size/Number of Auditors



In 2016, 783 auditors audited a total budget size of 3.232 Billion TL. Although the number of auditors dropped to 772 with a decrease of 1,4%, the audited budget size increased to 3.986 Billion TL in 2017. In 2018, 804 auditors conducted audits on a total budget size of 4.346 Billion TL.

Graph 3: Budget Size per Auditor



Audited budget size per auditor has showed a linear increase by years. When the budget size per auditor was 4.1 Billion TL in 2016, it rose to 5.2 Billion TL in 2017 with an increase of 25% and to 5,4 Billion TL in 2018 with an increase of 4%.

**Reports Prepared After the Audits**

Reports prepared after the audits conducted in 2018 and the actions taken with respect to these reports are as follows:

**Statement of General Conformity**

Statement of General Conformity is the audit and assessment opinion delivered by the TCA on the draft Final Account Law, which is prepared by the Ministry of Treasury and Finance and is the tool of the TGNA for using its authority to approve the implementation results of the budget law, in accordance with the form of the central government budget law and in consideration of the accounting records.

It was submitted to the TGNA, sent to the Ministry of Treasury and Finance and made public on the website of the TCA on 10 September 2019.

**General Evaluation Report on External Audit**

This is the evaluation report including the general information on audit and the matters found to be important and general in the audit reports as well as the other financial matters that Turkish Court of Accounts has deemed appropriate to be addressed.

It was submitted to the TGNA, sent to the Ministry of Treasury and Finance and made public on the website of the TCA on 10 September 2019.

**General Evaluation Report on Accountability**

This report contains assessments made on the accountability reports sent by public entities, the local administrations general accountability report prepared by the Ministry of Environment and Urban Planning and the General Accountability Report prepared by the Presidency of the Republic of Turkey in consideration of the audit results.

It was submitted to the TGNA, sent to the Ministry of Treasury and Finance, Ministry of Interior and Ministry of Environment and Urban Planning and made public on the website of the TCA on 10 September 2019.

**General Evaluation Report on Financial Statistics**

This is the evaluation report including the assessments on the financial statistics published by the Ministry of Finance in terms of preparation, publication, accuracy, reliability and conformity to the predetermined standards.

It was submitted to the TGNA, sent to the Ministry of Treasury and Finance and made public on the website of the TCA on 10 September 2019.

**General Report on Public Enterprises**

As per the last paragraph of Article 43 of the Law no.6085, the general report encompassing the results of annual activities of the audited enterprises is announced every year to inform the public. Within this scope, the 2017 General Report on Public Enterprises was published on the website of the TCA.

**General Evaluation Report on Development Agencies**

It was submitted to the TGNA, sent to the Ministry of Industry and Technology and made public on the website of the TCA.

## **Audit Reports on Public Entities**

189 TCA Audit Reports on public entities were submitted to the TGNA, sent to the relevant public entities and made public on the website of the TCA.

243 TCA Audit Reports on local administrations were sent to the relevant local administrations for being discussed in their assemblies and made public on the website of the TCA

## **Audit Reports on Public Enterprises**

73 audit reports on public enterprise were sent to the TGNA and relevant enterprises.

## **2018 TGNA External Audit Report**

The 2018 TGNA External Audit Report was prepared and submitted to the Presidency of the TGNA.

## **Substantial Examination Reports on Political Parties**

36 substantial examination reports on political parties were completed and sent to the Presidency of the Constitutional Court.

## **Judicial Reports**

In 2019, 658 judicial reports concerning public entities were submitted to the relevant trial chambers.

**Judicial Reports Prepared in 2019**

Judicial reports are brought before the trial chambers, which take the final decision on the reports. The writs, which are prepared according to the results of judicial reports and related to the personal financial responsibility, are notified the relevant people according to the provisions of Notification Law. As per the legislation, judicial decisions are made public on the TCA website. Eight chambers of the TCA received 658 judicial reports in total in 2019 along with those remaining from previous years, and judgments were passed and writs were issued on 479 of these reports.

**Financial Audit Reports on Political Parties**

As per the Law no.6216, the Constitutional Court is assisted by the TCA in the financial audit on the political parties. This audit (examination) is conducted on the final accounts of the parties, and parties prepare their final account statements and submit them to the Constitutional Court by the end of June. The Constitutional Court sends these statements to the TCA for examination.

Within this scope, the Constitutional Court sent the final accounts of 76 political parties (final accounts for the years 2018 and 2019) to the TCA for the first examinations throughout 2019. The examinations on these accounts were completed and reports were sent to the Constitutional Court.

Also, in 2019;

- ✓ 8 from 2014 final accounts,
- ✓ 24 from 2015 final accounts,
- ✓ 3 from 2016 final accounts,
- ✓ 1 from 2017 final accounts,

In total, 36 Substantial Examination Reports on Political Parties were completed and sent to the Presidency of the Constitutional Court.



**Findings Detected at the end of Audits****Findings of the 2018 Audits**

Out of 8.846 audit findings reported in 2019 in relation to the 2018 audits; 7.131 findings were detected in the regularity audits, 990 in the performance audits and 725 in the audits on public enterprises.

As the breakdown of 7.131 regularity audit findings reported in 2019 by the budget types shows, findings are centred upon local administrations (67%) and special budget entities (15%).

**▪ Findings related to Financial Audit**

Out of the points determined at the end of the regularity audits conducted by the TCA, matters that are considered to be against accounting and financial reporting legislation and directly affect financial statements are classified under the title of “Errors Affecting Financial Statements and Reports” while the matters that are considered to be against the legislation by which the public entity is bound although they do not directly affect financial statements are classified under the title of “Errors related to Compliance”, and all of them are included in the reports as findings (criticism). Reports aim to improve public management and contribute to accountability by providing guiding suggestions for public entities in relation to the criticisms included in the reports. These findings and criticisms are summarized in the following table:

**Table 6: Findings related to Financial Audit**

Subject	Public Entities under Central Government	Social Security Institutions and Other Entities	Local Administrations
Errors affecting financial statements and reports	622	265	1.747
Errors related to compliance with the legislation	729	240	2.571
<b>TOTAL</b>	<b>1.351</b>	<b>505</b>	<b>4.318</b>

As can be seen in the table, the number of findings detected in the audits conducted on the accounts and transactions of public entities under central government for the year 2018 is 1.351, and the breakdown of the findings is as follows:

- 622 errors affecting financial statements and reports,
- 729 errors related to compliance with the legislation.

The number of findings detected in the audits conducted on the social security institutions and other entities is 505, and the breakdown is as follows:

- 265 errors affecting financial statements and reports,
- 240 errors related to compliance

with the legislation.

In local administrations, the total number of findings is 4.318 with the following breakdown:

- 1.747 errors affecting financial statements and reports,
- 2.571 errors related to compliance

with the legislation.

In terms of both categories, the high numbers of errors are striking in the local administrations and point out to a need for activities aiming at improvements and capacity increases with respect to expense legislation as well as accounting and financial reporting.

#### ▪ Findings related to Internal Control Assessment

Deficiencies detected during the process of understanding and assessing the internal control systems of auditees are reported as “Errors related to Financial Management and Internal Control System”. Also, reports aim to contribute to the development of internal control environment by giving suggestions on the basis of a general assessment on the internal control system of the auditee. Within this framework, the numbers of findings detected in relation to the financial management and internal control system are as follows:

- 337 in the public entities under central government;
- 139 in the social security institutions and other entities;
- 481 in the local administrations.

### ▪ Findings related to Performance Audit

Out of the findings of performance audits conducted with the aim of assessing the strategic management understanding and practices, those related to the strategic plan are classified under the title of assessment of strategic plan, those related to the performance program are classified under the title of assessment of performance program and those related to the activity report are classified under the title of assessment of activity report. On the other hand, the findings detected at the end of the assessment on the data registration systems generating the performance information of the auditee are included in the reports under the title of measurement and assessment of activity results. Reports aim to contribute to the development of strategic management understanding and practices of public entities by providing guiding suggestions in relation to the findings and criticisms included in the reports. These findings and criticisms are summarized in the following table:

**Table 7: Findings related to Performance Audit**

Subject	Public Entities under Central Government	Local Administrations
Assessment of Strategic Plan	38	284
Assessment of Performance Program	101	220
Assessment of Activity Report	23	60
Measurement and Assessment of Activity Results	107	152
<b>TOTAL</b>	<b>269</b>	<b>716</b>

As the Table shows, the reports on the public entities under central government include 269 findings and the breakdown is as follows:

- 38 findings related to the assessment of strategic plan,
- 101 findings related to the assessment of performance program,
- 23 findings related to the assessment of activity report,
- 107 findings related to the measurement and assessment of activity results.

As for local administrations, reports include 716 findings including;

- 284 findings related to the assessment of strategic plan,
- 220 findings related to the assessment of performance program,
- 60 findings related to the assessment of activity report,
- 152 findings related to the measurement and assessment of

activity results.

With respect to strategic management understanding and practices, the number of errors detected in the local administrations is higher than the number of findings detected in the public entities under central government. The vast majority of these errors are related to strategic plan and performance program. On the other hand, the number of findings related to the measurement and assessment of activity results points out that there is room for significant improvements in this field. All these findings show that local administrations need activities aiming at awareness-raising for improving the strategic management understanding as well as training and capacity building activities.

#### ▪ **Finding Coding System and the Most Common Findings**

Based on the duty of the TCA to inform the TGNA in an accurate, timely and adequate manner, the following statistics regarding the external audit were produced through the finding coding module within the SayCAP Audit Management System. The coding of findings included only the findings affecting financial reports and statements in the 2018 audits, and the obtained results were addressed in detail in the General Evaluation Report on External Audit. The assessments in question are summarized below:

The most common findings detected in all public entities at the end of regularity audits are 'immovable properties registered to the entity in the land register were not included in the financial statements of the entity, the classification of type was not conducted, accounting records were not kept for the allocation of the allocated properties or they were erroneous', and the most common issues detected by the type of budget are given below.

**Table 8: Most Common Findings with respect to General Budget and Special Budget Entities**

Finding Subject Konusu	Number of public entities
1 Immovable properties registered to the entity in the land register were not included in the financial statements of the entity	27
2 The classification of type was not conducted for the immovable properties	18
3 Accounting records regarding the allocation of the allocated properties were lacking/erroneous	14
4 Exchange amounts kept in 104 project special accounts were not subject to assessment at the end of month	10
5 Capital invested in the circulating capital enterprise was not recognized in 242 Capitals Invested in Circulating Capital Enterprises Account	9

**Table 9: Most Common Findings with respect to Local Administrations**

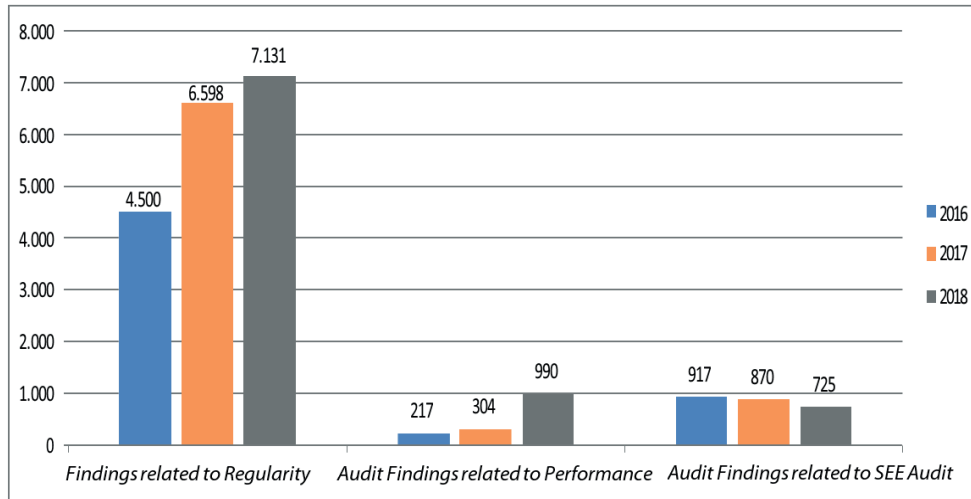
Finding Subject	Number of Public Entities
1 Accounting records regarding the allocation of the allocated properties were lacking/erroneous	136
2 Immovable properties registered to the entity in the land register were not included in the financial statements of the entity	126
3 Business and trading licence fees were not accrued and/or were not collected	51
4 Entertainment fees were not accrued and/or collected in the municipalities	45
5 Non-compliance with the provisions of the real estate tax law in the accrual and collection of the real estate taxes	43

At the end of the performance audits, the most common errors detected include the failure to prepare the main documents related to the strategic planning process (Strategic Plan, Performance Program and Accountability Report) in a timely manner and in compliance with the relevant legal framework.

### Numbers of Findings by Years

Although the number of auditors has not increased considerably in the last two years, audits were carried out in a more effective manner owing to the new methods implemented with respect to the information systems and audit methodology. As a result, the numbers of findings per auditor and per audited entity have increased. On the other hand, the Presidency introduced audit techniques to allow for the consideration of the pre-determined risky areas in the audits of all public entities. As a result, the numbers of findings per auditor and per audited entity by years have increased. Numbers are shown in the following graphs:

**Graph 4: Numbers of Findings by Audit Types and Years**

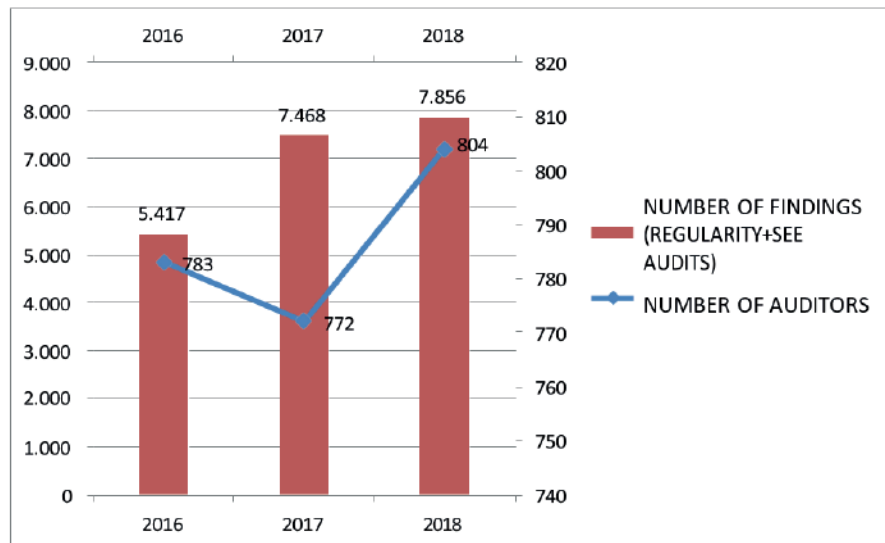


The number of regularity audit findings was 4.500 in 2016, reached 6.598 by increasing 47% in 2017 and became 7.131 with a further increase of 8% in 2018.

The number of regularity audit findings has significantly increased in recent years, but this increase has resulted from the increase in the number of public entities on which performance audit was conducted as per the decision taken by the Board of Audit, Planning and Coordination.

The number of findings in the audits on public enterprises was 917 in 2016 but dropped to 870 with a decrease of 5% in 2017 and to 725 with a decrease of 17% in 2018. These decreases resulted from the fact that findings were not written for the enterprises for which short reports were prepared due to ongoing liquidation procedures, share transfer procedures and termination of legal entity as well as the improvement in the accounting system along with the increase in the number of SEEs subject to independent audit.

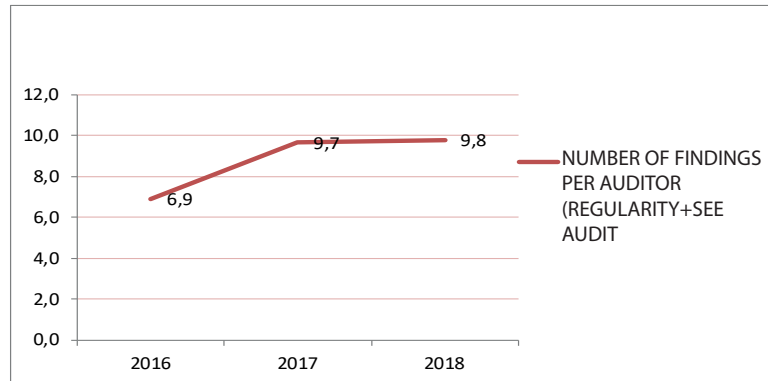
**Graph 5: Numbers of Auditors/Findings by Years**



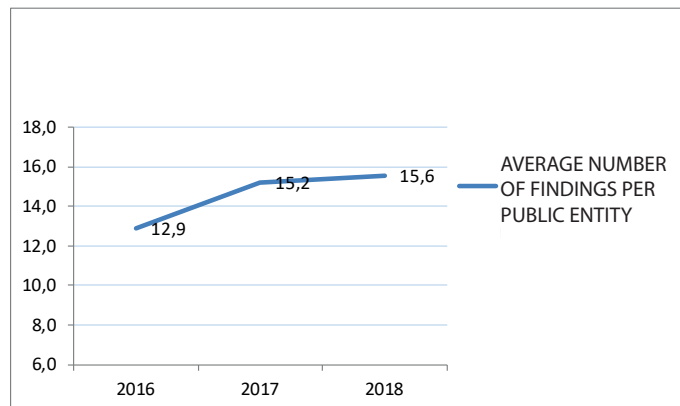
- 783 auditors reported 5,417 findings in regularity audits and audits on public enterprises in 2016.
- In 2017, 772 auditors conducted the audits, and the number of findings reached 7,468 with an increase of 38% when compared to the previous year.
- In 2018, audits were conducted with 804 auditors, and the number of findings reached 7,856 with an increase of 5% when compared to the previous year. (\*)

(\*) Since the number of public entities on which performance audits are conducted differs by years, performance audit findings have not been taken into consideration.



**Graph 6: Number of Findings per Auditor by Years**

While the number of findings per auditor was 6,9 in 2016, it was determined as 9,7 in 2017 and 9,8 in 2018 (\*).

**Graph 7: Number of Findings per Audited Entity**

There is an obvious increase in the number of findings per public entity owing to the increasing efficiency of the audits. While the number of findings per audited entity was 12,9 in 2016, it increased to 15,2 in 2017 and 15,6 in 2018. (\*)

(\*) Since the number of public entities on which performance audits are conducted differs by years, performance audit findings have not been taken into consideration.

## 6.1.2 Works for the Development of Audit Methodology

### 6.1.2.1 Preparation of Audit Manual on Public Enterprises

With the enactment of the Law no.6085, the Decree no.72 on Supreme Auditing Board was abolished, and the Auditing Manual concerning the forms and principles of the reports to be prepared at the end of the audits conducted as per this decree lost its legal basis. However, until a new arrangement was made about the auditing and reporting of public enterprises, the audits and reports had to take the abolished manual, which was in effect as of the 1940s, as basis.

The preparation process of the Audit Manual on Public Enterprises, which allows for the audit of public enterprises and the reporting of results in line with international standards on auditing, was completed by the end of 2016, and pilot audits for the implementation of the manual were initiated. The 2017 and 2018 audits were conducted in accordance with this manual, and the new version of the manual revised in consideration of the audit results was published in January 2019.

Revisions and updates are made in the Audit Manual on Public Enterprises in line with the international standards on auditing on the basis of the experiences obtained from the audits as well as the demands and suggestions of the State Economic Enterprises Committee of the TGNA.

### 6.1.2.2 Quality Assurance Works

A two-phase quality control system was established with the aim of ensuring quality in audits. The first phase consists of the quality control works conducted during the execution of the audit before the audit report is finalized. In these quality control works, respectively, team leader, head of group, report evaluation commission, trial chambers and the Board of Report Evaluation are responsible. The second phase of the quality control system includes quality assurance works. Quality assurance works are carried out with the aim of assessing the effectiveness of quality control processes and the compliance of completed audits with the audit manuals and determining the necessary actions for capacity building. As of 2019, quality assurance works were initiated, and six auditors were commissioned for these works.

Within the scope of the quality assurance works, first, an assessment framework was prepared on the basis of manual requirements. The framework in question was prepared by the quality assurance team and finalized after the auditors specialised in this field reviewed it. TGNA Plan and Budget Committee Information Note on the 2020 Activities of the TCA examined audits files, which were randomly selected and represented the general population in terms of quality and quantity, and assessed their compliance with the requirements in the framework.

Works for the assessment, generalisation and reporting of the findings obtained in the examination of the audit files continue, and after they are finalized, the results of the quality assurance works will be submitted to the senior management.

#### **6.1.2.3 Assessment of Internal Control System, Enterprise Risk Management and Strategic Management**

In 2019, audit procedures were developed and incorporated into audit management program (SayCAP) for assessing internal control systems, enterprise risk management and strategic management in the entities and institutions within the scope of regularity audit. The aim is to use the implementation results of these procedures in the assessment of financial management and internal control systems of the auditees as well as the improvements in these systems in years.

