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Building blocks for LCD **Institutional** set up in Turkey

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5-6 March 2018, Ankara



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“All aspects of institutional capacity are important for the success of climate policy”

“All countries need a minimum level of “climate specific” capacity”

again....Starting points

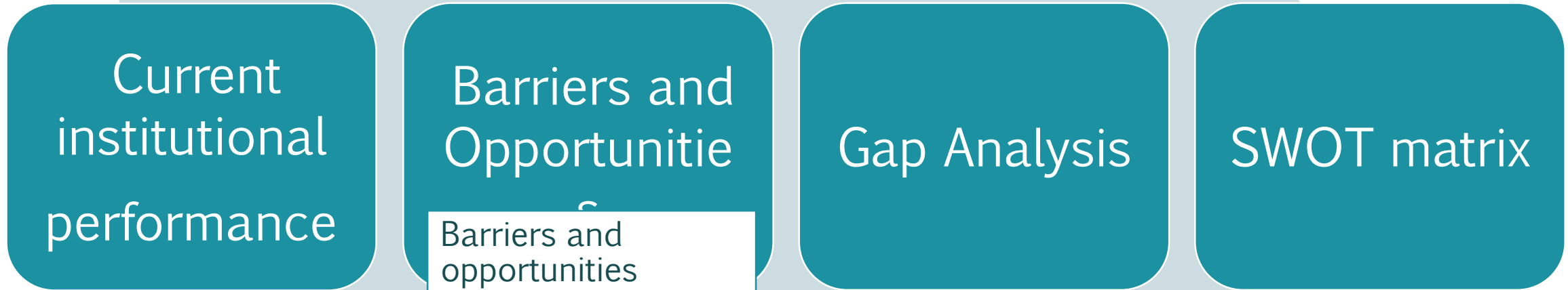


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Barriers and opportunities presented at 2nd Workshop are acknowledged by interested stakeholders and will be used as the starting point in mapping the institutional gaps.





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- **Gap analysis** is a process of finding the gap(s), that is, the determination of the difference between the current status and the **(strategic)** requirements.
 - (Strategic requirements for institutions presented when developing barriers and opportunities; in final phase of this document preparation we will be flexible to add relevant recommendations (if any) from EC Accession Annual Report for 2017, expected on April 17,2018)
- **SWOT** – A tool to analyze the **strengths** and **weaknesses** and the **opportunities** and **treats** by the organization's environment in development context. It is a variation on a capacity assessment.

It is not easy as it may sound



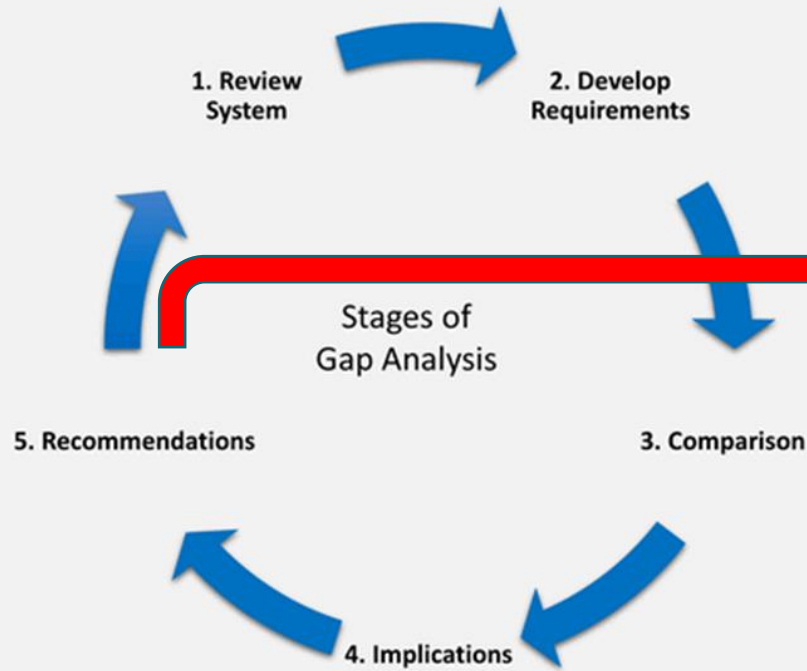


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...few more words on gap analysis and SWOT matrix

