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TECHNICAL ASSISTANCE FOR PROMOTING DECENT FUTURE OF WORK APPROACH WITH A FOCUS ON GENDER EQUALITY

(EuropeAid/140341/IH/SER/TR)

TURKEY

INTERVENTION 8: SECTOR STUDIES

SWOT ANALYSIS WORKSHOPS

SUMMARY REPORT



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1. Introduction

This short report presents the findings from a series of SWOT Analysis Workshops, conducted online with stakeholders from 5 pilot provinces (Ankara, Istanbul, Adana, Bursa, İzmir) representing the interests of 5 sectors (health, education, energy, ICT, banking/finance) to complement the desk research and field study elements envisaged in the Project's ToR.

2. Background

The 5 sectors had been selected by the Project's Beneficiary (MoLSS-Department of Employment Policies) following the submission of desk research reports submitted by the Project's Key Experts.

SWOT Analysis Workshops were proposed in the Project's Technical Proposal as an additional activity within Intervention 8 (Sector Studies). It was agreed with the Project's Contracting Authority that the workshops could be conducted online, with each workshop focused on a specific sector, with stakeholders relevant to that sector from all the pilot provinces invited to attend.

SWOT analyses, generically, are intended to identify the key internal and external factors crucial to achieving a particular objective or set of goals as a complementary tool. Within the Project, the specific focus of the SWOT Analysis Workshops was to examine • Strengths • Weaknesses • Opportunities • Threats related to each selected sector and in different provinces to find out about the future jobs, skill gaps, challenges faced by women seeking to participate in employment, and women's interest in digitalisation.

3. Primary Purpose of the Swot Analysis

The SWOT Analysis Workshops were focused on the following key objectives:

- To ensure synergies and complementarity with the desk research, analysing and presenting enough information in concise form on each sector/province to enable OCU to make an informed choice of the 5 sectors and to offer briefly, a means of comparison to allow the OCU to select the sectors.
- To make this analysis through a survey with open questions (due to COVID 19) to be conducted to the representatives of sectors including employee and employer organisations, NGOs, academicians, and other relevant provincial actors.
- To analyse the sectors considering some factors to the future of work as technological advancements, labour regulations, skilled labour force, cultural changes, global impacts, etc.
- To base the research on 3 main factors:



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- **Employment:** to have information for knowing sectoral labour market policies (passive and active): identification of vulnerable groups, prospective fields of retraining, influence of demographic changes on sectoral labour market, gender perspective, the project of job opportunities, the assessment of job profiles (professions to be post, professions to be posted).
- **Education:** to have information of strategies of education and training related to employment (e.g., university, vocational school, adult training center), the matching descriptions with qualifications.
- **Economy:** to take account of i) contribution of the sector to an assessment of country/global competitiveness; ii) identification of skill gaps in sectors; iii) identification of potential for investments: availability of human resources and their preparedness.

4. Participation

64 stakeholders participated in the Workshops:

Sector	Workshop Date	Overall Participation	Provincial Breakdown
Education	18 January 2022	11	Ankara (9); Adana (1); Bursa (1)
Energy	18 January 2022	12	Ankara (10); Izmir (1); Istanbul (1)
Banking/Finance	19 January 2022	12	Ankara (6); Istanbul (6)
ICT	19 January 2022	9	Ankara (6); Istanbul (1); Izmir (2)
Health	20 January 2022 (2 sessions)	20	Ankara (14); Istanbul (3); Izmir (1); Bursa (1); Izmir (1)

5. Methodology

- 5.1. **Stakeholders** per sector and province (considering which of them are causally related to women employment, the achievement of new skills, etc.) was mapped as could be seen in Annex 1 (SWOT Agenda).
- 5.2. A **questionnaire** (Annex 2) with open answers was prepared in line with topics mentioned in the Concept Paper approved by OCU.



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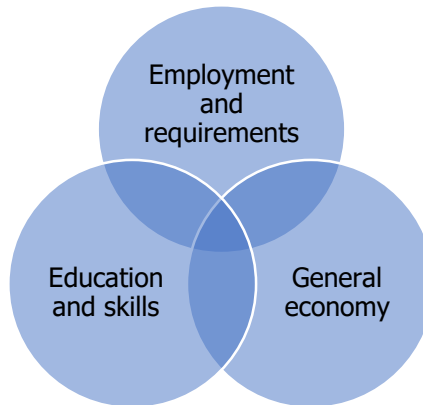


Figure 1 - SWOT Topics

There were intersections between topics and transcription and coding was necessary to interpret findings and reveal insights based on the open discussions by participants.

SWOT discussions per sector lasted around two and a half hours (5 hours for the health sector under 2 sessions). Participants were eager to mention about all problems of the sector, however the focus was decent future of work approach with a focus on gender equality.