#### **6.1.2.4 Determination of Standard Account Areas**

Account area is a group of accounts and transactions which have similar characteristics, are processed similarly, have similar structural risks and are subject to similar controls. While an audit is being planned, the accounts and transactions in the financial statements are grouped into account areas by making use of the information obtained during the phase of understanding the entity. In audit practices, account areas consisting of interrelated

transactions are created with the aim of increasing efficiency and effectiveness of audit. For instance, account areas such as liquid assets, fixed assets, financial investments, personnel etc. are created, and the records and transactions related to these subjects are audited as a whole within the relevant account area. Within the scope of the regularity audits of the TCA, the "Work for the Determination of Standard Account Areas" was launched with the aim of standardising the process of account area determination during the audits of the same kind of entities and increasing the efficiency of audits. As part of this work, standard account areas were determined for the university accounts, and the pilot implementation started.

#### **6.1.3 Other Works Conducted in relation to Audit**

##### **6.1.3.1 Audit of e-State Projects**

"The 2016-2019 National e-State Strategy and Action Plan" conferred the responsibility of the action "E1.2.2 Effective Audit of e-State Projects in the Public Sector" to the TCA. With respect to this action, the TCA has continued carrying out its activities in line with the "Action Implementation Steps".

Within this scope, 6 pilot e-State project audits were conducted with the aim of testing the prepared draft manual.



Draft manual was finalized in December 2019, and an "Implementation Plan" was prepared for spreading the audits of e-State projects.

#### **6.1.3.2 Audit of Funds Provided by UNICEF to Public Entities**

TCA and UNICEF Turkey Country Office signed a protocol for the audit of the funds transferred by UNICEF to the public entities on 17.04.2017. Audits conducted within the framework of the protocol aim at determining whether the expenditures made out of the UNICEF funds comply with the cooperation agreement signed between UNICEF and public entity as well as the objectives set out in the annual plans or program documents and delivering opinion on the accuracy and reliability of the financial statements related to these funds and expenditures made out of these funds.

In this scope, the audit process, which started in 2017, entered its third year, and audits were conducted on the funds used by 9 public

entities in 2019. Within the scope of the said cooperation, reporting process continues. The audited public entities are as follows:

- ✓ Ministry of Youth and Sports,
- ✓ Ministry of Family, Labour and Social Services Directorate General of Family and Social Services
- ✓ Ministry of Family, Labour and Social Services Directorate General for Child Services
- ✓ Ministry of National Education Directorate General for Teacher Training and Development
- ✓ Ministry of National Education Directorate General for Basic Education
- ✓ Ministry of National Education Directorate General for Secondary Education
- ✓ Ministry of National Education Directorate General for Lifelong Learning
- ✓ General Directorate of Migration Management
- ✓ Post and Telegraph Corporation

### 6.1.3.3 Audit of Funds Provided by UNHCR to Public Entities

A protocol was signed between the TCA and the United Nations High Commissioner for Refugees (UNHCR) on 17.04.2019 for the audit of the funds provided by UNHCR to public entities.

Audits conducted within the framework of the protocol aimed at determining whether the expenditures made out of the UNHCR funds comply with the cooperation agreement signed between UNHCR and the public entity as well as the objectives set out in the annual plans or program documents and delivering opinion on the accuracy and reliability of the financial statements related to these funds and expenditures made out of these funds.

In 2019, audits were conducted on the funds used by three public entities and audit reports were prepared. These public entities are as follows:

- ✓ Ministry of Interior Directorate General of Migration Management
- ✓ Presidency for Turks Abroad and Related Communities
- ✓ Ministry of Family, Labour and Social Services Provincial Directorate of Ankara

### 6.1.3.4 Subject Matter Audit

As per the authority given by the Law no. 6085, subject matter audits were initiated on certain subjects concerning one or more than one public entities, and within this scope, subject matter audits were conducted on the following issues in 2019. The subject matter audits where planning was completed and execution is ongoing are as follows:

- Preparation Processes for the Implementation of Sustainable Development Goals
- Flood Risk Management Activities (Environmental Audit)
- Efficiency of Tax Collection Processes
- Efficiency of Social Security Premium Collection Processes
- Management of Municipality Estates
- Collection of Taxes, Duties, Charges and Fees in Municipalities

Audits in the planning phase are as follows:

- Activities for the Development of the Domestic and National Software Sector
- Activities for the Development of the Livestock Sector in Turkey
- Assessment of the Renewable Energy Policies and Practices of Turkey within the framework of 2030 Agenda

### 6.1.3.5 Works Conducted for Big Data Analyses

#### Data Analysis System (VERA System)

A computer program called VERA was developed for the analysis of big data with the aim of benefiting from the IT systems more effectively. This system targets the following:

- Receiving the data sent by the public entities via electronic environment,
- Determining the qualities of the data to allow for risk analysis,
- Identifying the standard analyses required for audit and developing audit scenarios for conducting analyses on the basis of accounting and non-accounting data,
- Increasing quality and efficiency in audit by contributing to audit management and audit processes.

Some of the analysis works conducted via VERA are as follows:

#### Analysis of Personnel Expenditures

A significant part of the central government budget consists of personnel expenditures. According to the 2018 central government budget realisations, the share of personnel expenditures within the total budget expenditures was 28,3%. This rate was recorded as 29,3% in 2019.

With the analyses developed for the audit of personnel expenditures, it has become possible to audit the entirety of personnel expenditures

by saving time and workforce. In this way, standardisation has been achieved in the audit of personnel expenditures. In this process, the aim is to generate recommendations by assessing the achieved results as a whole and to measure the level of conformity in this respect.

TCA plans to develop similar practices in relation to the current and investment expenditures of public entities, as well.

#### Analysis of Municipality Accounting Data

Accounting data of the municipalities and affiliated administrations are received and classified via electronic environment (as of the end of 2019, data were received from 1.130 of 1.431 municipalities and affiliated administrations). These data are analysed and risk accounts are determined prior to audit works. In this way, audit programs are prepared on the basis of risks, and the efficiency of audit is increased.

#### Municipality Risk Analyses

Analyses were prepared for assessing the data related to the assets, resources, budget revenues and expenditures and demographic structures of municipalities together, scoring them on the basis of the pre-determined indicators and classifying them by risk levels.

**Analysis of Accounting Data of the Special Provincial Administrations and DIMCs**

As of 2019, the process of receiving the data of 51 special provincial administrations and the departments of investment monitoring and coordination (DIMCs) established in 30 metropolitan municipalities started. Prior to audit works, these data are analyzed and risky accounts and transactions are determined. In this way, audit programs are prepared on the basis of risks, and the efficiency of audit is increased.

**Analysis of Accounting Data of the Circulating Capital Enterprises**

In the TCA audits on the circulating capital enterprises, works were initiated for the analysis of accounting data with the aim of ensuring that audit programs are prepared on the basis of risks and the efficiency of audit is increased through the determination of risky accounts and transactions prior to the execution of audits.

**Sampling modules developed on the Data Analyses Platform (VERA)**

areas are determined during the planning phase of audits, the method of selecting the transactions to be examined is identified. At this phase, a decision is taken on which account areas and populations one-hundred percent examination, selective sampling or audit sampling is implemented.

Sampling is the application of audit techniques to less than one hundred of the transactions in an account area/population. This practice allows the auditor to obtain audit evidence and make an assessment to form an opinion about the population from which samples are taken.

Sampling modules were developed on VERA so that sampling techniques can be used more effectively in the TCA audits. The accounting data of the public entities under central government, local administrations, directorates of investment monitoring and coordination and circulating capital enterprises, which are subject to the TCA audit, are received through electronic environment and made available for the use of auditors. With the audit modules developed, sampling processes are carried out on the records of public entities, sample numbers can be determined, and sampling results can be generalized. In this respect, the TCA aims to ensure that audits are conducted in an effective and efficient manner through the development of random sampling, currency-based sampling and stratified sampling in line with the international auditing standards and sampling methodology.



### 6.1.3.6. Works for Developing Communication Capacity

#### Formation of the Communication Strategy

TCA participated in the SAls Young Leaders (SYL) programme organized by the INTOSAI Development Initiative (IDI). TCA applied to the programme call sent by IDI to all SAls with its "Communication Strategy" project, and following the acceptance of the project, the 2019-2023 Communication Strategy of the TCA was formed with the technical assistance provided by IDI.

The aim of the communication strategy is to ensure that the goals and objectives specified in the 2019-2023 Strategic Plan of the TCA are achieved and to contribute to accountability and fiscal transparency in the public sector by increasing the impact of audit, trial and guiding functions. In the strategy to be implemented in the current strategic planning period, communication has been designed as a two-way system, which goes beyond the reporting function and highlights feedback mechanisms between the TCA and its stakeholders.

### Development of an Online Request Form for the Training Activities Organized for the Public Entities Subject to TCA Audit

One of the goals included in the TCA Strategic Plan is to help external stakeholders by guiding for the well-functioning of public financial management system. This goal was taken into consideration in the communication strategy, which mainly targets to achieve strategic goals and objectives, as well, and an online request form that can be used by the public entities within the scope of the TCA audit for conveying their training requests was developed. Through this form, the TCA will be able to respond to the training requests of the relevant public entities faster and more effectively, and in this way, will assist its external stakeholders by guiding for the well-functioning of public financial management system. TCA intends to actively use the form in question as of 2020.

**Eğitim Talep Formu**

Talep Eden Kurumun Adı	:	<input type="text"/>
İlgili Kişinin Adı Soyadı	:	<input type="text"/>
İlgili Kişinin Ünvanı	:	<input type="text"/>
Birimi	:	<input type="text"/>
Telefon	:	<input type="text"/>
E-Posta	:	<input type="text"/>
Eğitimin Konusu	:	<input type="text"/>
Eğitimin Amacı	:	<input type="text"/>

#### 6.1.4 The 2019 Audit Program

The 2019 Audit Program was prepared in line with the risk analyses conducted and in consideration of the expectations of the TGNA, the public and auditees.

Audit reports on the public entities included in the 2019 Audit Program will be sent to the relevant entities and submitted to the TGNA in 2020.

2019 Audit Program included 518 public entities in total out of those included in TCA's audit mandate. Breakdown of these entities are as follows:

- 36 general budget entities,
- 133 special budget entities,
- (99 include Council of Higher Education and Universities),
- 8 regulatory and supervisory institutions,
- 2 social security institutions,
- 8 special provincial administrations,
- 30 metropolitan municipalities,
- 15 affiliated administrations to metropolitan municipalities,
- 37 provincial municipalities,
- 23 departments of investment monitoring and coordination (DIMCs),
- 109 district municipalities (only compliance audit in 42 of them),
- 7 other public entities,
- 3 other local administrations,
- 81 public enterprises and
- 22 municipal corporations,
- 4 development agencies.

Also, upon demands from the relevant institutions, audits are conducted on the irrigation unions within the framework of the Law no.6172 on Irrigation Unions.

Table 10: Public Entities Included in 2019 Audit Program

SECTOR NAME	BUDGET TYPE	NUMBER OF PUBLIC ENTITIES	NUMBER OF PUBLIC ENTITIES INCLUDED IN THE AUDIT PROGRAM
CENTRAL GOVERNMENT	General Budget(*)	39	36
	Special Budget-A	131	98
	Special Budget-B	46	35
	Regulatory and Supervisory Institutions	11	8
<b>TOTAL</b>		<b>227</b>	<b>177</b>
SOCIAL SECURITY INSTITUTIONS	SSI	1	1
	Turkish Employment Agency	1	1
<b>TOTAL</b>		<b>2</b>	<b>2</b>
LOCAL ADMINISTRATIONS	Special Provincial Administrations	51	8
	Metropolitan Municipalities	30	30
	Affiliated Administrations to Metropolitan Municipalities	33	15
	Provincial Municipalities	51	37
<b>TOTAL</b>		<b>165</b>	<b>90</b>
OTHER	Public Enterprises	81	81
	Other Public Entities not subject to the Lw no.5018	16	7
<b>TOTAL</b>		<b>97</b>	<b>88</b>
<b>OVERALL TOTAL</b>		<b>491</b>	<b>357</b>

(\*) TGNA and TCA, which are among the general budget entities, are not included in the number of public entities since they are not subject to the TCA audit as per their legislations.

Also, 109 district municipalities (only compliance audit in 42 of them), 23 departments of investment monitoring and coordination, 22 municipal corporations, 3 other local administrations and 4 development agencies were included in the 2019 Audit Program.

### **6.2 Guiding Activities**

The vision of the TCA is to improve public administration to contribute to the establishment of the good governance principles in public financial management, development of transparency and accountability in governance and strengthening the institutional structures of the public entities. In this respect, the TCA has set its strategic target as contributing to and maintaining well-functioning and development of public financial management through its audits and other activities. In line with this target, the TCA continued providing guidance services to the public entities in 2019, as well.

The works and activities conducted by the TCA with respect to its guidance services can be classified as audit activities, training activities and other activities.

#### **6.2.1 Guiding Activities Conducted along with Audits**

The TCA contributes to the establishment of effective public financial management understanding in public entities through its audits. The works and activities that can be assessed in this respect are as follows:

##### **6.2.1.1 Works for the Assessment and Development of the Systems of the Public Entities**

For the establishment and development of accountability and transparency in public entities as specified in the mission and vision of the TCA, internal control, enterprise risk management and strategic management processes and mechanisms should be established and developed in public financial management system.

In this scope, audit teams examined the situations of public entities with respect to internal control, enterprise risk management and strategic management functioning as well as financial management in 2019 through the following 35 audit procedures that have been uploaded to SayCAP. It is envisaged that the data obtained in this way are used in the identification of weaknesses and aspects open to improvement in relation to internal control, financial management and strategic management as well as in the planning of audit and guidance works.

## Internal Control System, Enterprise Risk Management and Strategic Management Assessment Procedures

1

### CONTROL ENVIRONMENT

1. Are duties, authorities and responsibilities clearly defined within the organizational structure of the entity and reported in written?
2. Are the authorities and limits of delegation of authority clearly defined in written?
3. Does the entity conduct training and information works on "Principles of Ethical Conduct for Public Officers"?
4. Has the human resources policy regarding the recruitment, replacement, promotion, competence-performance assessment and disciplinary procedures of the personnel been defined and announced to the personnel of the entity?
5. Have the pocedures concerning critical duties been defined?
6. Has an inservice training planning based on need analysis been conducted in the entity?
7. When the above-given procedures are assessed, have the senior management and the entity personnel internalized internal control system and enterprise risk management?

2

### RISK ASSESSMENT

1. Is strategic plan compliant with the legislation in terms of content?
2. Has the entity prepared the stratgi plan with the contributions from its units and personnel?
3. Has the performance program of the entity been prepared in line with the legislation?
4. Has the budget of the entity been associated with the performance targets and activities?
5. Has the entity defined its enterpirse risks?
6. Has the entity defined its internal control risks? (If the answer to this question is no, the answer to the following question will beno, as well).
7. Have the risks been defined with the participation of the personnel? (Through methods such as workshop, focus group study, atelier work, interview etc.)
8. Has a risk assessment been carried out? (Have materiality levels been determined by assessing the realisation potentials of risks and their possible impacts?)

3

### CONTROL ACTIVITIES

1. Have work flow processes been determined?
2. Does the entity consider the principle of segregation of duties in its assignments?
3. Have the control activities aiming at reducing the risks idenfied by the entity to an acceptable level been determined? (If the answer is no, the answer to the following question will be no, as well.)
4. Have the responsible persons been determined for each control activity?
5. Has the preliminary financial control system been established in line with the Principles and Procedures of Internal Control and Preliminary Financial Control?

## 4

**INFORMATION AND COMMUNICATION**

1. Is there a management information system to produce and analyse the information and reported needed by the management?
2. Has the accountability report of the entity been prepared in line with the legislation?
3. Are activity results and assessments indicated in the accountability report of the entity?
4. Is the accountability report published on the website of the entity?
5. Does the entity have a data recording and filing system?
6. Have the current information management systems been designed in a manner to ensure information safety and back-up requirements?

## 5

**MONITORING**

1. Has the entity prepared the Action Plan for Compliance with the Public Internal Control Standards? (If the answer is no, the answer to the next question will be no, as well.)
2. Is the Action Plan for Compliance with the Public Internal Control Standards compliant?
3. Has the Internal Control Monitoring and Steering Board been commissioned with the approval of the senior management?
4. Do all units of the entity assess internal control system at least once a year and report to the Internal Control Monitoring and Steering Board?
5. Has the Internal Control Monitoring and Steering Board assessed these reports and submitted them to the approval of the senior management?
6. Have works been conducted for the elimination of the weaknesses determined in relation to the internal control components included in the assessment report approved by the senior management?
7. Is the number of internal auditors within the entity sufficient for the effective fulfilment of internal audit function?
8. Does the internal audit unit have audit and reporting works for the internal control system?
9. Have senior management and spending units signed the declaration of assurance on internal control?

**SCORING TABLE**

- 0 –No, there is no work on this issue.
- 1 – There are ongoing works but have not been completed yet.
- 2 –Works have been completed but not put into practice yet.
- 3 –Works have been completed and put into practice but there are deficiencies in practice.
- 4 –Yes, there is an effective practice.

### Results of Internal Control System, Enterprise Risk Management and strategic Management Analyses

In 2019, "Audit Procedures for the Assessment of Internal Control System, Enterprise Risk Management and Strategic Management" were applied to the public entities audited, and their internal control systems, enterprise risk managements and strategic managements were assessed in this respect. The results of the analyses made on these assessments are given in the following tables:

#### 1- Internal Control System (ICS) Assessment

The following table shows the average scores of public entities with respect to the assessment of their internal control systems by their budget types.

**Table 11: Average Scores with respect to ICS by Budget Type**

Entities Subject to the Law no. 5018		
Budget Type	Average Score (over 100)	Number of entities audited
General Budget Entities	73	36
Social Security Institutions	71	2
Special Budget Entities B- Other Special Budget Entities	67	35
Special Budget Entities A – Higher Education Board, Universities and High Technology Institutes	66	98
Local Administrations	62	160
<b>Total Number of Entities</b>		<b>331</b>

Entities Not Subject to the Law no.5018		
Budget Type	Average Score (over 100)	Number of entities audited
Public Enterprises	55	72
Regulatory and Supervisory Entities	34	8
DIMCs	21	23
Other Public Entities*	50	11
<b>Total Number of Entities</b>		<b>114</b>

(\*) Other public entities include the Centre for EU Education and Youth Programs (Turkish National Agency), Eastern Black Sea Development Agency, Silkroad Development Agency, Istanbul Development Agency, İzmir Development Agency, Ministry of National Defence Fuel Supply and Nato Pol Facilities Operating Agency, Spot-Toto Organisation, Agriculture and Rural Development Support Institution, Savings Deposit Insurance Fund, Central Bank of the Republic of Turkey and Investment Office.



While the general budget entities subject to the Law no. 5018 have the highest average score, they are followed by the social security institutions, special budget administrations and local administrations.

Tables also show that the departments of investment monitoring and coordination (DIMCs), regulatory and supervisory institutions, other public entities and public enterprises, which are not subject to the Law no.5018 or to the provisions of this Law on internal control, have lower average scores in comparison to the entities subject to the Law no. 5018.

It is observed that public enterprises and other public entities establish their internal control systems in accordance with the legislation which applies to them, but there are certain deficiencies in practice. Taking this into consideration, it is thought that making these entities and enterprises subject to the relevant provisions of the Law no. 5018 might contribute to increasing their institutional capacities.

The existence and efficiency of the internal control systems of the entities were analysed by dividing them into five parts on the scale of 100, and the results are given in the following table.

**Table 12: Breakdown of the Entities by ICS-Total Score**

SCORE RANGE	EXPLANATION	NUMBER OF ENTITIES	ENTITY RATE (%)
80-100	Internal control system has been established and it works effectively in general.	113	25
60-79	The level of development of the internal control system is high. The internal control system has been established and put into practice, but there are deficiencies in practice.	141	32
40-59	he level of development of the internal control system is moderate. The system has been established, but a full implementation has not started yet.	100	23
20-39	The level of development of the internal control system is low. Works for the establishment of the system have started but have not been completed yet.	51	11
0-19	There is no awareness about internal control system and system in effect.	40	9
<b>TOTAL</b>		<b>445</b>	<b>100</b>

Accordingly, an internal control system has yet to be established in 9% of the entities, works for the establishment of the system have not been completed in 11% of the entities while the internal control systems have been established in 80% of the entities. Also, among the entities having established internal control systems, while the system functions effectively in general in 25% of the entities, there is no practice or there are deficiencies in practice in 55% of the entities.

Risk management within the scope of internal control system (audit procedures concerning the identification and assessment of risks) was analysed, and the results are given in the following table.

