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## Result 1: Review of existing strategies in relation to Climate Change

### Working Group Result Dissemination Workshop

# Institutional capacities and waste sector in Turkey

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# Institutional (and human), as well governance capacities are assessing in 5 steps :

- 1. Determine the set of organizations (and sectors) to be analyzed, governance issue
- 2. Focus on the outputs (the immediate effect of organizational performance)
- 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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# Institutional Structures

- **Main Coordination Body**
- Current institutional structure of **Coordination Board on Climate Change and Air Management (CBCCAM)** is in accordance with “Regulation on Working Procedures and Principles of Climate Change and Air Management Coordination Board”. This Regulation regulates working procedures and principles of CBCCAM. According to Article 4 of concerned Regulation, **The chairman of the Board is Minister of Environment and Urbanization** and the members of the Board are listed as Undersecretary of Ministry of European Union, Ministry of Science, Industry and Technology, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Energy and Natural Resources, Ministry of Food, Agriculture and Livestock, Ministry of Interior, Ministry of Development, Ministry of Education, Ministry of Forest and Water Affairs, Ministry of Health, Ministry of Transportation, Maritime Affairs and Communication, Undersecretariat of Treasury, Chairman of Turkish Union of Chambers and Commodity Exchanges (TOBB), General Secretary of Turkish Industry and Business Association (TUSIAD), Independent Industrialists and Businessmen's Association (MÜSİAD).





# Study Groups under Climate Change and Air Management Coordination Committee are as follows:

- GHG Emission Reduction Working Group
- Climate Change Impacts and Adaptation Working Group
- GHG Emission Inventory Working Group
- Finance Working Group
- Technology Development and Transfer Working Group
- Training, Awareness Raising and Capacity Improvement Working Group
- Air Management Working Group
- Coordination Board of Climate Change and Air Management **working groups are chaired** by Ministry of Environment and Urbanization (4) and 1 each by Turkey Statistical Institute - Ministry of Development, Undersecretary of Treasury and Ministry of Science, Industry and Technology).



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# Governance, Responsibilities and Competencies

- The Coordination Board on Climate Change and Air Management (CBCCAM) **take all necessary measures** to combat against climate change and to prevent air pollution and to coordinate studies to determine appropriate internal and external policies concerning the status of Turkey within the scope of **United Nations Climate Change Convention and the United Nations European Economic Commission on Long-Range Transboundary Air Pollution Convention and its Protocols** and responsibilities arising from its internal legislation.



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# Main institution for LCD: Ministry of Environment and Urbanisation

<b>Ministry of Environment and Urbanization</b> relevant structure, within the <b>Department for Climate Change and Air Management</b> , includes:	
<b>Branch Office of Climate Change Adaptation</b>	<b>7 people</b> work in this department including the department head
<b>Branch Office of Policy and Strategy Development</b>	<b>4 people</b> work in this department
<b>Branch Office of Greenhouse Gas Monitoring and Emission Trading;</b>	<b>9 people</b> work in this department
<b>Branch Office of Protection of Ozone Layer</b>	Not relevant for LCD





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# Governance, Responsibilities and Competencies

**Branch Office of Climate Change Adaptation (7 people work in this department including the department head) Tasks:**

- To provide **national and international coordination**, to develop policy and strategies, prepare legal legislation and to coordinate national and local cooperation studies in the subjects of climate change effects, affectability and adaptation, within the scope of international agreements and organizations.
- To make national coordination about finance towards climate change adaptation and technology transfer
- Being a **national focal point for related international organizations**
- Performing other organizations given by the climate change department management



**Branch Office of Policy and Strategy Development (4 people work in this department) Tasks:**

- To observe, assess and apply** (or have some other branch apply) national and international developments about climate change mitigation, adaptation, technology transfer and finance.
- To cooperate with national, local and international bodies and organizations about the subject areas.
- To work for raising public awareness.
- To prepare legal legislation** related to the responsibilities of the climate change department and to make sure this legislation is implemented.
- To perform the duties of national focal point** related to the agreements and protocols related to climate change (and ozone layer protection)



