



Food and Agriculture Organization
of the United Nations

FAO-TÜRKİYE FORESTRY PARTNERSHIP PROGRAMME (FTFP)

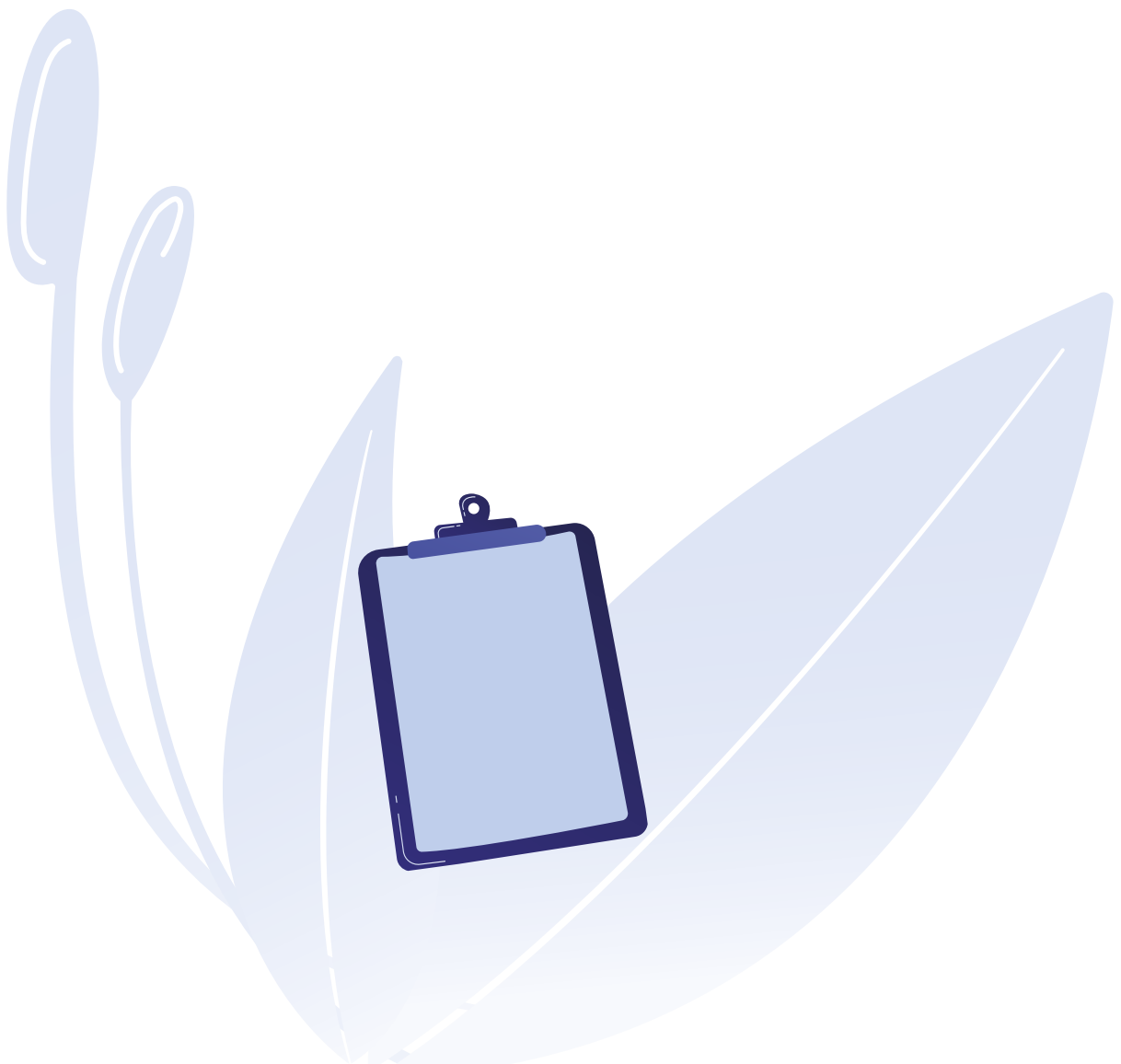
Enhancing the capacity of the International Forestry
Training Centre Project (GCP/SEC/024/TUR)

International Forestry Training Centre Assessment Report on the Employment Policy