**Table 13: Assessment of Risk Management within the scope of Internal Control System**

SCORE RANGE	EXPLANATION	NUMBER OF ENTITIES	ENTITY RATE (%)
80-100	Internal control risk management has been established and it works effectively in general.	110	25
60-79	The level of development of the internal control risk management is high. The internal control risk management has been established and put into practice, but there are deficiencies in practice.	38	9
40-59	The level of development of the internal control risk management is moderate. The system has been established, but a full implementation has not started yet.	33	7
20-39	The level of development of the internal control risk management is low. Works for the establishment of the system have started but have not been completed yet.	63	14
0-19	There is no awareness about internal control risk management and system in effect.	201	45
<b>TOTAL</b>		<b>445</b>	<b>100</b>

Accordingly, internal control risk management has been established and it works effectively in 25% of 445 entities audited, system has yet to be established in 45% of them, works have started but not finalized yet in 14% of them, and in the remaining 16% of the entities, although works for the establishment of the system have been completed, there is no practice at all or there are deficiencies in practice.

## 2- Enterprise Risk Management (ERM) Assessment

Average scores of the public entities with respect to their ERM assessments by budget types are given in the following table.

**Table 14: Average Scores by ERM-Budget Type**

Public Entities subject to the Law no. 5018		
BUDGET TYPE	AVERAGE SCORE (OVER 100)	NUMBER OF ENTITIES
Social Security Institutions	70	2
General Budget Institutions	70	36
Special Budget Entities B- Other Special Budget Entities	66	35
Special Budget Entities A-Higher Education Board, Universities, High Technology Institutes	65	98
Local Administrations	61	160
<b>TOTAL NUMBER OF ENTITIES</b>		<b>331</b>

Public Entities not subject to the Law no. 5018		
BUDGET TYPE	AVERAGE SCORE (OVER 100)	NUMBER OF ENTITIES
Public Enterprises	52	72
Regulatory and Supervisory Institutions	32	8
DIMCs	14	23
Other Public Entities	45	11
<b>TOTAL NUMBER OF ENTITIES</b>		<b>114</b>

Among the entities subject to the Law no. 5018, general budget entities and social security institutions have the highest average scores and they are followed by special budget entities and local administrations, respectively.

The departments of investment monitoring and coordination (DIMCs), regulatory and supervisory institutions, other public entities and public enterprises, which are not subject to the Law no. 5018 or the provisions of this Law on internal control, have lower average scores when compared to those subject to the Law in question. It is considered that making these entities subject to the relevant provisions of the Law no. 5018 might contribute to awareness raising and improvement of practices with respect to enterprise management understanding.

Enterprise risk managements of the entities were analysed by dividing them into five parts on the scale of 100, and the results are given in the following table.

**Table 15: Breakdown of the Entities by ERM-Total Scores**

Score Range	Explanation	Number of Entities	Entity Rate (%)
80-100	ERM was established and it works effectively in general.	101	23
60-79	The level of development of ERM is high. The system has been established and put into practice, but there are deficiencies in practice.	137	31
40-59	The level of development of ERM is moderate. The system has been established but has not been implemented fully.	103	23
20-39	The level of development of ERM is low. Works for the establishment of the system have started but not completed yet.	58	13
0-19	There is no awareness about ERM and there is no system in effect.	46	10
<b>TOPLAM</b>		<b>445</b>	<b>100</b>

According to the table, enterprise risk management has been established and works effectively in 23% of 445 audited entities, system has yet to be established in 10% of the entities, works have started but not completed in 13% of the entities, and in the remaining 54% of the entities, although works for the establishment of the system have been completed, there is no practice at all or there are deficiencies in practice.

### 3- Strategic Management (SM) Assessment

Average scores of the public entities with respect to the strategic management assessment by budget types are given in the following table.

**Table 16: Average Scores by SM-Budget Type**

Public Entities subject to Law no. 5018		
BUDGET TYPE	AVERAGE SCORE (OVER 100)	NUMBER OF ENTITIES
Special Budget Entities B – Other Special Budget Entities	85	35
Special Budget Entities A-Higher Education Board , Universities and High Technology Institutes	83	98
Local Administrations	82	160
General Budget Entities	80	36
Social Security Institutions	78	2
<b>TOTAL NUMBER OF ENTITIES</b>		<b>331</b>

Public Entities not subject to the Law. 5018		
BUDGET TYPE	AVERAGE SCORE (OVER 100)	NUMBER OF ENTITIES
Public Enterprises	66	72
Regulatory and Supervisory Institutions	49	8
DIMCs	17	23
Other Public Entities	54	11
<b>TOTAL NUMBER OF ENTITIES</b>		<b>114</b>

It has been determined that the public entities subject to the Law no. 5018 fulfils the requirement of strategic management included in the legislation to a large extent while the public enterprises, regulatory and supervisory institutions and other public entities that are not subject to the Law no. 5018 have established strategic management in line with the other regulations they are bound by, but there are certain deficiencies in practice. Taking this into consideration, making these entities subject to the relevant provisions of the Law no.5018 might contribute to increasing administrative capacities of the entities.

Strategic managements of the entities were analysed by dividing them into five parts on the scale of 100, and the results are given in the following table.

**Table 17: Breakdown of the Entities by SM-Total Score**

PUAN ARALIĞI	AÇIKLAMA	KURUM SAYISI	KURUM ORANI (%)
80-100	Strategic management has been established and it works effectively in general.	276	62
60-79	The level of development of strategic management is high. System has been established and put into practice, but there are deficiencies in practice.	73	16
40-59	he level of development of strategic management is moderate. The system has been established, but a full implementation has not started yet.	32	7
20-39	The level of development of strategic management is low. Works for the establishment of the system have started but have not been completed yet.	30	7
0-19	There is no awareness about strategic management and system has yet to be established	34	8
<b>TOTAL</b>		<b>445</b>	<b>100</b>

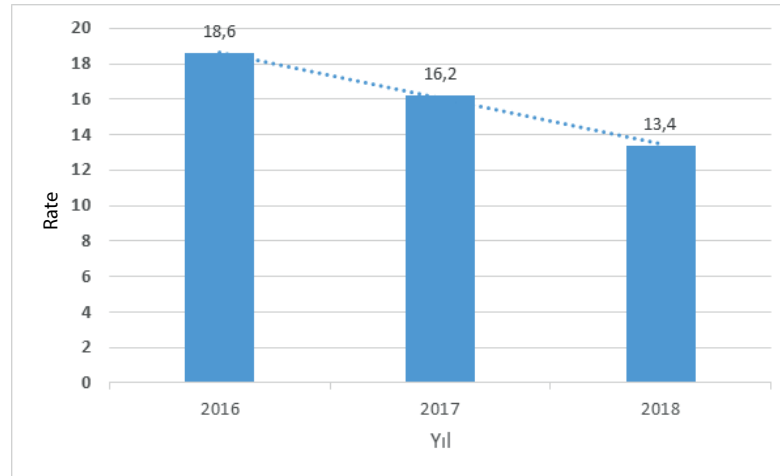
According to the table, strategic management has been established and works effectively in 62% of 445 entities audited, system has yet to be established in 8% of the entities, works have started but have not been completed yet in 7% of the entities, and in the remaining 23% of the entities, although works for the establishment of the system have been completed, there is no practice at all or there are deficiencies in practice.

#### 6.2.1.2 Direct Guidance Provided through Audits

TCA aims to guide public entities through direct exchange of experiences and knowledge with the executives of public entities during its audit works with the aim of ensuring efficiency in public financial management system and contributing to the establishment of good governance principles.

Within this scope, the decrease in the rate of the number of findings related to the financial management and control environment reported at the end of the audits to the number of total findings by years shows that this guidance activity is conducted in an effective manner. As seen in the following graph, this rate was 18% in 2016 and fell to 16% in 2017 and to 13% in 2018.

**Graph 9: Rate of Findings on Financial Management and Control Environment to Total Findings**



On the other hand, numerous erroneous or deficient practices detected by auditors during audits are shared with the public entities, and public entities make the necessary amendments in the areas deemed appropriate in the course of years.

In addition, in case that the points being subject to the findings detected by the audit teams concern legislative amendments and the relevant public entity finds them appropriate or necessary, legislative amendments are made. In this way, the TCA audit contributes to the functioning of the public administration.

Within this scope, some of the legislative amendments made by the public entities in 2019 upon the TCA audits and the grounds for these amendments are given in the following table.



Table 18: Legislative Amendments Made upon the Audits and Grounds for Amendments

NAME OF THE PUBLIC ENTITY	AMENDED LEGISLATION	GROUND FOR AMENDMENT
	Presidential Decree No:1 on the Organisation of the Presidency	Introducing the possibility to open branches at home and abroad
-Ministry of National Defence	Abolition of the Regulation on the Control of Waste Oil and Enactment of the Regulation on the Management of Waste Oil	Preventing the transfer of the waste motor oil free of charge by the Ministry of National Defence, Turkish Armed Forces and all other public entities
-General Command of Gendarmerie	Directive on the Establishment, Duties and Working Principles and Procedures of the Provincial Organisation of the Ministry of Youth and Sports	Making legal arrangements with respect to the duties, authorities and responsibilities of the spending units of the Provincial Directorates of the Ministry of Youth and Sports
-Coast Guard Command	Ministry of National Education Regulation on private	Establishment of an effective control system for the delivery of support education services for the disabled and ensuring the effective and efficient use of funds allocated to this end
-Ministry of Environment and Urban Planning	Educational Institutions	Meeting different kinds of needs of the children and adults with the aim of improving the process of the issuance of medical board reports of disability and enhancing the quality of the process
Ministry of Youth and Sports	- Regulation on the Assessment of Special Needs of Children	Receiving the medical board reports of disability via electronic environment from the database of the Ministry of Health and in this way, facilitating the follow-up of the medical board reports of disability and preventing extra payments
Ministry of National Education	- Regulation on the Assessment of Disability for Adults	Ensuring that working hours of the physicians are taken into consideration in the control of the daily quotas in the phacoemulsification processes
Ministry of Family, Labour and Social Services	Protocol between the Ministry of Health and the Ministry of Family, Labour and Social Services on the Transfer of the Data on the Disabled	Making the regulation compliant with the law

NAME OF THE PUBLIC ENTITY	AMENDED LEGISLATION	GROUND FOR AMENDMENT
Radio and Television Supreme Council	The Law No.6112 on the Establishment of Radio and Television Enterprises and their Media Services	Making Article 39 of the Law no.6112 applicable again to the monthly wage and allowance payments made to the supreme council members taking office after 15.01.2012
Directorate General of Electricity Generation Corporation (EÜAŞ)	EÜAŞ Charter	Adding the definitions concerning the duties, authorities and responsibilities of the new structure formed after the merging of TETAŞ and EÜAŞ to the charter of EÜAŞ
Directorate General of Electricity Generation Corporation	Regulation on the Duties, Authorities and Responsibilities of Central Organisation	Adding the definitions concerning the duties, authorities and responsibilities of the new structure formed after the merging of TETAŞ and EÜAŞ to the charter of EÜAŞ
Turkish Petroleum Corporation (TPAO)	Article 10 of the Petroleum Market Law no.5015	Eliminating the ambiguity that might occur in the pricing of the crude oil produced by TPAO
Turkish Hard Coal Enterprises Authority	Regulation on the Management of the Immovable Properties Owned by the Turkish Hard Coal Enterprises Authority	Preventing misinterpretations and ambiguities due to the provision in paragraph 2 of Article 2 titled "Scope" of the draft Regulation
Republic of Turkey Energy Market Regulatory Board	Regulation on Organisation of the Energy Market Regulatory Board	Revision of the article of the Regulation, which implies that the Board is liable to prepare a strategic plan although the Board does not have a legal liability to do so
Turkish Electricity Distribution Corporation (TEDAŞ)	Regulation on Supervisory Board	Revision of the Regulation on Supervisory Board of the Corporation, which was removed from the scope of the privatisation programme and was reinstated, in line with the Decree-Law no.233 and dated 08/06/1984 on the State Economic Enterprises and the Decree-Law no.399 amending certain articles of the former
Turkish Electricity Distribution Corporation (TEDAŞ)	Principles and Procedures on the Repair and Maintenance of Electricity Plants	Creating a reference document for the annual controls that need to be conducted by TEDAŞ as owner in the electricity distribution facilities which are owned by TEDAŞ and operated by private companies during the period of transfer of operational rights
Turkish Electricity Distribution Corporation (TEDAŞ)	Principles and Procedures concerning the Collection of Automatic Meter Reading System Data and the Payments	Ensuring that general lighting meter data from the distribution companies are monitored instantly

NAME OF THE PUBLIC ENTITY	AMENDED LEGISLATION	GROUND FOR AMENDMENT
Muğla Water and Sewage Administration	Regulation on User Services Tariffs	Determination of realistic water tariffs for the big businesses found in the areas whose village legal entities were abolished, updating and returning the security deposits and adapting the share calculation method of the administration to the procedure specified in the Law on Municipal Revenues
Doğusan Pipe Industry and Trade Inc.	Regulation on the Purchase of Goods and Services by Doğusan Pipe Industry and Trade Inc. within the scope of Article 3(g) of the Public Procurement Law no.4734	Ensuring that the corporation can purchase goods and services within the framework of the exception clauses specified in Article 3(g) of the Public Procurement Law no.4734
Directorate General of State Supply Office	The Presidential Decree no. 1744 and dated 06.11.2019 Amending the Cabinet Decree no. 2005/9916 dated 30.12.2005 concerning the revenue shares to be received from some state economic enterprises	Within the scope of the protocol signed with the Ministry of Health, prevention of losses in the 2018 activities of the State Supply Office since the service fee to be paid to the State Supply Office for drugs and medical materials to be supplied is 1% while the Treasury revenue share applied to the gross proceeds accrual of medical supplies is 5%
Halkbank	Bank Credit Policy Document	Revision of the credit assessment procedures and processes for corporate and commercial firms
Halk Leasing Inc.	Default Policies Document	Revision of business processes for reducing the follow-up rates
Halk Leasing Inc.	Regulation on Internal Audit Management	Increasing the effectiveness of internal audit processes in the company and promoting compliance with the standards on internal audit
Halk Insurance Inc.	Procurement Regulation	Revision of the current Procurement Regulation of the company
Halk Leasing Inc.	Procurement Regulation	Revision of the current Procurement Regulation of the company

NAME OF THE PUBLIC ENTITY	AMENDED LEGISLATION	GROUND FOR AMENDMENT
Bileşim Alternative Distribution Channels Inc.	<ul style="list-style-type: none"> <li>- Procurement Regulation</li> <li>- Internal Control and Risk Management Directive</li> <li>- Vehicle Assignment Regulation</li> <li>- Disciplinary Regulation</li> <li>- Allowance Regulation</li> <li>- Directive on the Working Principles and Procedures of the Law on the Protection of Personal Data</li> <li>- Occupational Health and Safety Directive</li> <li>- Allowance Practices Direction</li> <li>- Directive on the Duties and Authorities of Departments</li> </ul>	Completing the deficient Regulations of the company and revising some of the internal legislation
İller Bank Inc.	Law no.6107 on İller Bank Inc.	Ensuring that the company is held exempt from stamp tax for the papers issued in relation to the tenders made on behalf of the public institutions (municipalities and special provincial administrations) defined as government agencies as per the Stamp Tax Law no.488
İller Bank Inc.	İller Bank Articles of Incorporation	Reformulating the provision concerning the share, which is envisaged in the article related to profit sharing and is transferred by the bank to the Turnover Revenues Account as per the Law no.6306, as a separate article
İller Bank Inc.	İller Bank Inc. Human Resources Policy	Putting the Human Resources Policy into effect within the framework of Article 19 of the Human Resources Regulation of the Bank
İller Bank Inc.	Principles concerning the service contract, wage, bonus and other financial and social rights of the contracted personnel of İller Bank Inc.	Making amendments on family allowance as per the Governing Board decision no. 2/25 dated 24.01.2019 as well as on Articles 10, 17 and 19 concerning dividends, social rights and other provisions of the said principles as per the decision no.23/378 dated 25.07.2019

### 6.2.2. Contributions through Trainings

The TCA aims to assist the external stakeholders by guiding them on the well-functioning of the public financial management system through its training activities

#### Trainings for Public Officers

Upon demands received from public entities, the TCA organizes training activities for them on the areas falling under its mandate. The demands of the public entities were considered within the framework of the training need analysis, and the TCA staff specialised in those areas were assigned as trainers. In 2019, 51 professional staff members were commissioned in the other public entities for trainings. Details are given in Table 41.

### Training Programs for Universities

Benzer nitelik taşıyan kamu idarelerini bir araya getirerek denetimlere ilişkin farkındalığın artırılması, tespit edilen ortak sorunların istişare edilmesi ve çözüm önerileri geliştirilmesi amacıyla üniversitelerimizden başlayarak 2017 yılının sonundan itibaren bir çalışma serisi başlatılmıştır. Bu çalışma kapsamında 103 üniversiteden yaklaşık 1615 kişilik katılımıyla,

- Law no.5018
- TCA Audit Findings
- Additional Course Legislation
- Public Procurement Legislation
- Daily Allowance Legislation
- Revolving Fund Enterprises and Social Facilities.

**Table 19: Training Programs for Universities**

DATE	PLACE	NUMBER OF PARTICIPANTS	NUMBER OF PARTICIPATING UNIVERSITIES
27-30 Kasım 2017	Karamanoğlu Mehmetbey University	250 Kişi	17
15-19 Ocak 2018	Çukurova University	350 Kişi	21
19-23 Şubat 2018	Bursa Technical University	250 Kişi	18
2-6 Nisan 2018	Mardin Artuklu University	130 Kişi	25
11-14 Şubat 2019	İstanbul Medeniyet University	388 Kişi	14
25-29 Mart 2019	Trakya University	247 Kişi	8

For the purpose of strengthening communication with public entities, the TCA plans to continue organizing such events in cooperation with the universities and to organize similar events for the other public entities and municipalities in particular in the years ahead.

### 6.2.3 Other Guiding Activities

- The Board of Chambers of the TCA contributes to the well-functioning of public financial management by delivering opinion on the by-laws, by-laws and the regulatory actions having the characteristic of by-laws, to be prepared on financial matters by public entities under general government. In this respect, opinions were delivered on 198 regulatory processes in 2019.
- One of the fundamental aims of the TCA Journal, which is published quarterly, is to guide the public entities and other related communities by assessing the arrangements and practices related to the restructuring of the public financial management system and including different perspectives, recommendations and analyses. Articles, translated works and news included in the TCA Journal, which is a national peer-reviewed journal, enable the sharing of knowledge and experience in many areas concerning public administration and serve as an active tool for fulfilling the guiding function of the TCA.

In addition, the books published by the TCA contributed to the literature and public entities benefited from those publications as well.

- The TCA has a multi-annual communication strategy in the scope of the understanding of “Good Governance and Sensitivity to Expectations”, which is one of the main principles of strategic plan. In this framework, the TCA gets together with the audited entities through various mechanisms and guide them on different areas. Every year, the TCA hosts executives and representatives from the strategy development departments of about 100 public entities to exchange ideas on various issues such as internal control, strategic planning, information systems and audit, in particular, and transfer them the TCA’s experience on these issues.



### 6.3 Judicial Activities

The TCA audits whether the accounts and transactions related to the revenues, expenses and assets of public entities within the scope of general government are in compliance with laws and other legal arrangements. The TCA chambers, which are account courts, take the final decision on the judicial reports including the issues of public loss detected during audits. The TCA's Board of Appeals is the final judgment authority of the writs passed by chambers. The TCA's Office of the Chief Public Prosecutor takes place in the judicial process as well.

The following table indicates the information on the judicial decisions made by the judicial chambers in 2019.

**Table 20: Judicial Decisions by the Chambers**

CHAMBERS	1.CHAMBER	2.CHAMBER	3.CHAMBER	4.CHAMBER	5.CHAMBER	6.CHAMBER	7.CHAMBER	8.CHAMBER	TOTAL
Number of report items in 2019	163	147	110	98	377	270	134	123	1.422
Number of reports transferred from previous years to 2019	24	37	10	7	56	74	69	9	286
Number of reports coming in 2019	38	39	33	37	52	101	47	25	372
Total number of reports	62	76	43	44	108	175	116	34	658
Number of reports for which writs were passed in the year	43	59	28	28	76	122	92	31	479

In 2019, trial chambers received 658 Judicial Reports and Additional Reports including 1.422 report items. Of those reports, 286 were transferred from the previous years, and 372 came in 2019. 479 of those reports were tried, and their writs were passed.

Regarding the amounts alleged as public loss in the tried reports, compensation decision was made for 183.888.466 TL and 524.249\$ of public loss; the transactions and accounts for 348.274.309 TL and 15.298 \$ were found to be in compliance with legal regulations; and 44.633.715 TL and 19.304 \$ was collected before trial upon inquiry.

In addition, it was decided to send 16 matters to the relevant public entities and/or public prosecution offices for necessary action regarding criminal acts according to Turkish Criminal Law no.5237.



The following table indicates the number of applications to the Board of Appeals against the judgments passed by trial chambers in 2019.