The following generic matrix gives a general view common for most of the sectors.

Generic SWOT Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> - Available strategies and plans to include women in the labour market. - High rate of women participation in the labour force in some sectors. - Qualified workforce in all sectors. - High intention of employees for increasing their knowledge and skills for future jobs. - High intention of decision makers for workforce development. - Regulatory infrastructure compliances in some sectors. - The experienced staff has a lot knowledge and experiences supporting the subsequent generation, - Increasing number of female managers in some sectors - Cooperation amongst core sectors, - Easy adaptation to new work processes, - Positive impact of digital technologies in increasing quality of services 	<ul style="list-style-type: none"> - Low rate of women participation in the labour force in some sectors - Low participation rate of women in management, - Regulatory infrastructure incompliances in some sectors - Insufficient number of qualified and skilled staff for future jobs in every sector, - Lack of regulations for remote works, - Failure to integrate the education curricula with technological developments, - Lack of technological and digital environments in sectors, - Lack of incentives for continuous personal development, - Lack of supply to open qualified positions in some sectors - Small scales of industries comparing to similar ones in other countries - Lack of sound action plans - Lack of implementation of available regulations,



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	- Obsolete recruitment processes
<p>Opportunities</p> <ul style="list-style-type: none"> - Availability of universities, vocational high schools, and training centres, - Availability of high number of well-educated young people, - In-service training given in workplaces, - Rapid technological transformation in sectors - Education system provides adequately equipped personnel to sectors - Rapid development in some sub-sectors, such as health tourism - Increasing interest of young people in digital works - Remote work environments motivate women participating in the labour force - Student - businesses co-working environments - Availability of strong NGOs defending rights of employees, - Availability of entrepreneurship training to encourage women for investment, - Financial support programmes provided by the Ministry of Industry and Technology, - Incentives supporting opportunity equality, - Projects supporting digital transformation such as transformation in health and education, - Increase in investment in most of the sectors, - Being closer to EU market, - Pandemic accelerated digital transformation, - Digital technology eliminated time and space constraints for work, - Development in block chains 	<p>Threats</p> <ul style="list-style-type: none"> - Fragile economy due to long-run pandemic conditions - Regulatory infrastructure incompliances in some sectors, - In sufficient number of qualified and skilled staff for future jobs in every sector - Accelerated brain drains, - Remote work environments accelerate unregistered works amongst young generation, - Tough working conditions, - Low interest of older generation to digital technology and related training, - Sustainability of in-service ICT training - Unbalanced work-family life for women, - Lack of awareness about regulations and system, - Unclear legislations - Low interest of women in digitalization and ICT, - Weak technological infrastructure in disadvantaged areas, - Effect of burn-out syndrome in some sectors, - Late adaptation to digital transformation, - Long-term resolution of gender-based preferences in recruitment, - Challenges for professional development due to workload in some sectors, - Accelerated conflict of generation due to accelerated digital transformation and changing work culture, - Lack of regulations on new products such as crypto-money, - Replacement of blue collars with automation and digitalization, - Decline in savings, - Insufficient

After each sector-based SWOT meeting, TAT analysed discussions and created draft sector- based SWOT matrix (Annex 3) which was distributed to the participants to receive their confirmation as to their accuracy and to provide additional ideas which had not been raised during the Workshops.