**Branch Office of Greenhouse Gas Monitoring and Emission Trading; Tasks:**

- To carry out **studies** regarding the project and market-based activities, preparing legislations, its implementation and enforcement within the scope of emission trade towards greenhouse gas emission mitigation,
- To coordinate the harmonization of the studies carried out within the financial instruments to be produced in the international area regarding the mitigation of greenhouse gas emissions.
- To monitor greenhouse gas emissions that lead climate change in national level, to prepare , report and audit national subsidy plans in cooperation with relevant institutions
- To promote the use of clean energy, especially renewable energy sources that contribute to the reduction of greenhouse gas emissions, and to work on clean energy issues
- To collaborate with the national, regional and international institutions regarding the field of duty
- To carry out studies in order to inform and raise awareness of the public
- To prepare and implement legislation related to the study of the Head of Department





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# Institutional gap analysis

- **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 are presented when developing barriers and opportunities)
- It was noted that in Turkey **stronger administrative capacity is required**. In order to ensure that legislation implementation is effective, **it is necessary to have administrative structures with an adequate capacity to ensure compliance**.
- 2016 EC Progress Report for Turkey; 2018 EC Report for Turkey
- Environmental Policy in the candidate countries and their preparations for accession, Sub-study 6, DG Environment, Ecotec, IEEP, FEI and experts, 2001



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# Gap analysis focus

- Focus is on **good diagnosis for good results - by real institutional assessment and by engaging stakeholders .**



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# Results of Functional Mapping and SWOT Analysis

- SWOT analysis is 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.
- We develop **Questionnaire on Institutional and Human Capacities related to Climate Change/Low Carbon Development** (Combination of EU and UNDP guiding's, adapted to situation) , implementation **supported Hande Sezer Yilmaz, National Senior Expert**
- **Also, sector specific institutional SWOT analysis for nexus sector-climate change is developed through participatory approach.**



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## Real institutional analysis, some results

- It seems that climate change related governance in Turkey currently is **much more focused to UNFCCC requirements** (33 persons; workload spent for UNFCCC reporting is 10.2%), **than to European integration process relevant reporting** (12 persons).
- These also correspond with result that only 13% of responders see synergy of UNFCCC and EC mechanisms related climate change.



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## Main conclusions include:

- Climate change related governance in Turkey currently is much more **focused to UNFCCC** requirements, than to European integration process relevant reporting.
- In mapping the gap it is noticed that “9 big pieces” of climate change EU acquis is covered by 12 persons, indicating that workload of employees is big. **Big weaknesses are the number of staff** an institution has on climate change issues and how these are effectively deployed
- **The major strength is the existence of CBCCAM** as the main coordinating body; one of the main conclusions is that all (100%) of Questionnaire responders think that CBCCAM is working efficiently; Sub-working groups of CBCCAM are not functioning properly
- **The major challenge/opportunity is formal and informal communication and coordination mechanisms that exists between institutions**; Also, one of the major treats is horizontal and vertical disconnections, coordination and information flow between competent and relevant ministries:
- **The major weakness is that 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) . Also, one of the major treats is sustainability of the current ministerial organization. Big treat is Instability of people in positions of importance of climate change mitigation, including those receiving specific training
- **The big strengths is an extensive knowledge** about climate change related issues and
- Good communication between employees; big opportunity is within the expertise of the staff in climate change issues and skilled professionals for climate change issues



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# Relevant SWOT analysis for waste sector (in red – the most relevant for institutional and governance set up).

## STRENGTHS

Successful transposition of waste part of EC acquis into national legislation and strong national waste legislation in Turkey.

Presence of secondary material market for various recyclables, huge raw material potential of the market and extensive experience on trade of recyclables.

Access to international financing for waste projects on available technologies. Financial and technical support from Ministry of Environment and Urbanisation for municipalities on waste projects.