GAP ANALYSIS

Stages of Gap Analysis



Identifying Strategies

	Strengths	Weaknesses
Opportunities	Explore	Exploit
Threats	Avoid	Confront



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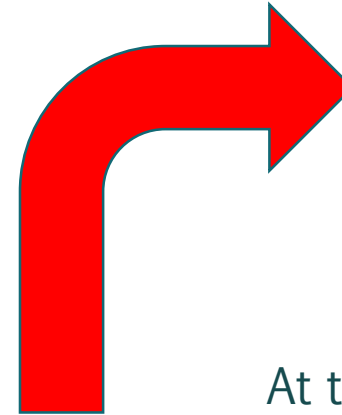
We focus on GOOD DIAGNOSIS for GOOD RESULTS



- By real institutional assessment
- By engaging stakeholders



- ...and having VERY GOOD, UNIQUE RESULTS
- we made opportunity to “dig deeper” to reach really solid diagnostics



We strongly believe that this project institutional assessment will be used by Beneficiary Ministry in the future

At the same time we were pragmatic – Not everything needs to be known, or written down, at a certain point of time





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We are assessing Institutional (and human) capacity in 5 steps

- 1. Determine the set of organizations (and sectors) to be analyzed ...Main institution , main coordination body, other relevant institutions
- 2. Focus on the outputs (the immediate effect of organizational performance) ...like “9 pieces of EU legislation”, EEA reporting, UNFCCC reporting
- 3. The context (structural-institutional-organizations-individuals)
- 4. Inputs and resources (staff-technology-services – knowledge-funds)
- 5. Looking **inside** organizations and network



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- Desk based review
- Preparation and execution of Institutional assessment e-questionnaire
- Initial SWOT analysis
- Participatory approach (Workshop + on-line filling e-questionnaire)
- Drafting report

PDIA (problem-driven-iterative-adaptive) capacity development methodology to identify key points is used

Project Methodology on conducting Gap Analysis with assessment of institutional performance



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We developed a **Questionnaire on Institutional and Human Capacities related to Climate Change/Low Carbon Development**

- Available in Turkish at
- <http://www.lowcarbonturkey.org/tr/iklim-degisikligi-dusuk-karbonlu-kalkinma-hakkinda-kurumsal-ve-insan-kapasite-anketi/>

Combination of EU and UNDP guiding's,
adapted to situation





Technical Assistance for Developed
Analytical Basis for Formulating
Strategies and Actions towards
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TR2013/0327.05.01-01/001

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....and preliminary results



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Institutions

- Ministry of Environment and Urbanization
- Ministry of Forestry and Water Affairs / Directorate of Forestry / Directorate of Meteorology
- Ministry of Economy
- Disaster and Emergency Management Authority
- Ministry of Science, Industry and Technology
- Undersecretariat of Treasury
- Ministry of Finance
- Food, Agriculture and Livestock
- Ministry of Energy-Renewable Energy Directorate
- Ministry of Transport, Maritime Affairs and Communication
- Turkish Statistical Institution
- Ministry of European Union
- Scientific and Technological Research Council of Turkey-Marmara Research Center



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Questionnaire

- A total of 34 questions
- Related to the individual's and the institutions responsibilities on climate change.
- Also includes a SWOT analysis on the climate change institutional set-up in Turkey
- The questionnaire can be reached at project web site:

<http://www.lowcarbonturkey.org/tr/iklim-degisikligi-dusuk-karbonlu-kalkinma-hakkinda-kurumsal-ve-insan-kapasite-anketi>