CONTENTS

1.	Introduction	1
2.	Current employment policy of IFTC	1
	2.1. Organizational framework and staffing	2
	2.2. Recruitment and appointment practices	2
	2.3 Capacity development and incentives	2
	2.4 Institutional limitations	2
	2.5 Current human resources structure at IFTC	3
3.	Identified Gaps and Needs	4
	3.1 Institutional and structural gaps	4
	3.2 Technical and functional gaps	4
	3.3 Human resources development needs	5
4.	Proposal for a New Employment Policy	5



1. INTRODUCTION

The International Forestry Training Centre (IFTC), established under the General Directorate of Forestry (GDF), has served for decades as a cornerstone of technical training and capacity building in Türkiye's forestry sector. Located in Antalya, the IFTC has historically provided foundational and advanced training to thousands of forestry professionals, focusing primarily on domestic needs such as integrated forest fire management.

Over time, IFTC's visibility and potential for regional and international engagement have grown. This is due to increasing demand for expertise in forest-related challenges that transcend national borders—such as climate change, biodiversity conservation, forest fires and land degradation – and the strategic importance of Türkiye as a regional actor connecting Europe, Central Asia and the Middle East.

Recognizing the challenges of the global forestry agenda, GDF, in partnership with the Food and Agriculture Organization of the United Nations (FAO), has launched the project **“Strengthening the Capacity of the International Forestry Training Centre”**. The project is funded by the FAO-Türkiye Forestry Partnership Programme (FTPP) and aims to support the transformation of IFTC into a globally recognized hub for forestry training and knowledge exchange.

One of the critical components of this transformation is **improvement of the Centre's human resources policy**. Currently, the employment framework at IFTC is largely shaped by traditional public service procedures, which are not fully compatible with the dynamic, international and interdisciplinary demands of a modern training institution. Staff roles are often defined by national forestry administration needs, with limited flexibility to recruit international expertise or highly specialized trainers in emerging topics such as climate-smart forestry, forest landscape restoration or digital learning design.

This report has been prepared in response to these emerging needs. It provides:

- a concise overview of the current employment policy at IFTC;
- an analysis of key gaps and institutional needs;
- a proposal for a revised employment policy that supports the Centre's transformation goals and strengthens its capacity.

The findings and recommendations outlined in this report are intended to inform decision-makers at GDF and IFTC as well as project stakeholders and development partners supporting the Centre. They are also aligned with broader efforts to promote sustainable forest management, enhance professional competencies in forestry, and contribute to the global agenda on climate change, biodiversity and land restoration through effective capacity development.

2. CURRENT EMPLOYMENT POLICY OF IFTC

The current employment structure of IFTC, operating under GDF, is governed primarily by the broader human resources framework of Türkiye's public administration. The Centre's staff are civil servants appointed in accordance with Türkiye's national laws and personnel assignment procedures.

2.1. Organizational framework and staffing

IFTC is structured as a government-run institution and does not possess a distinct or autonomous employment policy. Staffing decisions – including recruitment, assignments and career development – are managed centrally by GDF Headquarters in Ankara. Personnel are typically assigned to the Centre through interdepartmental rotation, reassignment or direct appointment within the limits of national staffing quotas and administrative guidelines.

Trainers and facilitators for capacity-building programmes are often drawn from GDF's provincial directorates, affiliated institutions or central departments. While these individuals possess deep experience in national forestry practices, there is no systematic mechanism for involving international experts, external consultants or university academics – particularly on topics requiring global perspectives or interdisciplinary knowledge.

2.2. Recruitment and appointment practices

All staff at IFTC are subject to the same recruitment rules that apply to civil servants under Türkiye's Law No. 657 on Public Servants. These include centralized civil service exams, qualification-based selection and long-term career pathways primarily within the national public service structure. As such:

- **Training personnel** are selected based on their civil servant status and forestry background, not necessarily their training or pedagogical expertise.
- **Assignments to IFTC** are often rotational or temporary, influenced by organizational needs rather than long-term institutional planning or capacity goals.
- **No open recruitment** is conducted at the centre level for specialized roles such as e-learning design, international project management or subject matter expertise in emerging areas like climate change or forest landscape restoration.

Additionally, there is no dedicated mechanism to employ international trainers or short-term consultants, except through project-based cooperation where FAO or other development partners directly contract external personnel.

2.3 Capacity development and incentives

The current employment framework provides limited incentives for professional development, innovation and international engagement. While GDF promotes continuous learning within its institutional culture, there are no performance-based mechanisms for staff recognition at the Centre. Additionally, there are no dedicated funds available or frameworks for staff training in modern adult education methods, digital tools or foreign languages.