**Table 21: Activities of the Board of Appeals**

	2019
Number of files transferred from 2018	1.389
Number of files from 2019	2.379
<b>TOTAL</b>	<b>3.768</b>
Number of files judged by the Board (for which writs were passed)	1.626
Number of files transferred to 2020	2.142

The Board of Appeals received 3.768 files including 1.389 that were transferred from previous years and 2.379 that came in 2019. 1.626 of them were tried and their writs were passed, 2.142 are pending.

The Board of Appeals made 642 decisions after examining the appeals, and the following table indicates the figures regarding decision types.

**Table 22: Decisions of the Board of Appeals by Topics**

Decisions of the Board of Appeals by Topics	Quantity
Attestation	352
Attestation with correction	7
Annulment	21
Abolition	149
There is no action to be taken	53
Decided to be cancelled ( as per Law no.6009)	1
Handed over to its chamber	12
Other (timed out, request denied etc.)	47
<b>TOTAL</b>	<b>642</b>

Regarding the 642 decisions made by the Board of Appeals, 359 were attestations and attestations with correction, 170 were annulments and abolition decisions, 53 were about the need for decision corrections, and 60 were other decisions.

The following table indicates the opinion and appeal receptions by the Office of the Public Prosecutor according to chambers in 2019.

**Table 23: Opinions and Appeal Receptions by the Office of the Public Prosecutor**

CHAMBERS	Report opinions	Additional report opinions	Appeal receptions	TOTAL
1. CHAMBER	21	17	260	298
2. CHAMBER	19	21	245	285
3. CHAMBER	21	12	77	110
4. CHAMBER	20	17	68	105
5. CHAMBER	25	32	970	1.027
6. CHAMBER	37	65	1.907	2.009
7. CHAMBER	15	33	535	583
8. CHAMBER	14	8	154	176
<b>TOTAL</b>	<b>172</b>	<b>205</b>	<b>4.216</b>	<b>4.593</b>

The Office of the Public Prosecutor wrote opinions for 172 reports and 205 additional reports coming from chambers in 2019; 4.216 appeals were received.

#### **6.4 Activities of Giving Opinion and Decisions**

As per Articles 25 and 62 of TCA Law no.6085, the General Assembly of the TCA has the duty of giving opinions and taking decisions on the draft laws and proposals regarding the TCA, the by-laws to be prepared as per the TCA Law, and various topics.

In 2019, the General Assembly took 26 decisions in its meetings. The following table indicates their details.

**Table 24: Activities of Giving Opinion and Decisions by the General Assembly**

TOPICS	SAYISI
Decisions regarding the operation and functions within the institution	24
Decisions on General Conformity Statement	1
TCA General Assembly Principle Decision	1
<b>OVERALL TOTAL</b>	<b>26</b>

The General Assembly made 26 decisions and opinions. Of those, 24 were about the operations and functions within the institution, one was about the General Conformity Statement, and one was a General Assembly Principle Decision.

As per Article 27 of TCA Law no.6085, the Board of Chambers gives opinions on the by-laws and the regulatory actions having the characteristic of by-laws, which will be prepared on financial matters by public entities under general government.

In 2019, the Board of Chambers gave 198 opinions on the by-laws and the regulatory actions having the characteristic of by-laws on the specified topics. The following table indicates their details.

**Table 25: Activities of Giving Opinion by the Board of Chambers**

TOPICS	QUANTITY
On the drafts of new by-laws	116
On the changes of legislation	66
On the by-laws of the revolving fund enterprises	16
<b>TOTAL</b>	<b>198</b>

Regarding the 198 opinions given by the Board of Chambers; 116 were about new by-law drafts, and 82 were about by-law changes.

In 2019, Chambers gave 433 opinions including 432 opinions on audit reports. The following table indicates their distribution.

**Table 26: Activities of Giving Opinion by the Chambers**

CHAMBERS	Reports for which opinions were given
1. CHAMBER	60
2. CHAMBER	67
3. CHAMBER	46
4. CHAMBER	19
5. CHAMBER	72
6. CHAMBER	70
7. CHAMBER	60
8. CHAMBER	39
<b>TOTAL</b>	<b>433</b>

Of the 433 opinions given by the Chambers, 432 were about public entity audit reports, and one was about writs and other topics.

In 2019, the Board of Report Evaluation made 510 decisions and opinions. The following table indicates their distribution.

**Table 27: Activities of the Board of Report Evaluation**

TOPICS	QUANTITY
General Evaluation Report on External Audit	1
General Evaluation Report on Accountability	1
Evaluation Report on Financial Statistics	1
General Audit Report on Development Agencies	1
General Report on Public Enterprises	1
Audit Reports on Public Entities	432
Audit Reports on Public Enterprises	73
<b>TOTAL</b>	<b>510</b>

Of the 510 opinions and decisions made by the Board of Report Evaluation, 505 were about public entity audit reports, and six were about general reports.

### 6.5 International Activities

The following table indicates the international organizations related to the mandate of the TCA.

INTERNATIONAL ORGANIZATIONS	
EUROSAI	European Organization of Supreme Audit Institutions
INTOSAI	International Organisation of Supreme Audit Institutions
AFROSAI	African Organization of Supreme Audit Institutions
ASOSAI	Asian Organization of Supreme Audit Institutions
ECOSAI	Economic Co-operation Organization Supreme Audit Institutions
ARABOSAI	Arab Organization of Supreme Audit Institutions
CAROSAI	Caribbean Organization of Supreme Audit Institutions
OLACEFS	Organization of Latin American and Caribbean Supreme
PASAI	Pacific Association of Supreme Audit Institutions
INTOSAI Forum	INTOSAI Forum of Jurisdictional Supreme Audit Institutions

The TCA is a member of the International Organisation of Supreme Audit Institutions (INTOSAI), Asian Organization of Supreme Audit Institutions (ASOSAI) and European Organization of Supreme Audit Institutions (EUROSAI), and a founding member of the Economic Co-operation Organization Supreme Audit Institutions (ECOSAI).

The TCA is an auditing board member of ASOSAI since October 2018, a governing board member and president of EUROSAI since 2017. The TCA was a governing board member and president of ECOSAI since 2016 and a governing board member since October 2019.

**Organizations of which the TCA is a member and its tasks**

INTOSAI	Member
EUROSAI	Governing Board President (2017-2020)
ASOSAI	Auditing Board Member (2018-2021)
ECOSAI	Governing Board President (2013-2019) ECOSAI
	Governing Board Member (2019-2022)
INTOSAI Forum	Member

The TCA takes an active part in the different working groups of international organizations. In 2019, the TCA hosted many international events and activities, and professional staff members attended various international events such as meetings, courses, seminars, workshops and internship programs abroad.

**Table 28: Activities Regarding INTOSAI**

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
Forum of Jurisdictional SAls 3. Meeting	24-25 January 2019	Istanbul
Value and Benefits of SAls Working Group 12. Meeting	1-2 April 2019	Vienna
Big Data Working Group 3. Meeting	25-26 April 2019	Copenhagen
Capacity Building Committee Meeting	1-3 July 2019	Tokyo
23. INCOSAI (INTOSAI Congress)	24-28 September 2019	Moscow
SAls Meeting on Fight against Corruption	14-15 December 2019	Abu Dhabi

Table 29: Activities Regarding EUROSAT

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
Professional Cooperation Visit to SAT of Slovakia	5 February 2019	Slovakia
100. Foundation Anniversary of SAT of Poland –Event and Conference	7 February 2019	Warsaw
Visit by President of SAT of Latvia to the TCA	19 February 2019	Ankara
ASOSAT-EUROSAT Joint Seminar	10-14 March 2019	Jerusalem
IT Working Group ITSA Working Subgroup Meeting	19-20 March 2019	Bern
IT Working Group -13. Meeting	4-5 April 2019	Floriana
Current approaches and difficulties in measuring the added value of audits –Panel	18-19 April 2019	İstanbul
Audit of Funds Allocated to Disasters -Working Group 4. Meeting	24-25 April 2019	Tirana
EUROSAT Coordination Team Meeting and 50. Governing Board Meeting	11-13 June 2019	Jurmala
EUROSAT Draft Communication Framework Decision Meeting	8 July 2019	Madrid
Ethics Self-Assessment Methodology (INTOSAT) -Moderator Training	15-19 July 2019	Belgrade



ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
EUROSAI Strategic Objective 1 -Third Meeting	9-10 October 2019	Liberec
Municipality Audit Task Force Seminar	9-11 October 2019	Lisbon
IT Working Group- Affiliated E-state subgroup (CUBE) Meeting	14-16 October 2019	Bratislava
EUROSAI WGEA and ECA Joint Bio-Diversity Conference	22-24 October 2019	Luxembourg
Audit of Funds Allocated to Disasters- Working Group "Contributing to sustainable development goals in the field of preventing disasters" Seminar	30 October 2019	Belgrade
Young EUROSAI Conference	4-7 November 2019	London
IT Audit Self-assessment (ITASA) -Seminar	4-8 November 2019	Ankara
EUROSAI – AFROSAI Joint Seminar	21-22 November 2019	Portugal
Reliability of Financial Data- Seminar	28-29 November 2019	Helsinki
International Joint Audit of Plastic Waste -Meeting	10-11 December 2019	Krakow
International Joint Audit of Plastic Waste -Meeting	10-11 December 2019	Bonn



The TCA was the First Deputy President of EUROSAI, which is the European region organization of INTOSAI, with the mission of promoting professional cooperation among its members and strengthening public sector audit and public financial management with its 50 members, for 2014-2017. With the EUROSAI X. Congress in Istanbul, the TCA has undertaken and still carrying out the EUROSAI Presidency for 2017-2020.

In the X. EUROSAI Congress, the new EUROSAI Strategic Plan for 2017-2023 was accepted. In the implementation of the new Strategic Plan, Portfolio (activity area) responsibilities and projects have become important.

The governing board consists of eight SAIs (Czech Republic, Finland, Holland, Spain, Latvia, Moldova, Poland, and Turkey). Seven countries have different activity areas in the audit and governance areas. As the President of the Governing Board, the TCA is the leader of General Governance and Institutional Identity Portfolio among those activity areas. In addition to the administrative and strategic activities as the President, the TCA is represented in many project groups, working groups on environmental, disaster and IT audits and in Ethics Audit Task Force and Municipalities Audit Task Force.



Here is a summary of the activities conducted by the TCA in the scope of EUROSAl:

➤ Tasks and Activities as the President:

- ✓ In summary, as the EUROSAl President, the TCA directs all meetings of the congress and governing board, ensures that the EUROSAl operates in line with its objectives, follows the compliance of those activities with the charter and other EUROSAl secondary regulations, and performs the other tasks assigned by the congress or governing board.
- ✓ In this scope, 50. EUROSAl Governing Board Meeting was held in Latvia on 12-13 June 2019. In the 50. Governing Board Meeting, the strategic and administrative issues of EUROSAl were addressed; reports were presented on the general application of strategic objectives and governance portfolios; annual reports of EUROSAl Working Groups and Task Force were discussed; and EUROSAl action plan was updated.

➤ Tasks and Activities as the Coordination Council President:

- ✓ Coordination Council is a small unit within EUROSAl Governing Board and contains some of the Board members. Its aim is to facilitate the decision making of the Governing Board and monitor the implementation of the Strategic Plan regularly.

- ✓ In addition to those aims, as the President of the Coordination Council, the TCA's main responsibilities are: to approve the training activities, to approve the formation of project groups and to approve the provision of financial support from the EUROSAl budget for the EUROSAl activities to be hosted by the members.
- ✓ In this scope, the last EUROSAl Coordination Council Meeting was held in Latvia right before the 50. Governing Board Meeting on 11 June 2019. In the said meeting, EUROSAl's annual consolidated progress report was discussed, feedback was received on the application and updating of the action plan and steps to be taken for strengthening the application of the document "Key Principles and Good Practices" accepted in 2018, and other issues regarding the preparation of governing board agenda were discussed.
- ✓ As the President of the Coordination Council, the TCA carries out the works on the preparation of Midterm Review Report and Progress Report to be presented to the EUROSAl General Assembly and Governing Board.



- Tasks and Activities as the General Governance and Institutional Identity Portfolio Leader:
  - ✓ The main purpose of the portfolio is to ensure that the EUROSAl operates in line with its mission, vision, values and objectives and contribute to the formation of an organizational structure that functions effectively and efficiently in line with this.
  - ✓ In this context, the project group chaired by the TCA prepared the “General Procedures”, which is the main legislation that identifies the necessary procedures for the implementation, coordination, monitoring, and reporting of Strategic Plan and the realization of its objectives.
- ✓ The Action Plan for the period of 2017-2023 Strategic Plan was prepared under the presidency of the TCA with the contributions of strategic objective leaders and portfolio leaders. The TCA designed a website with the help of a software company in the scope of EUROSAl Action Plan Visualization Project, which was initiated in order to visualize the EUROSAl Action plan, convey projects and activities to more member countries and increase participation ([www.eurosaiop.org](http://www.eurosaiop.org)).



Table 30: Activities Regarding ASOSAI

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
"IT Audit" Training	1-5 April 2019	Bangkok
"Sharing Good Practice Examples in IT"13.International Seminar	29 April - 2 May 2019	Seul
ASOSAI 54. Governing Board Meeting	23-24 July 2019	Kuwait
12. ASOSAI Research Project Meeting	21-24 October 2019	Abu Dabi
ASOSAI "Quality Control and Quality Assurance" Workshop	2-6 December 2019	Kathmandu





Table 31: Activities Regarding ECOSAI

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
"Ethics Audit" Workshop	15-19 April 2019	Antalya
ECOSAI 8. General Assembly, 24. Governing Board and 19. Training Committee Meeting	21-23 October 2019	Istanbul



Table 32: Other International Activities

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
Financial Audit	25-27 February 2019	Nicosia
Network of SAIs of EU Candidate and Potential Candidate Countries (Network)- ECA Round Table Meeting and OECD Auditors Association Meeting	20-22 March 2019	Paris
20. Foundation Anniversary of SAI of North Macedonia and "SAIs- Parliaments Cooperation" Round Table Meeting	29-30 March 2019	Skopje
EU SAIs Liaison Officers (CC) and Network Meeting	8-10 April 2019	Bucharest
"Consolidated Financial Statements and Public Debt Management Audit" Meeting	9-12 April 2019	London
Organization of Islamic Cooperation (OIC) 48. Permanent Financial Committee Meeting	16-18 April 2019	Jeddah
Study Visit by the SAI of Qatar	23-25 April 2019	Ankara
"Audit of Security and Defence Policies" Workshop	14-15 May 2019	Luxembourg
"Effectiveness and Economy of Investment Funds" Training	15-16 May 2019	Doha
Astana Economic Forum and "Current Professional Skills" Round Table Meeting	16-17 May 2019	Astana
JWGAA Financial Audit Workshop no.4 (Reporting stage)	11-14 June 2019	Stockholm
"IT Audit in e-state applications" Meeting	11-12 July 2019	Tiflis
"Defining Audit Risks" Seminar	10-11 September 2019	Nur Sultan
European Council Local and Regional Governments Congress Audit Commission- Study Visit	2 October 2019	Ankara
"Increasing Audit Effectiveness to improve public sector governance" Conference	13-15 October 2019	Struga



ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
Delegation from the SAI of Qatar "Risk Management" and "IT Audit" -Study Visit	14-15 October 2019	Ankara
"Digital IT Audit" Workshop	6-7 November 2019	Skopje
EU subcommittee no.8 -15. Tour Meeting	7-8 November 2019	Brussels
Role of SAIs in Ensuring the Reliability of Financial Data" Meeting	28-29 November 2019	Helsinki
2. Youth Forum	2-3 December 2019	Kuwait
Visit by a delegation from the Indonesian Parliament	4 December 2019	Ankara
SAI of Moldova 25. Foundation Anniversary Celebrations	6 December 2019	Kishinev
"Municipality Audit for Beijing Audit Office" Study Visit	10-11 December 2019	Ankara

**Table 33: Activities Regarding the Audit of International Organizations**

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE
Audit of the 2017 and 2018 Budgets of the Secretariat of Developing Eight (D-8)	23-24 May 2019	İstanbul - D8 Secretariat
Audit of the Accounts of EIT Secretariat and Culture Institute	11-16 September 2019	Tehran - EIT Secretariat
Audit of the Accounts of Secretariat of Energy Charter	13-15 October 2019	Brussels - EC Secretariat

## Activities for the effective use of digital platforms in international relations

### Effective use of social media accounts

New social media accounts were opened to ensure a more effective communication with international stakeholders, and the principles and work processes for using social media were established to ensure a more effective use.

### French Website Design

French version of the TCA's website was designed and put into service to strengthen the communication with international stakeholders and other SAls, which are among the TCA's stakeholders. The aim of this was to increase traceability of the TCA activities in international area and cooperation with other SAls.



## 6.6 Training Activities

### 6.6.1 International Training Activities

**Table 34: TCA's Participation to International Trainings/Internship Activities**

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE and INVITING ENTITY
Training Programs organized by the International Centre For Information Systems & Audit – iCISA	E-Governance Audit 7 January-1 February 2019	Noida – SAI of India
	Public Enterprises Audit 14 October-8 November 2019	
	Performance Audit 18 November-13 December 2019	
102. International Intensive Training Program on "Performance Audit"	23 February-23 March 2019	Lahore – SAI of Pakistan
ECA's Audit Application Program	1 October 2019-29 February 2020	Luxembourg - ECA

**Table 35: International Training Activities organized by the TCA**

ACTIVITY TITLE	ACTIVITY DATE	ACTIVITY PLACE	NO. OF PARTICIPANTS
SAI of Moldova Performance Audit	14-18 January 2019	Ankara	2 Auditors (Trainer) 14 participants
SAI of Palestine SEE Audit	24-28 June 2019	Ankara	2 Auditors (Trainer) 13 participants
SAI of TRNC Financial Audit Standards	22-26 July 2019	Ankara	5 Auditors (Trainer) 13 participants
SAI of Moldova Performance Audit	9-13 August 2019	Ankara	4 Auditors (Trainer) 15 participants
IT Audit Training	13-27 September 2019	Kuwait	3 Auditors
SAI of Afghanistan Financial Audit	30 September-4 October 2019	Ankara	5 Auditors (Trainer) 10 participants
Joint "Financial Audit" Seminar	18-22 November 2019	Istanbul	4 Auditors

### 6.6.2 In-service Trainings

In-service Trainings and in-group training activities for professional staff are given below.