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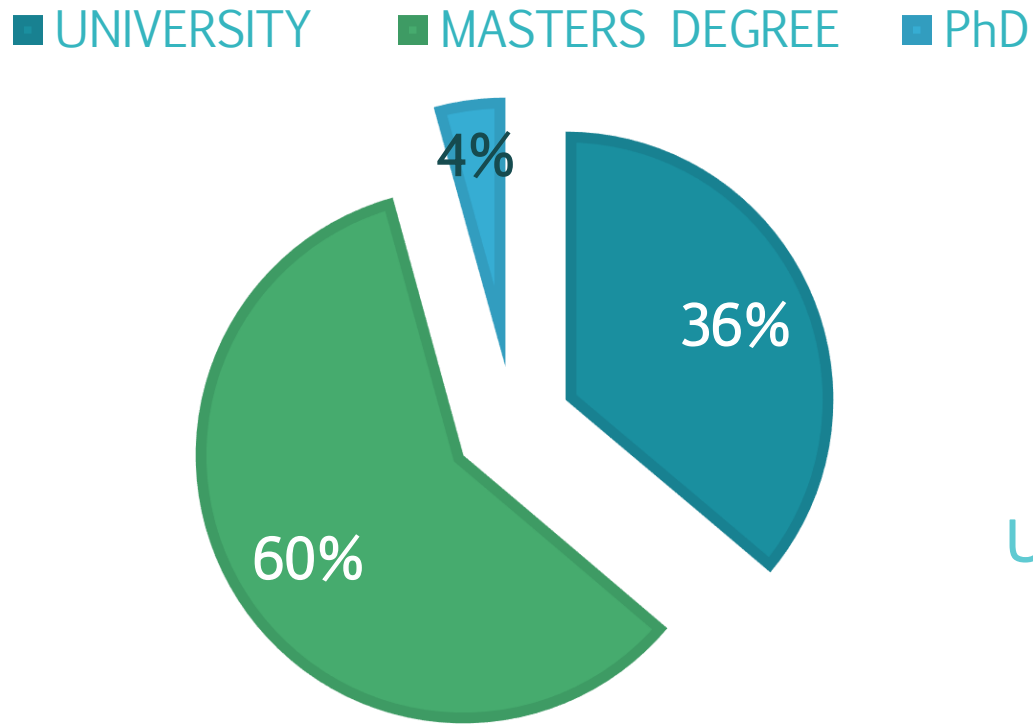




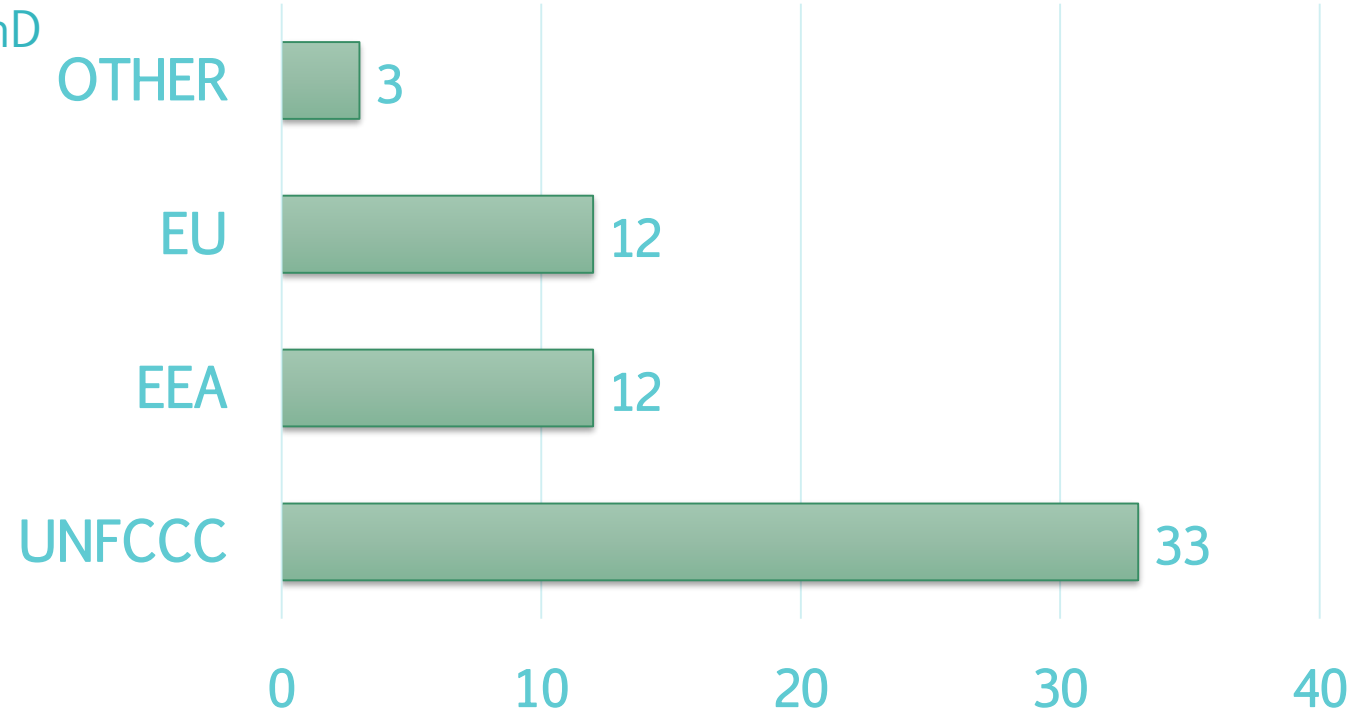
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Preliminary Highlights