6. Summary

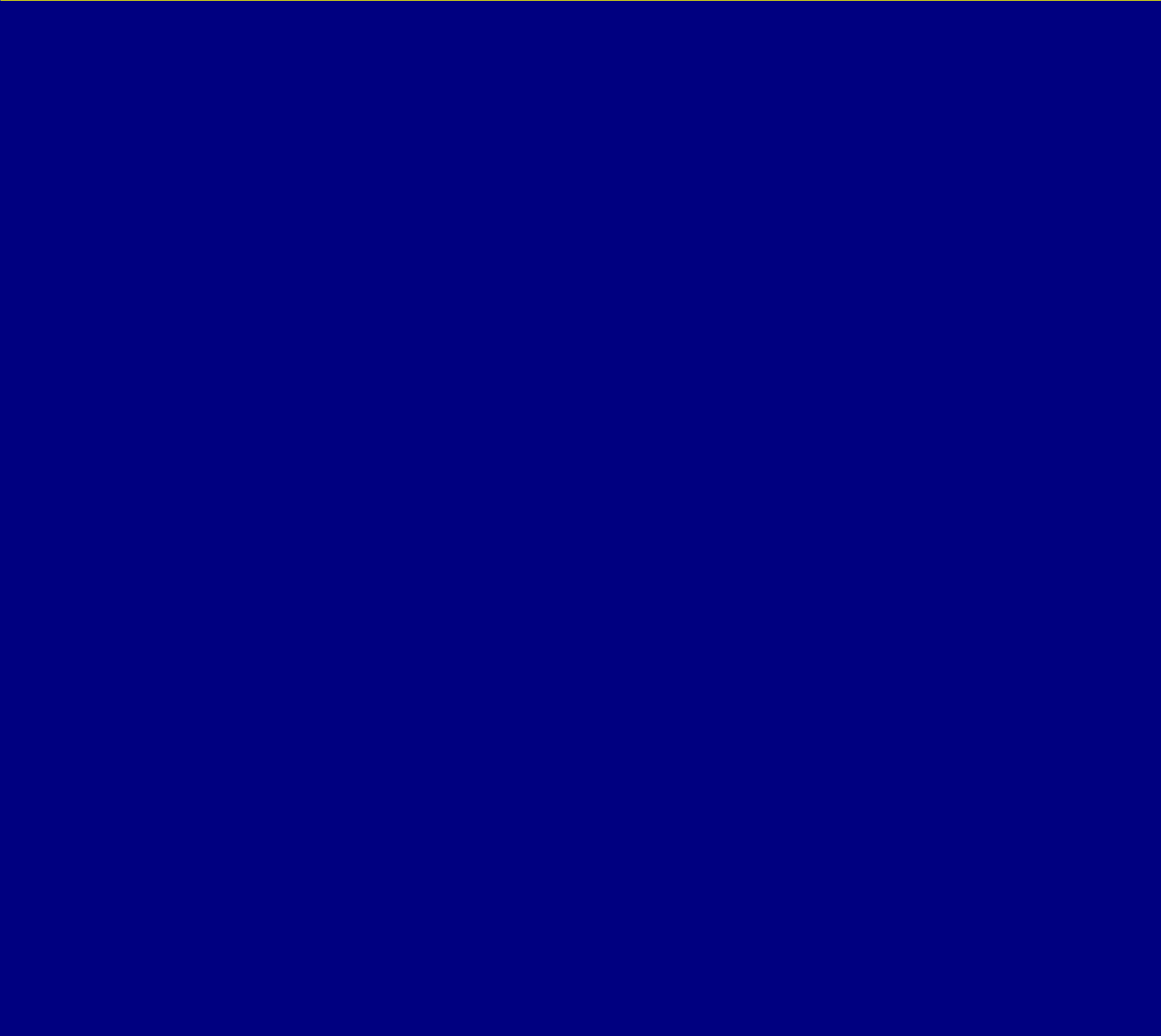
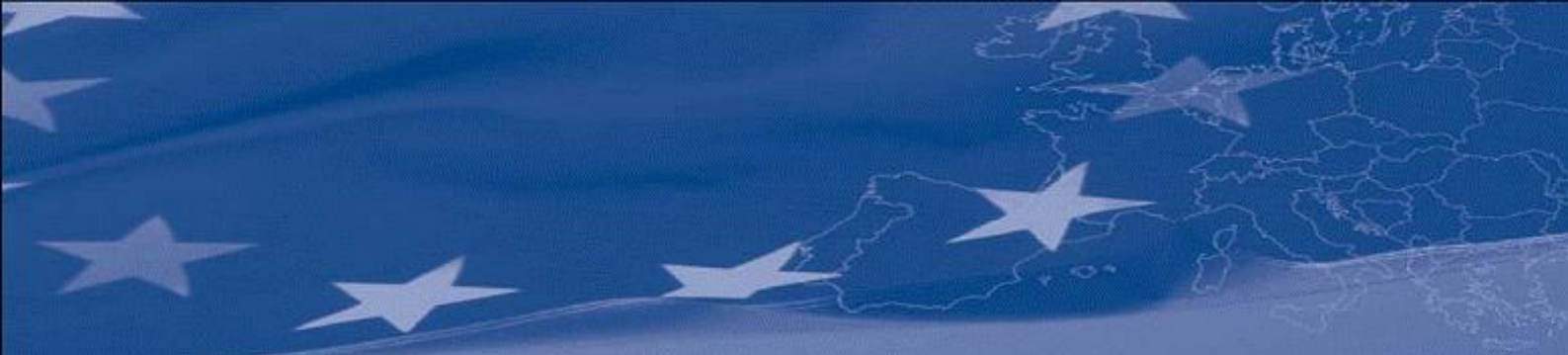


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The SWOT Analysis Workshops provided significant insights into stakeholder thinking in relation to the current and future trends within their respective sectors. The stakeholders seemed to be genuinely engaged in the processes of the Workshops and were ready to engage in interactive discussions.

FoW TAT

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