**Table 36: In-service Trainings for Professional Staff**

TRAINING TOPIC	TRAINING METHOD	TRAINING DURATION	NO. OF PARTICIPANTS
Europe and Middle Asia Governance Conference	Classroom Training	16 hours	24
Audit in Banks and TFRS Application	Classroom Training	12 hours	25
IT Audit Training	Classroom Training	15 hours	328
Audit Sampling Methodology and Techniques – Sharing experience on their application	Classroom Training	12 hours	22
State Accounting Standards Training	Classroom Training	16 hours	24
Financial Audit Training Programme-SAI of Moldova	Classroom Training	20 hours	14
ISSAI Financial Auditing Standards Training	Classroom Training	20 hours	50
ITASA Workshop	Classroom Training	4 hours	18
Internal Control Systems Revision and Structuring Workshops	Classroom Training	9 hours/6 hours	363
Work Intelligence Program User Training	Classroom Training	15 hours	74
Public Procurement Audit	Classroom Training	18 hours	358
Public Enterprises Audit Process Training	Classroom Training	3 hours	49
Public Private Partnership- Experience Sharing	Classroom Training	27 hours	16

TRAINING TOPIC	TRAINING METHOD	TRAINING DURATION	NO. OF PARTICIPANTS
Institutional Risk Man. and Internal Control Training	Classroom Training	3 hours	300
Financial Audit Training (SAI of Afghanistan)	Classroom Training	22 hours	10
Financial Auditing Standards Training (SAI of TRNC)	Classroom Training	20 hours	13
Central Man.-Integrated Data Book	Conference	2 hours	141
Interview Techniques Training	Classroom Training	30 hours	22
Oracle BI Visual Analysis Making- ToT	Classroom Training	6 hours	8
Performance Audit Training (SAI of Moldova)	Classroom Training	18 hours	15
Performance Audit Standards Training	Classroom Training	12 hours	23
Risk Management Training	Classroom Training	12 hours	18
Flood Risk Management Experience Sharing Workshop	Classroom Training	12 hours	14
State Owned Enterprises Audit Training Programme (SAI of Palestine)	Classroom Training	18 hours	13
VERA Reminder Training	Classroom Training	2 hours	41
VERA Intermediate Level Training	Classroom Training	9 hours/12 hours	56
Use of Personnel Payroll Analyses	Conference	2 hours	217

TRAINING TOPIC	TRAINING METHOD	TRAINING DURATION	NO. OF PARTICIPANTS
Audit of Municipal Revenues such as Tax, Duties, Charges	Classroom Training	12 hours	18
Legislation Assistant Expert Training	Classroom Training	2 hours	58

**Table 37: In-group Trainings for Professional Staff**

TRAINING TOPIC	TRAINING METHOD	TRAINING DATE AND DUR.	NO. OF PARTICIPANTS
SEEs' Audits and Reporting Processes	Classroom Training	24.09.2019 (3 hours)	23
Local Administration Company Audit	Classroom Training	26.09.2019 (4 hours)	9
Regularity Report Format	Classroom Training	7.11.2019 (2 hours)	21

**Table 38: In-service Trainings for Staff**

TRAINING TOPIC	TRAINING METHOD	TRAINING DATE AND DUR.	NO. OF PARTICIPANTS
Ottoman Language	Classroom Training	21.05.2019-30.07.2019 152 hours	28
Chinese Language	Classroom Training	01.04.2019-31.12.2019 100 hours	21

In-service training for supporting staff and the conferences organized by the TCA are given below:

**Table 39: In-service Trainings for Supporting Staff**

TRAINING TOPIC	TRAINING METHOD	TRAINING DATE AND DUR.	NO. OF PARTICIPANTS
F keyboard course	Classroom Training	07.02.2019-23.05.2019	24
Word Course	Classroom Training	06 May-28 June	11
Excel Course	Classroom Training	06 May-28 June	12
Outlook Course	Classroom Training	06 May-28 June	10
"Belge-Net" Training	Classroom Training	26-27 August - 3 September 26-27-28 August 3-5-7 September	979
Occupational Safety and Worker Health	Classroom Training	16 June-22 June	48
Worker Legislation and Problems and Suggestions for Workers transferred from subcontractor to TCA cadres	Classroom Training	23 June-29 June	49
Ethics Management and Legislation	Classroom Training	30 June-06 June	40
Applications, Problems and Suggestions in Personnel Affairs and Payments in TCA Audits	Classroom Training	07 June-13 June	14
Public Financial Management System and Legislation	Classroom Training	14 June-20 June	22
Applications, Problems and Suggestions in Tendering Legislation (Goods and Service Procurements)	Classroom Training	21 June-27 June	14
Social Facilities and Revolving Fund Accounting Transactions	Classroom Training	28 June-03 August	35
Official Correspondence – Procedures, Principles, Applications, Problems and Suggestions Classroom Training	Classroom Training	04 August-10 August	40
Personal Development, Effective Communication and Body Language Classroom Training	Classroom Training	18 August-24 August	26
Tendering Legislation (Construction Works) -Applications, Problems and Suggestions	Classroom Training	25 August-31 August	25



**Table 40: Conferences Organized by the TCA**

CONFERENCE TOPIC	DATE	PARTICIPANTS
Presidential Government System Harmonization Regulations	27.02.2019	TCA staff (278 people)
Presidential Government System Harmonization Regulations	28.02.2019	TCA members
Space Technologies in the world and Turkey	7.03.2019	TCA staff (224 people)
Diaspora Policy of Turkey	19.03.2019	TCA staff (283 people)
Other Face of Hybrid War –Cyber Attacks	16.04.2019	TCA staff (248 people)

**Trainings for Public Entities**

In 2019, trainings on TCA audit and relevant topics were given upon the written request and application via request form on TCA website from the other public entities.

**Table 41: Trainings Held for Public Entities**

TRAINING TOPIC	PUBLIC ENTITY	DATE
Administrative Adjudication	Yıldırım Beyazıt University	2019 Bahar Yarı Yılı
Internal Control Workshop	National Municipalities Association	09- 12.02.2019
ISACA	IT Governance and Audit Conference	06-07.03.2019
(Training Program for Universities) Public Tendering Law, Law no.5018, Scientific Research Projects, TCA Audit Findings, Per Diem Legislation, Additional Lecture Legislation, Revolving Fund Enterprises and Social Facilities	İstanbul Medeniyet University	11-14.02.2019
Career Day	TOBB University	8.03.2019
Revolving Fund Applications and Private Sector Cooperation	TÜSEM Council Meeting	26.04.2019

TRAINING TOPIC	PUBLIC ENTITY	DATE
Management an Audit of Municipal Companies	Marmara Belediyeler Birliği Başkanlığı	17.04.2019
(Training Program for Universities) Public Tendering Law, Law no.5018, Scientific Research Projects, TCA Audit Findings, Per Diem Legislation, Additional Lecture Legislation, Revolving Fund Enterprises and Social Facilities	Trakya University	25-29.03.2019
External Audit	Sivas Cumhuriyet University	7.05.2019
Material Matters found in audits made in 2018 fiscal year	Ministry of National Defence	13.06.2019
Balance and operation account according to operation account in social facilities, evaluating social facility accounting application in the framework of Law no. 5018	Ministry of Health Management Services GD	15-19.04.2019
CBS Applications and their use in audit	Forestry General Directorate (Internal Audit Unit	07-09.05.2019
Current Audit Techniques and Problems	Ministry of Youth and Sports (Guidance and Audit Dept.)	16.04.2019
Law no.5018 on Public Financial Management and Control	TÜBİTAK	24.04.2019
Career Day	Hacı Bayram Veli University	24.04.2019
Effective Presentation Techniques and Skills	Ministry of Health Inspection Council	17.07.2019
Effective Presentation Techniques and Skills	Ministry of Health Inspection Council	27.08.2019
Turkish Constitutional Law	Yıldırım Beyazıt University	2019-2020 Autumn Semester
SGDB Applications and Institutional Risk Man.	DG of Meteorology	5.09.2019

TRAINING TOPIC	PUBLIC ENTITY	DATE
Public Loss and Accountability, Issues to consider for meeting the requirements of TCA and Inspection Reports	Provinces Association Presidency	19.09.2019
International Accounting and Finance History Congress	İnönü University	10-12.10.2019
Structural and Functional Transformation in Public Management-Congress	Karamanoğlu Mehmetbey University	24-26.10.2019
TCA Audit Report (Logistic Seminar)	Security General Directorate	26.11.2019
Financial Audit	Ministry of National Education	02-03.12.2019
TCA Audit Report (Logistic Seminar)	Security General Directorate	3.12.2019
Law no.5018 on Public Financial Management and Control	Ministry of Justice	9-10.12.2019
Public Tendering Legislation	Ministry of Justice	9-10.12.2019
Logistic Unit Managers Training	Security General Directorate	10.12.2019
Effective Presentation Techniques and Skills Workshop	Ministry of Health Inspection Council	12.12.2019
Municipal Companies	National Municipalities Association	18.12.2019
Matters found in TCA Audit Reports	Security General Directorate	24.12.2019
Legal status of municipal companies and TCA Audit	Marmara Municipalities Association	25.12.2019
Career Day	Hacettepe University	26.12.2019

In the scope of University Career Days, participants were informed about various topics including, in particular, TCA audit and trial, and TCA auditor profession through the programs organized in the TCA.

**Table 42: Activities Held at the TCA in the Scope of University Career Days**

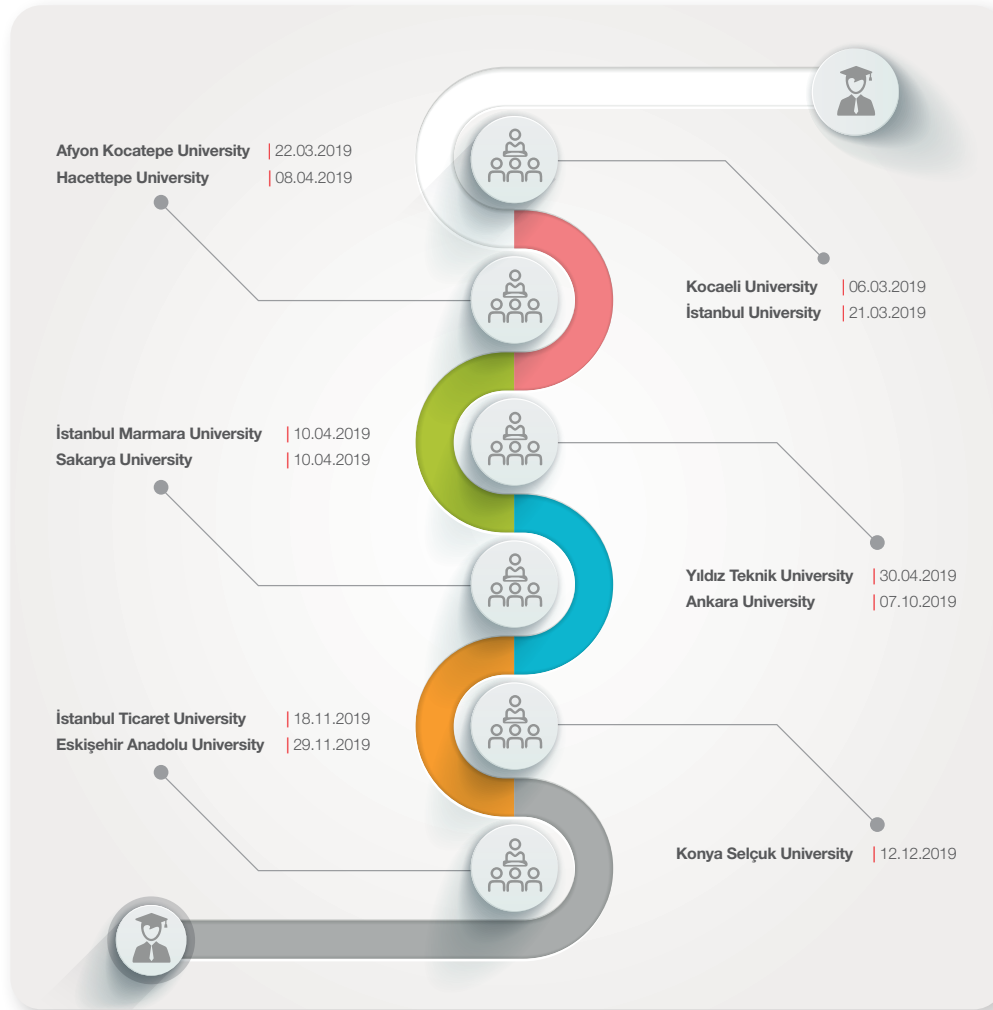
UNIVERSITY	DATE	PARTICIPATION
National Politics and History Academy	9.01.2019	46
Hasan Kalyoncu University Law faculty (Gaziantep)	14.02.2019	20
Karadeniz Technical University (Finance Club)	11.03.2019	50
Ankara University (Civil and Finance Society)	14.03.2019	45
Hasan Kalyoncu University Economics Dept. (Gaziantep)	15.03.2019	15
İnönü University Management Dept.	22.03.2019	47
Sakarya University Finance Society	11.04.2019	46
İnönü University Law Dept.	16.04.2019	40
İstanbul University (Political Sciences Faculty)	17.04.2019	21
Aydın University (Political Science and International Relations)	17.04.2019	19
Yalova University (Law Faculty)	17.04.2019	28
Çukurova University (Law Faculty)	17.04.2019	45
Ege University (Economic and Administrative Sciences Law Faculties)	26.04.2019	25
Yalova University (Law Faculty)	26.04.2019	27
Hitit University (Finance Dept.)	29.04.2019	45

UNIVERSITY	DATE	PARTICIPATION
Hacı Bayram Veli University	30.04.2019	30
Özyeğin University (Law Faculty)	2.05.2019	35
Isparta Süleyman Demirel University, Law Fac., Ombudsman Group	2.05.2019	40
METU (Public Admin. And Political Science)	1.08.2019	6
University students interning in the TCA	27.09.2019	62
Hacettepe University Finance Dept.	17.12.2019	40
Yıldırım Beyazıt University Finance and Public Admin. Dept.	20.12.2019	40
Uludağ University Public Admin. Dept.	27.12.2019	45



The following table indicates the conferences given by the President of the TCA, Mr. Seyit Ahmet BAŞ at universities on the History of the TCA, its Place and Importance in Public Financial Management System, the Past and Present of Accounting/Auditing Professions, and "Career Planning" for Future.

**Table 43: Conferences given by the President of the TCA, Mr. Seyit Ahmet BAŞ**



### 6.7 Activities Regarding Information

The following table indicates the TCA data regarding the use of right to information in 2019 within the framework of Right to Information Act no.4982.

**Table 44: Activities Regarding Information**

TOPIC	QUANTITY
Transfer-Internship-Job Application	48
Denunciation-Complaint	141
TCA exam	40
Information-Document request	29
Decision-Report-Writ request	36
Institution Visit-seminar-survey request	1
Opinion-Recommendation request	62
Registry request	6
Petition aftermath	7
Applications outside mandate, erroneous, duplicate	40
About the TCA	15
Other	18
Applications via SayNET, Mails and letters	443
Applications that received positive replies	141
Olumsuz Cevap Verilen-Reddedilen Başvurular	144
Applications that received negative replies, rejected	158
Applications that were referred to units	22
Responses from units	-



## 7. MANAGEMENT AND INTERNAL CONTROL SYSTEM

The activities regarding the management and internal control are as follows:

- The TCA prepared and implemented Action Plan for Compliance with Internal Control Standards covering 2019-2020. In 2019, the realization results of activities in the Action Plan for Compliance with Internal Control Standards were continued to be monitored in quarterly periods. Internal Control and Risk Management Council (ICRMC), which was formed to evaluate and update internal control activities, continues its works.
- Internal Control System Revision and Structuring Workshop Program was put into implementation under the control of the established Commission. Trainings were given to all units as per Article 13 of TCA's Training and Publication By-Law. Execution of other activities continued in the framework of the activities of Action Plan for Compliance with Internal Control Standards.

- The TCA conducts the preliminary control activities in the framework of Article 58 of Law no.5018, "Procedures and Principles for Internal Control and Preliminary Financial Control", the procedures in "TCA Directive on Preliminary Financial Control Transactions" and legislative provisions related to Article 7 of "Directive on the Procedures and Principles to be observed in covering the health expenses of the TCA President, Heads of Chambers, Members, the retired ones of those, dependant family members of those, deceased ones, widow/ widowers and orphans of those".

In this scope, the TCA performed the preliminary financial controls of 10.557 documents and their annexes coming from the spending units in 2019. The following table indicates them in detail.





Table 45: 2019 Preliminary Financial Control Activities

UNIT	EXPLANATIONS	2018	2019
Technical and Financial Affairs Unit	Payment order document (Advance/Credit/Offset)	179	136
	Commitment document and draft contract (Goods/Service/Production)	88	130
	Payment order document (Other)	1.039	2.112
<b>TOTAL</b>		<b>1.306</b>	<b>2.348</b>
HR UNIT	Payment order document-Temporary duty allowance (Advance)	2.444	2.690
	Payment order document-Temporary duty allowance (Advance)	2.783	3.062
	Payment order document-Temporary duty allowance (Advance)	36	41
	Payment order document (other)	26	29
<b>TOTAL</b>		<b>5.289</b>	<b>5.822</b>
Baştatıplık	Treatment Expenses	1.606	2.387
<b>OVERALL TOTAL</b>		<b>8.201</b>	<b>10.557</b>

Moreover, cadre distribution tables, travel card lists, supplementary payment tables, contracted personnel numbers and contracts were checked for compliance with legislation.



# Aims and Objectives



## A- AIMS AND OBJECTIVES OF THE ADMINISTRATION

# AUDIT

### AIM 1

To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management

### OBJECTIVE 1.1

Risk-based audit approach will be implemented effectively.

In the framework of Law no. 5018 and the TCA Law, it is important to implement the risk-based approach effectively while auditing the public entities. Risk-based approach will first ensure the efficient use of resources allocated for audit, give priority to risky areas in audits and increase the effectiveness of audits.

Adoption of risk-based approach requires ensuring effectiveness in HR management and planning audits considering the risky areas. Complete and successful execution of the audits plans prepared in line with this will ensure that risk-based approach is implemented in audits and assistance is provided to the good functioning of the public financial management system through audits.

# AUDIT

## OBJECTIVE 1.2

The effectiveness of audit will be increased by enhancing the audit understanding, approach and capacity.

According to Law no. 6085, the TCA conducts regularity and performance audits. In line with this, the TCA needs to develop its audit understanding, approach and capacity continuously to conduct effective audits on public entities. It is necessary to develop the audit understanding and approach continuously to implement the international auditing standards successfully and use the experience obtained from the implementation results of audit methods for improving the methods. At the same time, the TCA's priority objectives include developing the audit capacity, increasing the quality and quantity of HR capacity, ensuring that audit resources are used efficiently and increasing audit effectiveness.



## OBJECTIVE 1.3

Contribution will be provided to the establishment of accountability and fiscal transparency in public administrations by virtue of audits and trials.



In the framework of the Law no. 5018 and the TCA Law, the most important element of enhancing accountability and transparency in public entities and performing effective audits is that auditees adopt an effective public financial management understanding and internal control processes and mechanisms are established. Establishment of a well-functioning internal control system in the public entities will contribute to the following:

- Use of public funds in an effective, efficient and economic manner and in line with the purposes of the administration;
- Compliance of processes and transactions with the legislation;
- Production of regular, timely and reliable information about the activities;
- Protection of the assets of the administration, and;
- Making progress to obtain sufficient and reasonable assurance in relation to the prevention of corrupt activities.

# AUDIT

## OBJECTIVE 1.4

Rapid and effective functioning of judicial processes will be ensured.

The provisions regarding the duties and authorities of the TCA are regulated in the chapter titled “Judicial Power” of the Constitution. This chapter entrusts judicial power and duties to the TCA in addition to auditing. Fast and efficiently functioning trial of the TCA should be considered within the right to fair trial. Effectiveness of the trial of the TCA becomes possible only when the execution of the writs is guaranteed. It is important to build the legal and technical infrastructure so that the TCA can effectively perform its duty of monitoring the execution of its writs. In line with those purposes, rapid and effective functioning of judicial processes will be ensured.





## OBJECTIVE 1.5

Benefit will be ensured for external stakeholders by guiding them on the good functioning of the public financial management system.



It is important for the TCA, which is tasked with auditing the accounts and transactions of public entities, to share its experience and knowledge with the public entities to be a guide towards a good public financial management system. The TCA should be an exemplary institution within public financial management system for its external stakeholders namely parliament, public entities, academic circles, media and citizens. In line with this, the TCA should strengthen communication with its stakeholders, increase its recognition in public, reflect the expectations of external stakeholders to audit plans as much as possible and be in coordination with public entities.

# MANAGEMENT

## AIM 2

To strengthen the institutional capacity

## OBJECTIVE 2.1

Effectiveness will be ensured on human resources management in order to increase employee efficiency and improve the quality of work life.

Human resources (HR) is the most valuable asset of an institution. With the HR management, the activities will aim to develop the most effective labour force for the TCA and maintain its continuity. The TCA adopts a HR management understanding that focuses on personnel evaluation, career development and career management to benefit effectively from the personnel. In line with this, it is necessary to complete HR competency analyses and reflect its results to documents on HR management.



## OBJECTIVE 2.2

Employee satisfaction will be increased.



High employee satisfaction and motivation is very important for ensuring efficiency of employees and effectiveness of work results. The TCA carries out assessment works to keep employee satisfaction high and takes necessary steps according to the assessment results. The most important requirements for an effectively functioning institution include rendering this approach continuous, targeting increased employee satisfaction and realising activities for achieving this target.

# MANAGEMENT

## OBJECTIVE 2.3

The organizational structure of the TCA will be strengthened.

Institutional management structure should be increased and strengthened to maximise the efficiency expected from an institution. One of the most important tools to help the administration for this is the management information system. At the same time, it is planned to start institutional architecture works and strengthen institutional structure in line with those works with the purposes of presenting the institution's work processes, ensure the effectiveness of those processes and bringing efficiency to the forefront in institutional activities.



## B- FUNDAMENTAL POLICIES AND PRIORITIES

### Medium-Term Program (2018-2020)

- **Strengthening the institutional structure of the public financial system**

- Alignment between fundamental policy documents, the development plan in particular, and the process of preparing the strategic plan and performance program will be enhanced.
- Work concerning program-based performance budgeting, which facilitates monitoring the effective use of public resources, will be finalized.
- Work regarding the integrated public financial management information systems will be completed.
- Fight against informal economy will be maintained by prioritizing the areas, where tax loss is high, through increasing data share and collaboration among public administrations, enhancing voluntary compliance and social awareness as well as strengthening audit mechanisms.
- The implementation infrastructure of the TCA will be enhanced to improve the understanding, capacity, and effectiveness of the audit.

## **Medium-Term Fiscal Plan (2018-2020)**

### **• Main Policies on Budget Expenditures**

- The compliance capacity of the public administrations with the provisions of the Public Internal Control Standards will be increased; the risk management practices in the public sector will be generalized; and for the use of all public administrations, a guide on risk management, and a risk management software will be developed.

- Actions to strengthen human resources infrastructure will be accelerated to ensure more effective implementation of the internal audit system in public administrations. The degree of compliance of public entities with the Public Internal Audit Standards will be increased. Actions for the external assessment of the internal audit activities will continue in public administrations.