EDUCATION LEVELS



REPORTING CLIMATE CHANGE





Preliminary Highlights & Some Valuable Feedback

- Average level of experience: 5.9 years
 - Number of people joining the meetings of CBCCAM: 17
 - Views on Efficiency of CBCCAM: 100%
 - Percentage of people who has participated in capacity improvement: 100%
 - Percentage of people who wants to improve themselves further: 98 %
 - Percentage of people who thinks there is enough funding for climate change: 51%
-
- Short notice of CBCCAM meetings
 - Sub-working groups of CBCCAM are not functioning properly
 - Turkey is not following up development of flexibility mechanisms in COP meetings
 - High level people shall participate in CBCCAM meetings





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STRENGTHS

INSTITUTIONAL LEVEL

- Existence of CBCCAM: **77%**
- Ratified UNFCCC; Chapter 27 (Environment and Climate Change) in negotiation membership to EU opened: **55%**
- Knowledge and expertise on climate issues; Skilled professionals ranging from climate scientists, engineers and environmentalists to law experts: **38%**
- Existence of climate change administration with institutional and legal national framework: **34%**
- Existence of some provisions on LCD in the legislation of competent and relevant institutions: **15 %**

PERSONAL/EMPLOYEE LEVEL

- Extensive knowledge about climate change related issues: **77%**
- Good communication between employees: **55%**
- Skills and expertise in climate related subjects: **43%**





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WEAKNESSES-Institutional Level

- Climate change is not well understood and is not a major political issue (focused primarily to poverty alleviation and associated issues like economic grow, trade and investment): **60%**
- Level of awareness of climate change impacts; clarity of policy and legal framework to national and external stakeholders: **43%**
- Technical support / equipment resources; Deficit of technical resources (clear guidelines, computer models); Lack of permanent climate change related information and data: **40%**
- Non-existence of sufficient infrastructural and institutional coordination for LCD management; The relationship between relevant institutions; Sector by sector approach: **36%**
- Awareness of future resources needs for LCD among government authorities: **19%**
- Overlapping policies and measures related climate change mitigation among institutions; the ability of an institution to consider an integrated approach to climate change/environmental protection: **12%**