Support mechanism for the sale of electricity generated by landfill gas.



Relevant SWOT analysis for waste sector (in red – the most relevant for institutional and governance set up).

### WEAKNESSES

Low level involvement of local authorities into waste management. Generally, they tend to transfer their responsibility to private sector and they are lacking technical capacity.

Inadequate waste data: Collected waste data is not long term and not robust enough to use for project evaluation and investment feasibility studies. No regional data. No life cycle assessment study available.

Insufficient waste management infrastructure and capacity.

Non-existence of sufficient infrastructural and institutional coordination for LCD management.

Lack of financing specific to waste sector as waste sector

financing could be more risky and less prestigious compared to other projects like renewable energy.

Low level of awareness in waste management sector related to climate change mitigation; not clear policy and legal framework to national and external stakeholders.

Lack of economic instruments on waste management such as landfill tax.

Lack of proper monitoring and inspection of waste management implementation.



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Relevant SWOT analysis for waste sector (in red – the most relevant for institutional and governance set up).

## OPPORTUNITIES

Multiple income opportunity for integrated waste management.

**International financing opportunities.**

High potential on use of waste as raw material to various sectors.

Offer new technologies and potential for technology transfer.

Business potential for SME sub-contractors and create new jobs

Energy recovery potential of waste.



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Relevant SWOT analysis for waste sector (in red – the most relevant for institutional and governance set up).

### THREATS

Lack of planning and forecasting may cause inefficient projects.

Presence of informal sector and waste pickers.

Cut on donor support and problems on access to international financing due to political reasons.

Waste management incompatible to waste hierarchy; i.e. investing on incineration instead of material recycling.

Import of obsolete technologies on waste management to Turkey and use of them by the municipalities.



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

# Target institutional situation

<p><b>CONFORT</b></p>	<p>Climate change is well understood and is among a major political issue; existence of sufficient infrastructural and institutional coordination for LCD management; The relationship between relevant institutions; Integrated, not sector by sector approach; horizontal and vertical connections, coordination and information flow between competent and relevant ministries; Sustainability of the current ministerial organization</p> <p>The number of staff an institution has on climate change issues and how these are effectively deployed; balanced workload; no major gaps in training in climate change relevant issues; stability of people in positions of importance of climate change mitigation, including those receiving specific training</p> <p>Higher of awareness of climate change impacts; clarity of policy and legal framework to national and external stakeholders</p> <p>Assured technical support / equipment resources; Availability of permanent climate change related information and data</p> <p>Safe development with greater disaster and climate change risks</p>
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## PERSONAL/EMPLOYEE LEVEL –SWOT in LCD institutions

STRENGTHS	WEAKNESSES
<p>Extensive knowledge about climate change related issues: 77%</p> <p>Good communication between employees: 55%</p> <p>Skills and expertise in climate related subjects: 43%</p>	<p>The number of staff an institution has on climate change issues and how these are effectively deployed: 54%</p> <p>Un-balanced workload: 39%</p> <p>Gaps in training in climate change relevant issues: 35%</p> <p>Staff morale and motivation: 28%</p> <p>The expertise of the staff in climate change: 24 %</p> <p>Lack of information who is working on what in climate change portfolio: 17%</p>
OPPORTUNITIES	THREATS
<p>The expertise of the staff in climate change issues; Skilled professionals for climate change issues: 72%</p> <p>Knowledge and expertise on climate change issues in general: 55%</p> <p>Link between individual performance and the quality of services or products: 21%</p> <p>Opportunities for the professional development of staff and on-line job training: 21%</p> <p>Staff morale and motivation: 13 %</p>	<p>Instability of people in positions of importance of climate change mitigation, including those receiving specific training: 63%</p> <p>Degree to which ministers/head of institution respect the independence and professionalism of their senior civil servant: 32%</p>



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Including in waste sector

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

Institutional capacities and waste sector in Turkey  
Anđelka Mihajlov , International Senior Institutional Expert