- The primary functions of our financial management system; macroeconomic forecasting and planning, financial planning, budget preparation, budget process and budget execution, cash management, debt management, revenue management, public personnel management, asset management, accounting and financial reporting, monitoring and evaluation as well as audit processes will be integrated within the scope of interoperability principles. This integration will increase the level of control over spending processes, speed up the processes related to financial transactions, and make statistical analysis methods widespread in decision-making processes. Costs will be reduced by ensuring efficiency in resource use by increasing the use of electronic documents.





# **Information and Evaluation Related to the Activities**



## A- FINANCIAL INFORMATION

### 1- BUDGET IMPLEMENTATION RESULTS

2019 Central Government Budget Law transferred 367.378.000 TL to the TCA as appropriation. With the addition of the appropriation of 4.699.829 TL transferred from previous year in 06-Capital Expenditure item, the total appropriation reached 372.077.829 TL. Of this amount, 310.516.026 TL was spent in 2019, and the remaining appropriation of 61.561.803 TL was cancelled at the end of the year. Expenditure realisation rate was 83%.

**Table 46: Economic Classification of Budgetary Expenditures (TL)**

ECONOMIC CODE	TYPE OF BUDGETARY EXPENDITURE	2018		TRANSFER TO NEXT YEAR	2019	
		APPROPRIATION	EXPENDITURE		APPROPRIATION	EXPENDITURE
<b>01</b>	<b>PERSONNEL EXPENSES</b>	<b>175.498.000</b>	<b>175.361.575</b>		<b>257.560.000</b>	<b>211.922.614</b>
01	Civil Servants	155.510.000	155.402.248		206.310.000	185.891.993
02	Contracted Personnel	1.023.000	1.016.711		13.980.000	1.362.567
03	Workers	16.285.000	16.277.834		32.260.000	23.055.994
04	Temporary Personnel	10.000,00	0		10.000	0
05	Other Personnel	2.670.000	2.664.781		5.000.000	1.612.060
<b>02</b>	<b>SSI STATE PREMIUMS</b>	<b>23.022.502</b>	<b>22.443.004</b>		<b>33.595.000</b>	<b>27.778.747</b>
01	Civil Servants	19.700.000	19.133.181		25.530.000	22.634.658
02	Contracted Personnel	170.000	167.796		915.000	221.301
03	Workers	3.152.502	3.142.028		7.150.000	4.992.788
<b>03</b>	<b>PURCHASES OF GOODS AND SERVICES</b>	<b>42.829.498</b>	<b>35.140.014</b>		<b>37.402.000</b>	<b>30.074.216</b>
02	Purchase of Goods and Materials for Consumption	6.113.000	5.706.214		7.203.000	6.702.397
03	Travelling Expenses	10.116.000	7.751.842		11.222.000	7.100.166
04	Expenses related to the Performance of Duties	285.000	231.083		260.000	195.339
05	Purchase of Services	22.165.498	18.407.355		13.442.000	11.698.054
06	Expenses for Representation and Promotional Activities	400.000	327.174		400.000	296.298
07	Expenses for Purchase, Maintenance and Repair of Movables, Intangible Rights	1.301.406	1.192.841		2.025.000	1.470.991
08	Expenses for Maintenance and Repair of Property	967.466	873.240		1.150.000	1.029.686
09	Treatment and Funeral Expenses	700.000	447.474		1.700.000	1.581.285
<b>05</b>	<b>CURRENT TRANSFERS</b>	<b>1.551.000</b>	<b>1.306.966</b>		<b>2.821.000</b>	<b>2.673.233</b>
03	Transfers to Non-Profit Organizations	750.000	750.000		970.000	970.000
04	Transfers to Household	701.000	488.352		1.701.000	1.608.811
06	Transfers to Abroad	100.000	68.614		150.000	94.422
<b>06</b>	<b>CAPITAL EXPENDITURES</b>	<b>33.800.000</b>	<b>25.126.678</b>	<b>4.669.829</b>	<b>40.699.829</b>	<b>38.067.216</b>
01	Purchase of Manufactured Goods	9.050.000	8.362.828		8.500.000	6.878.781
03	Purchase of Intangible Rights	12.600.000	11.627.320		23.950.000	23.765.729
05	Construction Expenses for Property Capital	350.000	0		0	0
07	Expenses for Major Repair of Property	11.800.000	5.137.030	4.669.829	8.249.829,29	7.422.706
<b>OVERALL TOTAL</b>		<b>276.701.000</b>	<b>259.378.236</b>	<b>4.669.829</b>	<b>372.077.829</b>	<b>310.516.026</b>

## 2-DISCLOSURES WITH RESPECT TO MAIN FINANCIAL STATEMENTS

The following table indicates the distributions and year-end realizations of appropriations included in the budgets of the TCA for 2018 and 2019 in terms of economic classification.

**Table 47: Comparative Budgetary Expenditures by Economic Classification (TL)**

ECONOMIC CODE	TYPE OF BUDGETARY EXPENDITURE	2018		TRANSFER TO NEXT YEAR	2019	
		APPROPRIATION	EXPENDITURE		APPROPRIATION	EXPENDITURE
01	Personnel Expenses	175.498.000	175.361.575		257.560.000	211.922.614
02	SSI State Premiums	23.022.502	22.443.004		33.595.000	27.778.747
03	Purchases of Goods and Services	42.829.498	35.140.014		37.402.000	30.074.216
05	Current Transfers	1.551.000	1.306.966		2.821.000	2.673.234
06	Capital Expenditures	33.800.000	25.126.678	4.669.829	40.699.829	38.067.216
<b>TOTAL</b>		<b>276.701.000</b>	<b>259.378.236</b>	<b>4.669.829</b>	<b>372.077.829</b>	<b>310.516.026</b>

With respect to “01- Personnel Expenses”, 257.560.000 TL was allocated, and 82% of it was spent.

With respect to “02- SSI State Premiums”, 33.595.000 TL was allocated, and 83% of it was spent.

With respect to “03- Purchases of Goods and Services”, 37.402.000 TL was allocated, and 80% of it was spent.

With respect to “05- Current Transfers”, 2.821.000 TL was allocated, and 95% of it was spent.

With respect to “06- Capital Expenditures”, 36.000.000 TL was allocated, and 4.669.829 TL was transferred to from 2018 budget to 2019 as Commitment Surplus and the total appropriation was 40.699.829 TL and 94% of it was spent.

In 2019, 372.077.829 TL was allocated to the TCA, and 83% of it was spent.

The following tables indicate the budgetary expenditures by institutional and functional classifications.

**Table 48: Budgetary Expenditures by Institutional Classification (TL)**

INSTITUTIONAL CODE	DISCLOSURE	TOTAL APPROPRIATION	EXPENDITURE	REALIZATION RATE (%)
06.00.00.02	Private Secretariat	11.658.000	5.982.336	51
06.01.00.00	Chambers and Boards	40.103.000	36.460.879	91
06.02.00.00	Offices Of Deputy Presidents	99.045.829	81.274.386	82
06.02.00.20	Audit Units	221.271.000	186.808.425	84
<b>TOTAL</b>		<b>372.077.829</b>	<b>310.516.026</b>	<b>83</b>

**Table 49: Budgetary Expenditures by Functional Classification (TL)**

INSTITUTIONAL CODE	DISCLOSURE	TOTAL APPROPRIATION	EXPENDITURE	REALIZATION RATE (%)
01	General Public Services	76.516.000	60.528.080	79
02	Defence Services	150.000	0	
03	Public Safety and Security Services	288.411.829	247.491.633	86
09	Training Services	7.000.000	2.496.313	36
<b>TOTAL</b>		<b>372.077.829</b>	<b>310.516.026</b>	<b>83</b>



The following table indicates the cancelled appropriation amounts by the type of budgetary expenditures.

**Table 50: 2019 Budgetary Expenditures and Expenditure Rates (TL)**

ECONOMIC CODE	TYPE OF BUDGETARY EXPENDITURE	2019		REALIZATION RATE%
		TOTAL APPROPRIATION	2018 BUDGETARY EXPENDITURES	
01	Personnel Expenses	257.560.000	211.922.613	82
02	SSI State Premiums	33.595.000	27.778.747	83
03	Purchases of Goods and Services	37.402.000	30.074.216	80
05	Current Transfers	2.821.000	2.673.233	95
06	Capital Expenditures	40.699.829	38.067.215	94
<b>TOTAL</b>		<b>372.077.829</b>	<b>310.516.026</b>	<b>83</b>

With respect to "01- Personnel Expenses", 257.560.000 TL was allocated, 211.922.613 TL of it was spent, and 18% of it was cancelled by year-end.

With respect to "02- SSI State Premiums", 33.595.000 TL was allocated, 27.778.747 TL of it was spent, and 17% of it was cancelled by year-end.

With respect to "03- Purchases of Goods and Services", 37.402.000 TL was allocated, 30.074.216 TL of it was spent, and 20% of it was cancelled by year-end.

With respect to "05- Current Transfers", 2.821.000 TL was allocated, 2.673.233 of it was spent, and 5% of it was cancelled by year-end.

With respect to "06- Capital Expenditures", 40.699.829 TL was allocated, 38.067.215 TL of it was spent, , and 6% of it was cancelled by year-end.

In 2019, 68% of expenditures were for Personnel Expenses, 9% were for SSI state premiums, 10% were for the Purchases of Goods and Services, 13% were for Current Transfer and Capital Expenditures.

In 2019, 372.077.829 TL was allocated to the TCA, and 17% of it was cancelled.

The following table indicates the investment expenditures and budgetary transactions for 2019.

**Table 51: 2019 Investment Expenditures (TL)**

PROJECT TITLE	APPROPRIATION	EXPENDITURE	REALIZATION RATE (%)
Information Systems	31.950.000	30.188.285	94
Miscellaneous Works	3.100.000	3.069.937	99
Housing Maintenance	200.000	154.580	77
Service Facilities	5.449.829	4.654.411	85
<b>TOTAL</b>	<b>40.699.829</b>	<b>38.067.213</b>	<b>94</b>

In 2019, the realisation rate of the investment expenditures was 94%.

The following table indicates the realisations of budgetary expenditures for 2018 and 2019.

**Table 52: Allocation/Expenditure Status by Years**

IMPLEMENTATION RESULTS	UNIT	2018	2019
Total allocation	TL	276.701.000	372.077.829
Expenditure	TL	259.378.236	310.516.026
Realization rate	%	94	83

Of the total budgetary allocation, 94% was realized as budgetary expenditure in 2018, and 83% was realized as budgetary expenditure in 2019.



The following table indicates the expenses incurred from the electricity, water, natural gas, phone and internet usage of the TCA in the performance of its activities and the expenses incurred from the use of vehicles and domestic and foreign assignments.

**Table 53: Service Costs for 2018-2019**

		2018	2019
SERVICE BUILDING	Area of use (m <sup>2</sup> )	153.808	153.808
	Area of use per personnel (m <sup>2</sup> /person)	83	83
	Closed area per personnel (m <sup>2</sup> /person)	49	49
ELECTRICITY CONSUMPTION	Amount of consumption (kw/hours)	4.068.929	3.995.5846
	Consumption expense (TL)	2.507.642	2.974.739
	Electricity expense per personnel (TL)	1.360	1.598
WATER CONSUMPTION	Amount of consumption (m <sup>3</sup> )	51.870	47.510
	Consumption expense (TL)	491.180	344.372
	Water expense per personnel (TL)	266	185
NATURAL GAS CONSUMPTION	Amount of consumption (m <sup>3</sup> )	578.900	533.806
	Consumption expense (TL)	705.105	1.156.098
	Heating expense per personnel (TL)	426	621
PHONE AND INTERNET	Telephone and Internet access expense (TL)	487.237	279.758
ACCESS	Telephone and Internet access expense per personnel	264	150
PER DIEM	Number of domestic assignments	2.270	2.343
	Cost of domestic assignments (TL)	6.611.517	6.165.826
	Number of foreign assignments	182	136
	Cost of foreign assignments (TL)	1.140.325	934.338
USE OF VEHICLES	Number of vehicles rented	78	78
	Number of vehicles acquired through purchasing	-	-
	Total cost of vehicles (personnel transport rent, fuel, maintenance-repair, traffic insurance, etc.) (TL)	3.793.266	4.994.897
	Transport expense per personnel (TL)	2.680	2.680

**3- RESULTS OF FINANCIAL AUDIT**

The audit of the TCA is conducted by a delegation assigned by the Presidency Council of the TGNA. The conclusion section of the 2018 External Audit Report for the TCA stated the following regarding the external audit of the TCA:

The payments accrued by the TCA on the basis of the payment orders and accrual slips reconciled with the bank statements.

The expenditure and revenue figures in the final account tables were true and balanced, and there was no extra budgetary expenditure.

As the head of the administration, the President of the TCA delivered an outstanding effort in taking the precautions required to ensure effective, economic and efficient use of public resources entrusted through the budget; in overseeing the functioning of the financial management and control system; and in

the discharge of duties and responsibilities stipulated in the Law No. 5018.

The authorizing officer, accounting officer, the head of financial services unit and realization officers showed the maximum effort to enforce fiscal legislation and take necessary measures.

The financial activities, decisions and transactions of the TCA comply with the Public Financial Management and Control Law and other relevant legislation.

2018 External Audit Report for the TCA, which was prepared by the commission, was discussed by the Presidency Council of the TGNA on 03.10.2019. After being adopted by the Presidency Council of the TGNA, the report was submitted to the General Assembly of the TGNA for information on 03.12.2019.

## B- PERFORMANCE INFORMATION

### 1- TABLE OF PERFORMANCE RESULTS

The following tables indicate the TCA's performance information for 2019.

**Table 54: Realisation Results of Performance Indicators**

PERFORMANCE INDICATOR	UNIT	2019 OBJECTIVE	YEAR-END REALISATION	DEGREE OF ACHIEVEMENT (%)	IS OBJECTIVE ACHIEVED?
<b>Aim 1: To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management</b>					
<b>Objective 1: Risk-based audit approach will be implemented effectively.</b>					
Number of risk analysis reports (Risky Area Sector Report)	SUPPORT GROUP 01	1	1	100	✓
HR competency analysis report	HR Unit (in cooperation with relevant commission)	1	0	0	—
A five-year audit strategic plan prepared based on risk assessment and human resources competency analysis	SUPPORT GROUP 01	1	1	100	✓
%100 compliance of annual audit programs to audit strategic plan (An assessment report will be prepared to assess the compliance of annual audit programs to the audit strategic plan)	SUPPORT GROUP 01	100	100	100	✓

PERFORMANCE INDICATOR	UNIT	2019 OBJECTIVE	YEAR-END REALISATION	DEGREE OF ACHIEVEMENT (%)	IS OBJECTIVE ACHIEVED?
<b>Objective 2: The effectiveness of audit will be increased by enhancing the audit understanding, approach and capacity.</b>					
Quality assurance assessment framework document	SUPPORT GROUP 01	1	1	100	✓
Number of audit manuals that are reviewed and/or updated in line with international auditing standards and modern audit methods	SUPPORT GROUP 01	2	2	100	✓
Action plan prepared for ensuring conformity with international standards for documentation and archiving in audits	SUPPORT GROUP 01- (In cooperation with IT Unit)	1	1	100	✓
Conformity rate with international standards for documentation and archiving in audits	SUPPORT GROUP 01	10	10	100	✓
<b>Objective 3: Contribution will be provided to the establishment of accountability and fiscal transparency in public administrations by virtue of audits and trials</b>					
Institution System Evaluation Report	SUPPORT GROUP 01	1	1	100	✓
Audit findings and suggestions- Implementation monitoring system	SUPPORT GROUP 01- (In cooperation with IT Unit)	1	1	100	✓

- ✓ Completed
- ❖ Partially Completed
- Not completed

PERFORMANCE INDICATOR	UNIT	2019 OBJECTIVE	YEAR-END REALISATION	DEGREE OF ACHIEVEMENT (%)	IS OBJECTIVE ACHIEVED?
<b>Objective 4: Rapid and effective functioning of judicial processes will be ensured.</b>					
Evaluation Report	PRESIDENCY	1	1	100	✓
Research Report	PRESIDENCY	1	1	100	✓
<b>Objective 5: Benefit will be ensured for external stakeholders by guiding them on the good functioning of the public financial management system.</b>					
Communication Strategy	SUPPORT GROUP 02	1	1	100	✓
Implementation Rate of Communication Strategy	SUPPORT GROUP 02	30	30	100	✓
<b>Aim 2: To strengthen the institutional capacity</b>					
<b>Objective 1: Effectiveness will be ensured on human resources management in order to increase employee efficiency and improve the quality of work life.</b>					
Compulsory vocational training program	DESTEK GRUBU 02	1	1	100	✓
Implementation rate of compulsory vocational training program	DESTEK GRUBU 02	100	100	100	✓
Ratio of employees that have necessary knowledge and skills.	DESTEK GRUBU 02	60	60	100	✓
Training activity evaluation tool	DESTEK GRUBU 02	1	1	100	✓

PERFORMANCE INDICATOR	UNIT	2019 OBJECTIVE	YEAR-END REALISATION	DEGREE OF ACHIEVEMENT (%)	IS OBJECTIVE ACHIEVED?
<b>Objective 2: Employee satisfaction will be increased.</b>					
Employee satisfaction survey	HR UNIT	1	1	100	✓
Evaluation Report	SUPPORT GROUP-02	1	1	100	✓
Evaluation Report on work environment and conditions	HR UNIT	1	1	100	✓
Implementation rate of annual activities included in the evaluation report prepared for improving working environment and conditions	Technical and Financial Affairs Unit	100	100	100	✓
Rotation procedures and principles	SUPPORT GROUP-02	1	0	0	—
<b>Objective 3: The organizational structure of the TCA will be strengthened.</b>					
Procedures and principles for managing the archives of institution and units	STRATEGY DEVELOPMENT UNIT (In cooperation with IT Unit)	1	0	0	—

Table 55: Results of Performance Indicators

PERFORMANCE TARGET	PERFORMANCE INDICATOR	EXPLANATION	TARGETED INDICATOR LEVEL	YEAR-END REALISATION LEVEL	STATUS OF REALISATION
1		<b>Risk-based audit approach will be implemented effectively.</b>			
	1	Number of risk analysis reports (Risky Area Sector Report)	1	1	✓
	2	HR competency analysis report	1	0	—
	3	A five-year audit strategic plan prepared based on risk assessment and human resources competency analysis	1	1	✓
	4	%100 compliance of annual audit programs to audit strategic plan (An assessment report will be prepared to assess compliance of annual audit programs to audit strategic plan)	100	100	✓
2		<b>The effectiveness of audit will be increased by enhancing the audit understanding, approach and capacity.</b>			
	5	Quality assurance assessment framework document	1	1	✓
	6	Number of audit manuals that are reviewed and/or updated in line with international auditing standards and modern audit methods	2	2	✓
	7	Action plan prepared for ensuring conformity with international standards for documentation and archiving in audits	1	1	✓
	8	Conformity rate with international standards for documentation and archiving in audits	10	10	✓

PERFORMANCE TARGET	PERFORMANCE INDICATOR	EXPLANATION	TARGETED INDICATOR LEVEL	YEAR-END REALISATION LEVEL	STATUS OF REALISATION
3		<b>Contribution will be provided to the establishment of accountability and fiscal transparency in public administrations by virtue of audits and trials.</b>			
	9	Institution System Evaluation Report	1	1	✓
	10	Audit findings and suggestions- Implementation monitoring system	1	1	✓
4		<b>Rapid and effective functioning of judicial processes will be ensured.</b>			
	11	Evaluation Report	1	1	✓
	12	Research Report	1	1	✓
5		<b>Benefit will be ensured for external stakeholders by guiding them on the good functioning of the public financial management system.</b>			
	13	Communication Strategy	30	30	✓
	14	Communication Strategy implementation ratio	1	1	✓
6		<b>Effectiveness will be ensured on human resources management in order to increase employee efficiency and improve the quality of work life.</b>			
	15	Compulsory vocational training program	1	1	✓
	16	Implementation rate of compulsory vocational training program	100	100	✓
	17	Ratio of employees that have necessary knowledge and skills.	60	60	✓
	18	Training activity evaluation tool	1	1	✓
	16	Implementation rate of compulsory vocational training program	100	100	✓



PERFORMANCE TARGET	PERFORMANCE INDICATOR	EXPLANATION	TARGETED INDICATOR LEVEL	YEAR-END REALISATION LEVEL	STATUS OF REALISATION
	17	Ratio of employees that have necessary knowledge and skills.	60	60	✓
	18	Training activity evaluation tool	1	1	✓
<b>7</b>		<b>Employee satisfaction will be increased.</b>			
	19	Employee satisfaction survey	1	1	✓
	20	Evaluation Report	1	1	✓
	21	Evaluation Report on work environment and conditions	1	1	✓
	22	Implementation rate of annual activities included in the evaluation report prepared for improving working environment and conditions	100	100	✓
	23	Rotation procedures and principles	1	0	—
<b>8</b>		<b>The organizational structure of the TCA will be strengthened.</b>			
	24	Procedures and principles for managing the archives of institution and units	1	0	—