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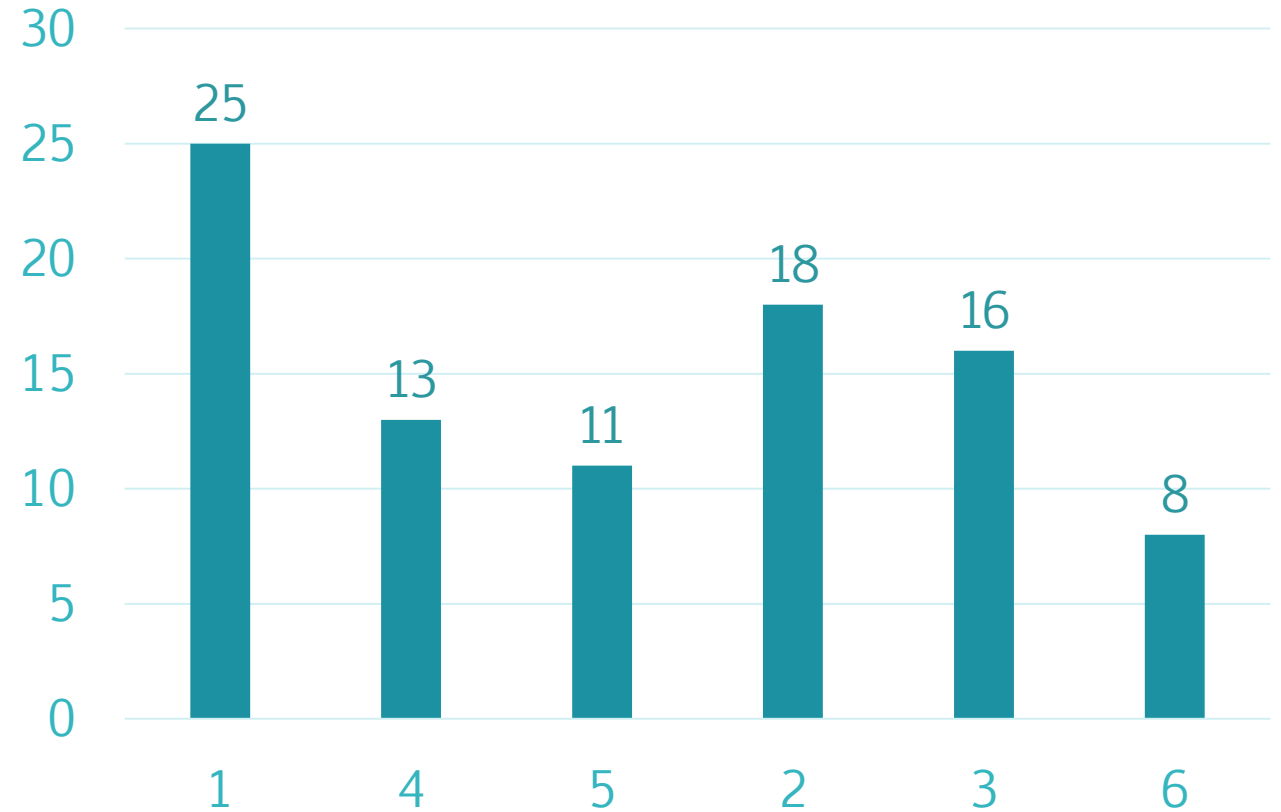


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WEAKNESSES-Continued

1. The number of staff an institution has on climate change issues and how these are effectively deployed: **54%**
2. Un-balanced workload: **39%**
3. Gaps in training in climate change relevant issues: **35%**
4. Staff morale and motivation: **28%**
5. The expertise of the staff in climate change: **24 %**
6. Lack of information who is working on what in climate change portfolio: **17%**

WEAKNESSES-PERSONAL LEVEL





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OPPORTUNITIES-Institutional Level

- The formal and informal communication and coordination mechanisms that exists between institutions: **45%**
- Giving power to Climate Change and Air Management Coordination Board: **36%**
- The stability of institutional framework, with mainstreaming of climate change into different sector: **30%**
- Raising awareness of climate change impacts, as well as mitigation and adaptation measures: **28%**
- Informed stakeholders (including Parliament, government, industry and the general public): **19%**
- Straighten correlation and cooperation with UNFCCC Secretariat: **19%**
- Synergy of UNFCCC and EC mechanisms related climate change: **13%**
- Sufficient staff and funding to carry out tasks; strong enforcement rights and capabilities / To build climate action know-how into different government agencies so as to further develop and implement national mitigation policies and measures / Clear competencies for the administration of climate change and related legislation: **11%**



human
dynamics

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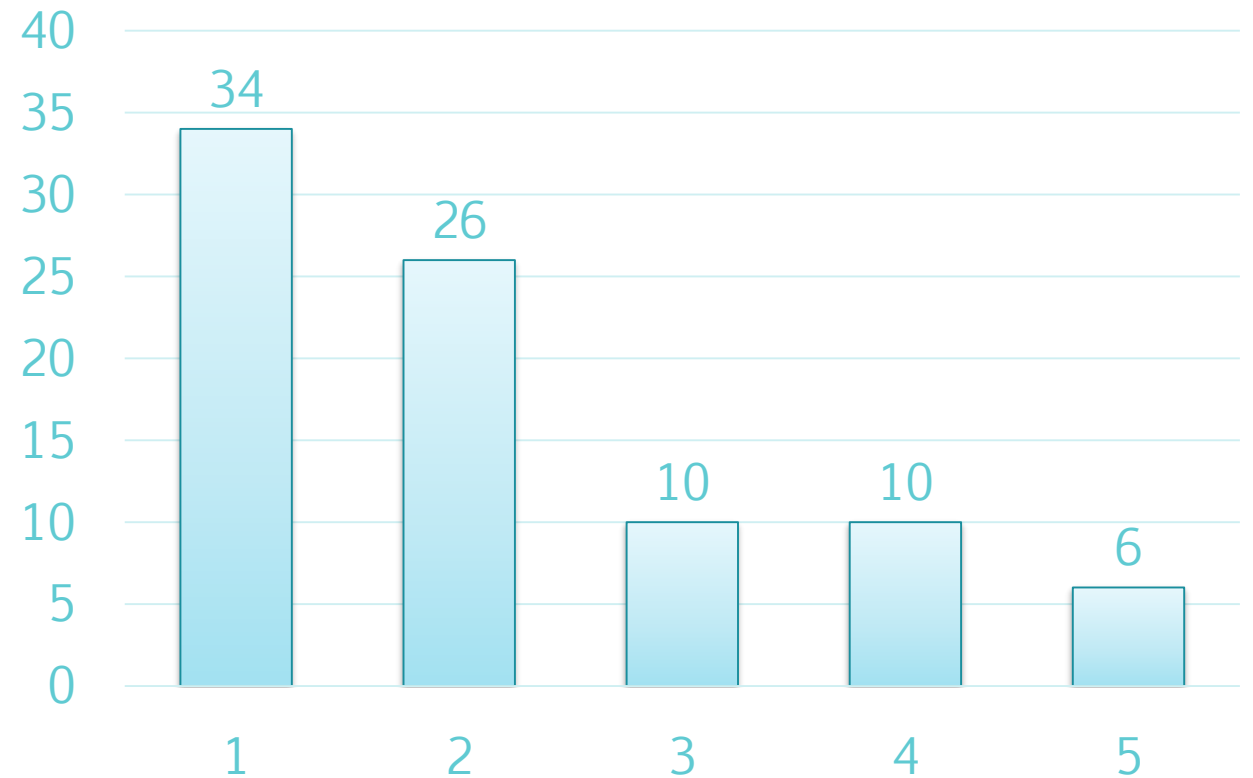


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OPPORTUNITIES-Personal Level

1. The expertise of the staff in climate change issues; Skilled professionals for climate change issues: **72%**
2. Knowledge and expertise on climate change issues in general: **55%**
3. Link between individual performance and the quality of services or products: **21%**
4. Opportunities for the professional development of staff and on-line job training: **21%**
5. Staff morale and motivation: **13 %**

OPPORTUNITIES-PERSONAL LEVEL



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THREATS

INSTITUTIONAL LEVEL

- Horizontal and vertical disconnections, coordination and information flow between competent and relevant ministries: **40%**
- Sustainability of the current ministerial organization: **37%**
- Unsafe development with greater disaster and climate change risks: **30%**
- Extend to which societal changes are integrated into governments' climate change policy and legal framework / Accuracy of financial and related forecasts related to climate change mitigation: **26%**
- Insufficient data that can mislead the stakeholders in the climate change: **23 %**
- Availability of Funds under Different Programs; Non allocation of funds for supporting implementation of LCD, training and other activities: **14%**

PERSONAL/EMPLOYEE LEVEL

- Instability of people in positions of importance of climate change mitigation, including those receiving specific training: **63%**
- Degree to which ministers/head of institution respect the independence and professionalism of their senior civil servant: **32%**



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Concluded remarks

-we are finalizing our analysis....thank you to all of you are contributing....
- Research suggests that it is not economic development that drives institutional capacity, but that in the long run, it is institutional capacity that drives economic development



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