Table 56: Results of Performance Indicators

<b>AIM - 1</b>	To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management	
<b>OBJECTIVE - 1</b>	Risk-based audit approach will be implemented effectively.	
<b>PERFORMANCE TARGET</b>	Risk-based audit approach will be implemented effectively.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Number of risk analysis reports (Risky Area Sector Report)	Completed	
HR competency analysis report	Not completed	Commission's works are continuing and will be completed in 2020.
A five-year audit strategic plan prepared based on risk assessment and human resources competency analysis	Completed	
%100 compliance of annual audit programs to audit strategic plan (An assessment report will be prepared to assess compliance of annual audit programs to audit strategic plan)	Completed	

<b>AIM - 1</b>	To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management	
<b>OBJECTIVE - 2</b>	The effectiveness of audit will be increased by enhancing the audit understanding, approach and capacity.	
<b>PERFORMANCE TARGET</b>	The effectiveness of audit will be increased by enhancing the audit understanding, approach and capacity.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Quality assurance assessment framework document	Completed	
Number of audit manuals that are reviewed and/or updated in line with international auditing standards and modern audit methods	Completed	Commission's works are continuing and will be completed in 2020.
Action plan prepared for ensuring conformity with international standards for documentation and archiving in audits	Completed	
Conformity rate with international standards for documentation and archiving in audits	Completed	

<b>AIM - 1</b>	To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management	
<b>OBJECTIVE - 3</b>	Contribution will be provided to the establishment of accountability and fiscal transparency in public administrations by virtue of audits and trials	
<b>PERFORMANCE TARGET</b>	Contribution will be provided to the establishment of accountability and fiscal transparency in public administrations by virtue of audits and trials.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Institution System Evaluation Report	Completed	
Audit findings and suggestions- Implementation monitoring system	Completed	

<b>AIM - 1</b>	To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management	
<b>OBJECTIVE - 4</b>	Rapid and effective functioning of judicial processes will be ensured.	
<b>PERFORMANCE TARGET</b>	Risk-based audit approach will be implemented effectively.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Evaluation Report	Completed	
Research Report	Completed	

<b>AIM - 1</b>	To increase the positive and contributory impact of the audit and audit results on the good functioning and development of public financial management	
<b>OBJECTIVE - 5</b>	Benefit will be ensured for external stakeholders by guiding them on the good functioning of the public financial management system.	
<b>PERFORMANCE TARGET</b>	Benefit for external stakeholders by guiding on the good functioning of the public financial management system	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Communication Strategy	Completed	
Communication Strategy implementation ratio	Completed	

<b>AIM - 2</b>	To strengthen the institutional capacity	
<b>OBJECTIVE - 1</b>	Effectiveness will be ensured on human resources management in order to increase employee efficiency and improve the quality of work life.	
<b>PERFORMANCE TARGET</b>	Effectiveness will be ensured on human resources management in order to increase employee efficiency and improve the quality of work life.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Compulsory vocational training program	Completed	
Implementation rate of compulsory vocational training program	Completed	
Ratio of employees that have necessary knowledge and skills.	Completed	
Training activity evaluation tool	Completed	

<b>AIM - 2</b>	To strengthen the institutional capacity	
<b>OBJECTIVE - 2</b>	Employee satisfaction will be increased.	
<b>PERFORMANCE TARGET</b>	Employee satisfaction will be increased.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Employee satisfaction survey	Completed	
Evaluation Report	Completed	
Evaluation Report on work environment and conditions	Completed	
Implementation rate of annual activities included in the evaluation report prepared for improving working environment and conditions	Completed	
Rotation procedures and principles	Not completed	Commission's works are continuing and will be completed in 2020.

<b>AIM - 2</b>	To strengthen the institutional capacity	
<b>OBJECTIVE - 3</b>	The organizational structure of the TCA will be strengthened.	
<b>PERFORMANCE TARGET</b>	The organizational structure of the TCA will be strengthened.	
<b>PERFORMANCE INDICATOR</b>	<b>ANALYSIS OF PERFORMANCE RESULTS</b>	<b>REASON OF DEVIATION</b>
Procedures and principles for managing the archives of institution and units	Not completed	Commission's works are continuing and will be completed in 2020.

## 2- ASSESSMENT OF PERFORMANCE RESULTS

Strategic plan updating works were completed and the Strategic Plan for 2019-2023 was put into implementation. The implementation of the Strategic Plan aimed at providing contribution to the establishment of transparency and accountability in public financial management and to the proper management of public resources by developing the public financial management system and improving the financial transactions of the public entities.

In line with this, audit programs were prepared considering the development plans and priorities in annual programs, expectations of the public and the auditees, quality and quantity of activities, budget sizes, auditing frequency, denunciations and complaints, previous year audit results in the framework of risk assessment in the year. The implementation of 2018 Audit Program was completed; and Risky Area/Sector report was prepared. 2019 Audit Program was prepared and put into implementation in line with the Risky Area Sector Report.

Audit reports made it possible to:

- determine the compliance of the accounts and transactions of the public entities with the laws and other regulations
- determine whether the financial statements and reports reflect the results of all activities and processes of the public institution in a correct and reliable manner and

- assess the financial management and internal control systems and assess the activity results in relation to the targets and indicators determined by the administrations.

Audit reports and general reports were completed according to the guidelines prepared in line with globally accepted rules and standards of auditing for the SAIs and published by INTOSAI.

In the scope of 2018 Audit Program, 432 public entities were audited and TCA audit reports were prepared for them. In the scope of 2018 Audit Program, performance audit reports were prepared for 275 public entities, and they were combined with the reports of 432 public entities and then published.

In addition to those reports, six general reports were prepared. While preparing the TCA Audit Reports for 432 public entities, the audit process was executed on the SayCAP audit management program, and different levels of CAATs were used in every audit.

The audits of 73 public enterprises were executed in the scope of Laws no.6085 and 3346. The auditees' annual reports were prepared with justifications and comparisons including the transactions, balance sheets, operating accounts and opinions that set the basis for presenting to general discussion or acquittal of governing



boards. In addition, Public Enterprises General Report was prepared.

The TCA reports, which were submitted to the TGNA, were made public on the TCA website in the framework of legislation.

- ISSAI Financial Auditing Standards Training
- Business Intelligence Program Training for Users
- Business Intelligence Program Training for Users
- State Accounting Standards Training
- Performance Audit Standards Training
- Oracle BI Visual Analysis Making -ToT
- IT Audit Training
- Institutional Risk Man. and Internal Control Training
- Audits in Banks and TFRS Application
- Audit of Public Procurements
- VERA Reminder Training
- VERA Intermediate Level Training
- Interview Techniques Training

Quality Assurance Assessment Framework Document was prepared including the criteria and methods to be used for realizing the quality assurance works.

Local Administration Companies Audit Manual and IT Systems Audit Manual were prepared in line with the international auditing standards and modern audit methodologies.

Communication Strategy Document was prepared considering the internal and external stakeholders and its implementation ratio was measured.

Judicial process was analysed for the rapid and effective functioning of judicial processes, and a research and evaluation report was prepared.

2019-2023 Strategic Plan based on strategic management understanding identified 2 strategic aims and 8 strategic objectives for achieving these aims as well as 41 indicators for achieving these objectives. 2 strategic aims, 8 strategic objectives, 8 performance targets and 24 performance indicators were included in the 2019 Performance Program. All of 24 indicators that were determined within the scope of current aims and objectives were monitored, and their results were included in the Accountability Report.

Regarding the 24 performance indicators, 21 indicators reached the targeted level, and 3 indicators did not reach the targeted level.

**3- ASSESSMENT OF PERFORMANCE INFORMATION SYSTEM**

The existence of an effective performance information system including a regular and constant monitoring is the prerequisite for being able to carry out the analysis, evaluation and reporting of performance information for utilization in the preparation phase of the performance program and accountability reports. An effective information system is also very important for the functioning of the decision-making processes based on performance information.

Strategy Development Unit (SDU) receives the realization results of aims and objectives through performance indicators in quarterly periods from the responsible units. After two periods of monitoring, the data are consolidated, and "Strategic Plan Monitoring Report" is prepared and submitted to the Audit Planning and Coordination Council for evaluation in July.

SDU consolidates the Strategic Plan Monitoring Report evaluation result and quarterly monitoring results for the third and fourth periods received from responsible units at the end of the year, and prepares "Strategic Plan Evaluation Report" and submits it to the Audit Planning and Coordination Council for evaluation in February. After the approval of the Audit Planning and Coordination Council, it is sent to the relevant public entity by the end of March.

Works continue to develop the information system so that the monitoring, analysis and evaluations are effective and innovative.



# **Assessment of Institutional Capability and Capacity**



## Strengths, Weaknesses, Opportunities and Threats (SWOT)

### STRENGTHS

#### **Being an independent and constitutional organization with judicial powers**

The TCA is a constitutional entity with functional and institutional independence while carrying out its duties of examining, auditing and taking final decisions stemming from laws. This status allows the TCA to take independent decisions in fulfilling its duties.

Using audit and judicial authorities effectively and fairly, submitting accurate and timely reports to the TGNA, and its activities toward ensuring effective and efficient use of public resources have enabled the TCA to acquire this identity. The TCA will continue to maintain its reliable institutional identity by strengthening it.

#### **Having an organizational culture as well as competent and experienced human resources**

The TCA has always been one of the most popular and preferred institutions, and it has been maintaining this reputation over the last years as well. Therefore, the TCA has the most qualified human resources in its own area of

work. Besides, being a deep-rooted institution has enabled the TCA to convey its accumulated experiences to the new generations and to improve it. The TCA's competent and qualified human resources are the most crucial factor in fulfilling its duties and responsibilities effectively and accurately.

#### **Providing guidance to public administrations**

The guiding and leading role of the TCA for the public financial management system via audits has fostered the influence and the significance of its activities. Working diligently to carry out this role in a most effective manner, the TCA will continue its efforts in the following years as well.

#### **Having a young workforce**

Having professional and supporting staff with a low average age is one of the most significant opportunities for the TCA that will ensure its effective and successful function in the near future. Having young and dynamic human resources, the TCA has performed the necessary preparations to use these resources most effectively and will continue to do so in the next strategic planning period.

**WEAKNESSES****Being in the process of transition to new auditing methods**

Having a deep-rooted history, the TCA has been working by concentrating on the legality audit until recently. Legality audit-based history of the TCA creates some weaknesses in the adoption and implementation of innovations in the area of auditing, and at the same time, results in a public perception that new audit methods are not being adopted. The TCA will carry on working to eliminate this perception and the risks resulting from the current situation. The replaced and improved approach regarding human resources and education will be maintained, and all necessary activities will be undertaken in order to complete the transition to new auditing methods successfully.

**Lack of audits with regard to economical, efficient and effective use of public resources**

The Article 42 of TCA Law No. 6085 gives the authority to the TCA to prepare reports other than those prepared as a result of audits and examinations and those stipulated in other articles of the TCA Law, and to submit them to the TGNA. This article allows the TCA to prepare

reports regarding the economical, effective and efficient use of public resources through subject matter audits. However, since the TCA has begun to implement new audit methodologies and given priority to effective management of human resources with the amendment of the TCA Law, subject matter-based audits have been suspended. Necessary steps will be taken to promote this methodology and contribute more to the public financial management system via this method.

**TCA's IT infrastructure is not fully developed**

As an institution that aims to contribute to the development of the public financial management system, the TCA should have the competence to set an example to other public entities with also its information infrastructure. The existing information infrastructure, however, does not have that capability due to some of its weaknesses. The TCA will continue to work to ensure that its duties and responsibilities are performed effectively, quickly and consistently in line with contemporary needs through its information infrastructure.

**OPPORTUNITIES****The growing importance of audit and the increased need for the audit**

Over the last years, the rising importance of accountability and financial transparency principles among public administrations and external stakeholders has ensured that the need for auditing is understood. Citizens' demands to exercise their rights to acquire information as well as the growing responsibilities of public entities for the use of public resources have led to an increase in the need for audit. Raising awareness and the presence of citizens who are sensitive to audit results will be motivating toward more effective audits.

**Legal responsibility regarding the implementation of International Auditing Standards**

In line with the recent public financial management reform, audit methods applied by the TCA are renewed, and this has paved the way for more effective audits. The TCA carried out the necessary work during the previous strategic plan period in order to adapt to those changes and to perform the audits in the most effective way. During the TCA's new strategic plan period, obtaining the essential resources required for the most successful implementation of internationally recognized audit methods has been one of the most vital opportunities to enhance the influence of audit.

**The increasing importance of the principles of transparency and accountability**

The rising significance of the principles of transparency and accountability among public and public administrations has been the most crucial factor in achieving the effectiveness of the TCA audits. Increasing public awareness about the principles of transparency and accountability that form the basis of TCA audits will also increase the recognition and importance of the TCA.

**Holding the presidency of EUROSAT and ECOSAT**

Holding the EUROSAT presidency for 2017-2020 and vice presidency for 2020-2023 respectively provides the TCA with a critical opportunity to improve its capacity and to represent Turkey internationally. Meanwhile, the TCA is also gaining significant experience in the area of international works and cooperation through its current ECOSAT presidency. The presidencies of EUROSAT and ECOSAT present and will continue to present significant number of opportunities such as global knowledge sharing, representing Turkey, being informed about the latest developments, and being a pioneer in the international arena. The TCA will continue its works to make the best use of those opportunities.



**THREATS****Insufficient or inaccurate public knowledge about the TCA**

There is insufficient or inaccurate public knowledge about the TCA. Inadequate and misleading news in print and visual media about the TCA creates a risk and threat for the TCA's success. Necessary actions are being taken in order to prevent such misinforming news and contents. Since the lack of awareness among the public is one of the reasons for this situation, the said actions initiatives will be continued.

**Inadequate public knowledge about TCA's duties, authorities, and responsibilities**

Public financial management system requires the improvement of accountability and financial transparency in public management. The TCA is responsible for meeting this requirement. In this context, inadequate knowledge among the public about the TCA's duties and responsibilities may adversely affect the fulfilment of these tasks and responsibilities. Thus, developing effective communication with the public is of great importance. Actions will be taken in the coming years to enhance the TCA's publicity.





# **Suggestions And Precautions**

**SUGGESTIONS AND PRECAUTIONS**

The TCA audit aims at ensuring compliance with laws in the acquirement, protection and use of public funds and supporting the establishment of accountability and fiscal transparency in public management.

With this purpose, the TCA focuses on the following:

- Evaluating via audits the accuracy and reliability of information presented by public entities to public through their accountability reports;
- Detecting whether the public entities' revenues, expenditures, assets, and their accounts and transactions comply with laws and other legal regulations;
- Regarding the audited public entities;
  - Following the development processes of their accounting, internal control, financial management and strategic management systems through forms;
  - Monitoring their compliance level to audit findings including those requiring legislative changes;
  - Thus evaluating the effectiveness of contributions and guidance service provided to public management through audits;
- Continuing to implement the Information Systems Audit Strategic Plan prepared for planning, executing and measuring the results of the activities related to information systems in the framework of strategic planning mentality;
- Developing and updating the auditing and reporting methodologies based on the needs of public financial management system considering the user needs;
- Regarding big data analysis; determining risky areas by evaluating the previous year audit results via VERA; and continuing to prioritize those areas in the annual audit programs;
- Detecting problems through subject matter based audits that interest more than one public entity and forming suggestions on increasing effectiveness of public services;
- Increasing audit effectiveness by improving the SayCAP Audit Management Program continuously to benefit from CAATs for increasing audit effectiveness;

- Intensifying the works for establishing effective communication with stakeholders with the developed communication strategy;
- To ensure a quicker and effective functioning of judicial processes;
  - Building the information infrastructure by making the necessary legislative regulations according to the results of analysis works of Judicial Module, which was made for the judicial process;
  - Developing the writ execution module and renewing it by integrating it to the information infrastructure to be built;
- Continuing to implement the Information Systems Strategy prepared to generate short, medium and long-term solutions considering the entity's priorities while combining institutional information and necessary technology properly based on strategic aims and objectives.



# ANNEXES



### Annex 1- List of Public Entities for which audit reports were prepared in 2019

#### PUBLIC ADMINISTRATIONS UNDER GENERAL BUDGET

(Table 1 attached to Law no.5018)

01. Presidency of the Republic
02. Constitutional Court
03. Court of Cassation
04. Council of State
05. Council of Judges and Prosecutors
06. Ministry of Justice
07. Ministry of National Defence
08. Ministry of Interior
09. Ministry of Foreign Affairs
10. Ministry of Treasury and Finance
11. Ministry of National Education
12. Ministry of Health
13. Ministry of Transportation and Infrastructure
14. Ministry of Family, Labour and Social Services
15. Ministry of Energy and Natural Resources
16. Ministry of Culture and Tourism
17. Ministry of Industry and Technology
18. Ministry of Environment and Urban Planning
19. Ministry of Commerce
20. Ministry of Youth and Sports
21. Ministry of Agriculture and Forests
22. National Security Council General Secretariat
23. National Intelligence Agency
24. Gendarmerie General Command
25. Coast Guard Command
26. Security General Directorate
27. Religious Affairs Administration
28. National Statistics Agency
29. Disaster and Emergency Management Presidency
30. Revenue Administration
31. DG of Land Registry and Cadastre
32. DG of Meteorology
33. DG of Migration Administration
34. EU Presidency

#### Special Budgeted Administrations -A

(Council of Higher Education, Universities and Advanced Technology Institutes) (Table II attached to Law No. 5018)

- 01- Council of Higher Education
- 02- Measurement, Selection and Placement Centre
- 03- İstanbul University
- 04- İstanbul Technical University
- 05- Ankara University
- 06- Karadeniz Technical University
- 07- Ege University
- 08- Atatürk University
- 09- Middle East Technical University
- 10- Hacettepe University
- 11- Boğaziçi University
- 12- Dicle University
- 13- Çukurova University
- 14- Anadolu University
- 15- İnönü University
- 16- Fırat University
- 17- Ondokuz May University
- 18- Selçuk University
- 19- Bursa Uludağ University
- 20- Erciyes University
- 21- Akdeniz University
- 22- Dokuz Eylül University
- 23- Gazi University
- 24- Marmara University
- 25- Mimar Sinan Fine Arts University
- 26- Trakya University
- 27- Yıldız Technical University
- 28- Van Yüzüncü Yıl University
- 29- Gaziantep University
- 30- Bolu Abant İzzet Baysal University
- 31- Aydın Adnan Menderes University
- 32- Afyon Kocatepe University
- 33- Balıkesir University
- 34- Manisa Celal Bayar University

35- Çanakkale Onsekiz March University  
36- Kütahya Dumlupınar University  
37- Tokat Gaziosmanpaşa University  
38- Gebze Technical University  
39- Harran University  
40- İzmir Yüksek Technology Institute  
41- Kafkas University  
42- Kırıkkale University  
43- Kocaeli University  
44- Mersin University  
45- Muğla Sıtkı Koçman University  
46- Hatay Mustafa Kemal University  
47- Niğde Ömer Halisdemir University  
48- Pamukkale University  
49- Sakarya University  
50- Süleyman Demirel University  
51- Zonguldak Bülent Ecevit University  
52- Eskişehir Osmangazi University  
53- Galatasaray University  
54- Kırşehir Ahi Evran University  
55- Kastamonu University  
56- Düzce University  
57- Burdur Mehmet Akif Ersoy University  
58- Uşak University  
59- Recep Tayyip Erdoğan University  
60- Tekirdağ Namık Kemal University  
61- Erzincan Binali Yıldırım University  
62- Giresun University  
63- Yozgat Bozok University  
64- Karamanoğlu Mehmetbey University  
65- Ağrı İbrahim Çeçen University  
66- Sinop University  
67- Nevşehir Hacı Bektaş Veli University  
68- Karabük University

69- Kilis 7 December University  
70- Çankırı Karatekin University  
71- Artvin Çoruh University  
72- Bitlis Eren University  
73- Kırklareli University  
74- Osmaniye Korkut Ata University  
75- Bingöl University  
76- Mardin Artuklu University  
77- Ardahan University  
78- Bartın University  
79- Gümüşhane University  
80- Hakkari University  
81- Şırnak University  
82- Munzur University  
83- Yalova University  
84- Türk-Alman University  
85- Ankara Yıldırım Beyazıt University  
86- Bursa Technical University  
87- İstanbul Medeniyet University  
88- İzmir Kâtip Çelebi University  
89- Necmettin Erbakan University  
90- Abdullah Gül University  
91- Erzurum Technical University  
92- Adana Alparslan Türkeş Science and Technology University  
93- Ankara Social Sciences University  
94- Sağlık Bilimleri University  
95- Bandırma Onyedi September University  
96- İskenderun Technical University  
97- Alanya Alaaddin Keykubat University  
98- Higher Education Quality Council  
99- Ankara Music and Fine Arts University  
100-İTÜNOVA Technology AŞ

**Special Budgeted Administrations-B**

(Table II attached to Law No. 5018)

- 01- Defence Industry Presidency
- 02- Atatürk Supreme Council for Culture, Language And History
- 03- Atatürk Research Centre
- 04- Atatürk Culture Centre
- 05- Turkish Language Society
- 06- Turkish Historical Society
- 07- Scientific And Technical Research Council of Turkey
- 08- DG of Highways
- 09- DG of State Theatres
- 10- DG of State Opera and Ballet
- 11- DG of Forestry
- 12- DG of Foundations
- 13- DG of Health for Borders and Coasts of Turkey
- 14- DG of Mineral Research and Exploration
- 15- DG of Civil Aviation
- 16- Turkish Accreditation Agency
- 17- Turkish Standards Institute
- 18- Turkish Patents and Brands Agency
- 19- National Boron Research Institute
- 20- Small and Medium Sized Enterprises Development and Support Administration
- 21- Turkish Cooperation and Coordination Agency (TIKA)
- 22- GAP Regional Development Administration
- 23- Privatization Administration
- 24- Public Auditing Agency
- 25- Penal Institutions and Prison Workshop Agency
- 26- Presidency for Turks Abroad and Related Communities
- 27- Manuscript Institution of Turkey
- 28- Eastern Anatolia Project Regional Development Administration
- 29- Konya Plains Project Regional Development Administration
- 30- Eastern Black Sea Project Regional Development Administration
- 31- DG of State Hydraulic Works
- 32- National Water Institute
- 33- National Pharmaceuticals and Medical Devices Agency
- 34- National Human Rights and Equality Agency
- 35- National Health Institutes Presidency
- 36- Airports Management and Aviation Industries Inc. (HEAŞ)
- 1-

**Supervisory and Regulatory Agencies**

(Table III attached to Law No. 5018)

- 01- Banking Regulation and Supervision Agency
- 02- IT and Communication Agency
- 03- Energy Market Regulation Agency
- 04- Public Oversight Accounting and Auditing Standards Authority
- 05- Public Tendering Agency
- 06- Personal Data Protection Agency
- 07- High Council of Radio and Television
- 08- Competition Agency
- 09- Capital Market Council

**Social Security Institutions**

(Table IV attached to Law No. 5018)

- 01- Social Security Institution
- 02- National Labour Agency

**Special Provincial Administrations**

- 01- Afyonkarahisar Special Provincial Administration
- 02- Aksaray Special Provincial Administration
- 03- Amasya Special Provincial Administration
- 04- Bolu Special Provincial Administration
- 05- Çanakkale Special Provincial Administration
- 06- Çankırı Special Provincial Administration
- 07- Düzce Special Provincial Administration
- 08- Erzincan Special Provincial Administration
- 09- Giresun Special Provincial Administration
- 10- Karabük Special Provincial Administration
- 11- Karaman Special Provincial Administration
- 12- Kars Special Provincial Administration
- 13- Kastamonu Special Provincial Administration
- 14- Kırıkkale Special Provincial Administration
- 15- Kırşehir Special Provincial Administration
- 16- Kütahya Special Provincial Administration
- 17- Nevşehir Special Provincial Administration
- 18- Niğde Special Provincial Administration
- 19- Osmaniye Special Provincial Administration
- 20- Rize Special Provincial Administration
- 21- Sinop Special Provincial Administration
- 22- Sivas Special Provincial Administration
- 23- Uşak Special Provincial Administration
- 24- Yalova Special Provincial Administration
- 25- Zonguldak Special Provincial Administration

**Metropolitan Municipalities**

- 01- Adana Metropolitan Municipality
- 02- Ankara Metropolitan Municipality
- 03- Antalya Metropolitan Municipality
- 04- Aydın Metropolitan Municipality
- 05- Balıkesir Metropolitan Municipality
- 06- Bursa Metropolitan Municipality
- 07- Denizli Metropolitan Municipality
- 08- Diyarbakır Metropolitan Municipality
- 09- Erzurum Metropolitan Municipality
- 10- Eskişehir Metropolitan Municipality
- 11- Gaziantep Metropolitan Municipality
- 12- Hatay Metropolitan Municipality
- 13- İstanbul Metropolitan Municipality
- 14- İzmir Metropolitan Municipality
- 15- Kahramanmaraş Metropolitan Municipality
- 16- Kayseri Metropolitan Municipality
- 17- Kocaeli Metropolitan Municipality
- 18- Konya Metropolitan Municipality
- 19- Malatya Metropolitan Municipality
- 20- Manisa Metropolitan Municipality
- 21- Mardin Metropolitan Municipality
- 22- Mersin Metropolitan Municipality
- 23- Muğla Metropolitan Municipality
- 24- Ordu Metropolitan Municipality
- 25- Sakarya Metropolitan Municipality
- 26- Samsun Metropolitan Municipality
- 27- Şanlıurfa Metropolitan Municipality
- 28- Tekirdağ Metropolitan Municipality
- 29- Trabzon Metropolitan Municipality
- 30- Van Metropolitan Municipality

**Metropolitan Municipalities – Affiliated Administrations**

- 01- Ankara Electric Gas and Bus Management GD (EGO)
- 02- Ankara Water and Sewage Administration (ASKİ)
- 03- Antalya Water and Waste Water Administration
- 04- Aydın Metropolitan Municipality Water and Sewage Administration
- 05- Bursa Water and Sewage Administration (BUSKİ)
- 06- Denizli Metropolitan Municipality Water and Sewage Administration
- 07- Gaziantep Water and Sewage Administration
- 08- İstanbul Water and Sewage Administration (İSKİ)
- 09- Manisa Metropolitan Municipality Water and Sewage Administration
- 10- Muğla Metropolitan Municipality Water and Sewage Administration

**Provincial Municipalities**

- 01- Bartın Municipality
- 02- Bilecik Municipality
- 03- Çanakkale Municipality
- 04- Çorum Municipality
- 05- Edirne Municipality
- 06- Giresun Municipality
- 07- Hakkari Municipality
- 08- Isparta Municipality
- 09- Kars Municipality
- 10- Kastamonu Municipality
- 11- Kırşehir Municipality
- 12- Kütahya Municipality
- 13- Nevşehir Municipality
- 14- Niğde Municipality
- 15- Osmaniye Municipality
- 16- Rize Municipality
- 17- Sinop Municipality
- 18- Şırnak Municipality
- 19- Tunceli Municipality
- 20- Yalova Municipality

**District Municipalities**

- |     |                                   |     |                                    |
|-----|-----------------------------------|-----|------------------------------------|
| 1-  | ADANA CEYHAN MÜNİCİPALİTY         | 45- | BATMAN SASON MÜNİCİPALİTY          |
| 2-  | ADANA ÇUKUROVA MÜNİCİPALİTY       | 46- | BİNGÖL GENÇ MÜNİCİPALİTY           |
| 3-  | ADANA İMAMOĞLU MÜNİCİPALİTY       | 47- | BİTLİS AHLAT MÜNİCİPALİTY          |
| 4-  | ADANA SARIÇAM MÜNİCİPALİTY        | 48- | BİTLİS HİZAN MÜNİCİPALİTY          |
| 5-  | ADİYAMAN ÇELİKHAN MÜNİCİPALİTY    | 49- | BİTLİS TATVAN MÜNİCİPALİTY         |
| 6-  | ADİYAMAN KAHTA MÜNİCİPALİTY       | 50- | BURSA GÜRSU MÜNİCİPALİTY           |
| 7-  | AMASYA MERZİFON MÜNİCİPALİTY      | 51- | BURSA KESTEL MÜNİCİPALİTY          |
| 8-  | ANKARA AKYURT MÜNİCİPALİTY        | 52- | BURSA MUDANYA MÜNİCİPALİTY         |
| 9-  | ANKARA ALTINDAĞ MÜNİCİPALİTY      | 53- | BURSA NİLÜFER MÜNİCİPALİTY         |
| 10- | ANKARA AYAŞ MÜNİCİPALİTY          | 54- | BURSA OSMANGAZİ MÜNİCİPALİTY       |
| 11- | ANKARA BEYPAZARI MÜNİCİPALİTY     | 55- | DENİZLİ MERKEZEFENDİ MÜNİCİPALİTY  |
| 12- | ANKARA ÇANKAYA MÜNİCİPALİTY       | 56- | DENİZLİ PAMUKKALE MÜNİCİPALİTY     |
| 13- | ANKARA ÇUBUK MÜNİCİPALİTY         | 57- | ERZURUM YAKUTİYE MÜNİCİPALİTY      |
| 14- | ANKARA ETİMESGUT MÜNİCİPALİTY     | 58- | ESKİŞEHİR TEPEBAŞI MÜNİCİPALİTY    |
| 15- | ANKARA GÖLBAŞI MÜNİCİPALİTY       | 59- | GİRESUN BULANCAK MÜNİCİPALİTY      |
| 16- | ANKARA KAHRAMANKAZAN MÜNİCİPALİTY | 60- | HAKKARİ YÜKSEKOVA MÜNİCİPALİTY     |
| 17- | ANKARA KEÇİÖREN MÜNİCİPALİTY      | 61- | HATAY ANTAKYA MÜNİCİPALİTY         |
| 18- | ANKARA KIZILCAHAMAM MÜNİCİPALİTY  | 62- | ISPARTA EĞİRDİR MÜNİCİPALİTY       |
| 19- | ANKARA MAMAK MÜNİCİPALİTY         | 63- | İSTANBUL ADALAR MÜNİCİPALİTY       |
| 20- | ANKARA POLATLI MÜNİCİPALİTY       | 64- | İSTANBUL ATAŞEHİR MÜNİCİPALİTY     |
| 21- | ANKARA PURSAKLAR MÜNİCİPALİTY     | 65- | İSTANBUL AVCILAR MÜNİCİPALİTY      |
| 22- | ANKARA SİNCAN MÜNİCİPALİTY        | 66- | İSTANBUL BAĞCILAR MÜNİCİPALİTY     |
| 23- | ANKARA YENİMAHALLE MÜNİCİPALİTY   | 67- | İSTANBUL BAĞÇELİEVLER MÜNİCİPALİTY |
| 24- | ANTALYA AKSU MÜNİCİPALİTY         | 68- | İSTANBUL BAŞAKŞEHİR MÜNİCİPALİTY   |
| 25- | ANTALYA ALANYA MÜNİCİPALİTY       | 69- | İSTANBUL BAYRAMPAŞA MÜNİCİPALİTY   |
| 26- | ANTALYA DÖŞEMEALTı MÜNİCİPALİTY   | 70- | İSTANBUL BEYKOZ MÜNİCİPALİTY       |
| 27- | ANTALYA KAŞ MÜNİCİPALİTY          | 71- | İSTANBUL ÇATALCA MÜNİCİPALİTY      |
| 28- | ANTALYA KEMER MÜNİCİPALİTY        | 72- | İSTANBUL ESENYURT MÜNİCİPALİTY     |
| 29- | ANTALYA KEPEZ MÜNİCİPALİTY        | 73- | İSTANBUL EYÜPSULTAN MÜNİCİPALİTY   |
| 30- | ANTALYA KONYAALTI MÜNİCİPALİTY    | 74- | İSTANBUL KARTAL MÜNİCİPALİTY       |
| 31- | ANTALYA MANAVGAT MÜNİCİPALİTY     | 75- | İSTANBUL SANCAKTEPE MÜNİCİPALİTY   |
| 32- | ANTALYA MURATPAŞA MÜNİCİPALİTY    | 76- | İSTANBUL SARIYER MÜNİCİPALİTY      |
| 33- | ANTALYA SERİK MÜNİCİPALİTY        | 77- | İSTANBUL ŞİŞLİ MÜNİCİPALİTY        |
| 34- | AYDIN DİDİM MÜNİCİPALİTY          | 78- | İSTANBUL ÜMRANİYE MÜNİCİPALİTY     |
| 35- | AYDIN EFELER MÜNİCİPALİTY         | 79- | İSTANBUL ZEYTİNBURNU MÜNİCİPALİTY  |
| 36- | AYDIN KUŞADASI MÜNİCİPALİTY       | 80- | İZMİR BALÇOVA MÜNİCİPALİTY         |
| 37- | AYDIN SÖKE MÜNİCİPALİTY           | 81- | İZMİR BAYRAKLI MÜNİCİPALİTY        |
| 38- | BALIKESİR AYVALIK MÜNİCİPALİTY    | 82- | İZMİR BORNOVA MÜNİCİPALİTY         |
| 39- | BALIKESİR BANDIRMA MÜNİCİPALİTY   | 83- | İZMİR ÇEŞME MÜNİCİPALİTY           |
| 40- | BALIKESİR BURHANİYE MÜNİCİPALİTY  | 84- | İZMİR DİKİLİ MÜNİCİPALİTY          |
| 41- | BALIKESİR EDREMİT MÜNİCİPALİTY    | 85- | İZMİR GAZİEMİR MÜNİCİPALİTY        |
| 41- | BALIKESİR ERDEK MÜNİCİPALİTY      | 86- | İZMİR GÜZELBAHÇE MÜNİCİPALİTY      |
| 43- | BATMAN GERCÜŞ MÜNİCİPALİTY        | 87- | İZMİR KARŞIYAKA MÜNİCİPALİTY       |
| 44- | BATMAN HASANKEYF MÜNİCİPALİTY     | 88- | İZMİR KEMALPAŞA MÜNİCİPALİTY       |
|     |                                   | 89- | İZMİR KONAK MÜNİCİPALİTY           |

- 90- İZMİR MENDERES MÜNİCİPALİTY
- 91- İZMİR NARLIDERE MÜNİCİPALİTY
- 92- İZMİR SEFERİHİSAR MÜNİCİPALİTY
- 93- İZMİR SELÇUK MÜNİCİPALİTY
- 94- İZMİR URLA MÜNİCİPALİTY
- 95- KARAMAN ERMENEK MÜNİCİPALİTY
- 96- KOCAELİ BAŞİSKELE MÜNİCİPALİTY
- 97- KOCAELİ DARICA MÜNİCİPALİTY
- 98- KOCAELİ DERİNCE MÜNİCİPALİTY
- 99- KOCAELİ GEBZE MÜNİCİPALİTY
- 100- KOCAELİ KARAMÜRSEL MÜNİCİPALİTY
- 101- KONYA KARATAY MÜNİCİPALİTY
- 102- KONYA MERAM MÜNİCİPALİTY
- 103- KONYA SELÇUKLU MÜNİCİPALİTY
- 104- MALATYA BATTALGAZI MÜNİCİPALİTY
- 105- MANİSA ŞEHZADELER MÜNİCİPALİTY
- 106- MANİSA YUNUSEMRE MÜNİCİPALİTY
- 107- MARDİN KIZILTEPE MÜNİCİPALİTY
- 108- MERSİN AKDENİZ MÜNİCİPALİTY
- 109- MERSİN ERDEMLİ MÜNİCİPALİTY
- 110- MERSİN MEZİTLİ MÜNİCİPALİTY
- 111- MERSİN YENİŞEHİR MÜNİCİPALİTY
- 112- MUĞLA BODRUM MÜNİCİPALİTY
- 113- MUĞLA DALAMAN MÜNİCİPALİTY
- 114- MUĞLA DATÇA MÜNİCİPALİTY
- 115- MUĞLA FETHİYE MÜNİCİPALİTY
- 116- MUĞLA KÖYCEĞİZ MÜNİCİPALİTY
- 117- MUĞLA MARMARİS MÜNİCİPALİTY
- 118- NEVŞEHİR KOZAKLI MÜNİCİPALİTY
- 119- ORDU ALTINORDU MÜNİCİPALİTY
- 120- ORDU FATSA MÜNİCİPALİTY
- 121- ORDU ÜNYE MÜNİCİPALİTY
- 122- SAKARYA ADAPAZARI MÜNİCİPALİTY
- 123- SAKARYA ARIFIYE MÜNİCİPALİTY
- 124- SAKARYA ERENLER MÜNİCİPALİTY
- 125- SAKARYA KARASU MÜNİCİPALİTY
- 126- SAKARYA SAPANCA MÜNİCİPALİTY
- 127- SAKARYA SERDİVAN MÜNİCİPALİTY
- 128- SAMSUN ATAKUM MÜNİCİPALİTY
- 129- SİİRT ŞİRVAN MÜNİCİPALİTY
- 130- ŞANLIURFA EYYÜBİYE MÜNİCİPALİTY
- 131- ŞANLIURFA HALİLİYE MÜNİCİPALİTY
- 132- ŞIRNAK CİZRE MÜNİCİPALİTY
- 133- TRABZON ORTAHİSAR MÜNİCİPALİTY

- 134- VAN BAŞKALE MÜNİCİPALİTY
- 135- VAN ÇALDIRAN MÜNİCİPALİTY
- 136- VAN ÖZALP MÜNİCİPALİTY
- 137- ZONGULDAK KARADENİZ EREĞLİ MÜNİCİPALİTY
- 138- ZONGULDAK KOZLU MÜNİCİPALİTY

#### **Local Administrative Companies and Unions**

- 01- Balçovatermal Tourism and Hotel Man Com. Inc.
- 02- İstanbul Metropolitan Municipality BELBİM Inc.- Electronic Money and Payment Services Inc.
- 03- İstanbul Metropolitan Municipality I. Energy Inc.-İstanbul Energy Industry and Commerce Inc.
- 04- İstanbul Şişli Municipality City-Road Inc.
- 05- Provinces Tourism and Commerce Inc.
- 06- Association of Historical Towns
- 07- Association of Provinces

#### **Departments of Investment Monitoring and Coordination (DIMCs)**

- 01- Ankara Governorship DIMC
- 02- Antalya Governorship DIMC
- 03- Balıkesir Governorship DIMC
- 04- Bursa Governorship DIMC
- 05- Erzurum Governorship DIMC
- 06- Eskişehir Governorship DIMC
- 07- Hatay Governorship DIMC
- 08- İstanbul Governorship DIMC
- 09- İzmir Governorship DIMC
- 10- Kahramanmaraş Governorship DIMC
- 11- Manisa Governorship DIMC
- 12- Mersin Governorship DIMC
- 13- Şanlıurfa Governorship DIMC

#### **Other Public Administrations**

- 01- Ministry of National Defence Fuel Supply and NATO POL Facilities Operating Agency
- 02- Private Administrations and Municipalities Fund of Bail
- 03- Spor-Toto Organization
- 04- Agriculture and Rural Development Support Agency
- 05- Savings Deposit Insurance Fund
- 06- Central Bank of Turkey
- 07- Investment Office Presidency
- 08- Investor Compensation Centre

## **INTERNAL CONTROL ASSURANCE STATEMENT**

In my capacity as the head of the administration and within the limits of my authority;

I hereby declare that the information presented herein is reliable, complete and true.

I declare that the activities as well as the resources appropriated through the budget were used in line with the planned objectives and in conformity with the principles of good financial management, and the internal control system gives sufficient assurance regarding the legality and regularity of transactions;

This assurance is based on the knowledge that I have acquired in my capacity as the head of administration as well as such matters as assessments and internal controls, etc. within my knowledge;

I declare that I have no knowledge about any matters whatsoever that are not reported herein and compromise the interests of the administration.

ANKARA

28/02/2020

**Seyit Ahmet BAŞ**  
**President of the TCA**

## **INTERNAL CONTROL ASSURANCE STATEMENT**

In my capacity as the authorizing officer and within the limits of my authority;

I hereby declare that the information presented herein is reliable, complete and true.

I declare that the funds allocated from the administration budget to the spending units for the activities stated herein were used effectively, efficiently and economically; the internal control system gives sufficient assurance regarding the legality and regularity of administrative and financial decisions as well as the transactions related to these; and the process controls are effectively implemented at the spending units;

This assurance is based on the knowledge that I have acquired in my capacity as the authorizing officer as well as such matters as assessments and internal controls, etc. within my knowledge.

I declare that I have no knowledge about any matters whatsoever that are not reported herein and compromise the interests of the administration.

ANKARA

28/02/2020

**Fikri ÖZKÖK**  
**Deputy President**



### **STATEMENT OF THE HEAD OF FINANCIAL SERVICES UNIT**

In my capacity as the head of financial services unit and within the limits of my authority;

I hereby declare that, in this administration, the activities are performed pursuant to the legislation regarding financial management and control and other relevant legislation; internal control processes are operated and monitored to ensure the effective, efficient and economic utilization of the public funds; and my considerations and recommendations are reported to the head of administration in a timely manner for the necessary measures to be taken.

I certify that the information in the "III/A- Financial Information" section of the TCA's Accountability Report for 2019 is reliable, complete and true.

ANKARA

28/02/2020

**Hülya ARTUT**  
**Head of Strategy Development Unit**