Moreover, the Centre’s personnel are not subject to specific performance evaluations tailored to training delivery or content development outcomes. The general performance assessment procedures for civil servants apply, but these are not aligned with the unique expectations of a modern, outward-facing training centre.

2.4 Institutional limitations

The existing employment structure – while functional for training delivery – is increasingly insufficient to meet the demands of international collaboration and capacity development. Specific limitations include:

- **inflexibility in hiring specialized personnel**, particularly international experts or professionals with interdisciplinary expertise;
- **lack of a competency-based staffing model**, which would enable targeted recruitment of trainers with specific skills aligned to thematic training needs;
- **limited human resources planning**, preventing the development of a strategic staffing model that supports the Centre’s long-term transformation goals;
- **absence of staff diversity and gender balance**, particularly in leadership and technical roles;
- **insufficient language and intercultural communication capacity**, limiting the ability to host or participate in international events and courses.

These limitations have constrained the Centre’s ability to fully implement innovative training approaches, expand its regional outreach and position itself as a recognized international hub for forestry training.

2.5 Current human resources structure at IFTC

Currently, IFTC operates with a limited and functionally distributed staff, mostly consisting of public servants assigned by GDF. The Centre does not have autonomous hiring authority and relies on centralized decisions for appointments and deployments.

Table 1. Current human resource structure

Position/function	No. personnel
INTERNATIONAL FORESTRY TRAINING CENTRE DIRECTORATE	
Training centre manager (4205)	1
Training centre assistant director (4205-1)	1
Engineer – forest engineer (8500-1)	5
Engineer – computer engineer (8500-7)	1
Engineer – mechanical engineer (8500-10)	1
Engineer – electrical/electronics engineer (8500-11)	1
Engineer – electronics engineer (8500-12)	1
Engineer – electrical engineer (8500-13)	1
Administrative officer – administrative services (7640-1)	4

Technician - electricity (8750-9)	1
Technician - mechatronics (8750-12)	1
Driver (7950)	3
Janitor (9400)	3
TRAINING UNIT OF THE INTERNATIONAL FORESTRY TRAINING CENTRE DIRECTORATE	
Engineer - training centre chief (8500-34)	1
Administrative officer - administrative services (7640-1)	5
Janitor (9400)	4
ADMINISTRATIVE AND SOCIAL AFFAIRS UNIT OF THE INTERNATIONAL FORESTRY TRAINING CENTRE DIRECTORATE	
Engineer - training centre chief (8500-34)	1
Administrative officer - administrative services (7640-1)	8
Janitor (9400)	2

The human resources listed in Table 1 have been allocated through the *Standard Staff Directive* of GDF issued in 2024 .However, the majority of staff, officially allocated by the Directive, have not yet been appointed.

The current staff, while experienced in their respective domains, are not fully equipped or diversified to meet the complex, multidisciplinary and international demands expected of a modern forestry training institution. Specialized roles – such as instructional designers, digital learning coordinators, subject-specific experts (e.g. forest fires, climate finance), and monitoring and evaluation officers—are currently not part of the staffing plan.

As IFTC evolves toward becoming an internationally recognized training centre of excellence, a comprehensive restructuring of its human resources framework will be essential to address current capacity gaps and enable flexible, competency-based staffing aligned with global good practices.



3. IDENTIFIED GAPS AND NEEDS

The transformation of IFTC into a regional and international centre of excellence requires a comprehensive and strategic approach to human resources management. Based on the review of the current employment policy, the following gaps and needs have been identified:

3.1 Institutional and structural gaps

- **Lack of strategic workforce planning.** IFTC currently lacks a strategic human resources development plan aligned with its new vision and operational goals. Staffing decisions are reactive rather than anticipatory, often driven by administrative needs rather than long-term capacity development.
- **No autonomy in recruitment.** The Centre does not have the authority to recruit staff independently, particularly for specialized or project-based positions. This hinders the flexibility to address emerging training needs or to engage professionals with competencies beyond the traditional public service profile.
- **Insufficient international orientation.** Despite its evolving international role, IFTC's staffing profile remains heavily national in scope. There is a limited number of staff with international exposure, multilingual proficiency or cross-cultural experience – key competencies needed for engaging in regional and global initiatives.
- **Rigid employment model.** The current civil service-based employment structure is not sufficiently agile to allow recruitment of temporary, part-time or contractual personnel for project-based, technical or innovative tasks (e.g. e-learning design, monitoring and evaluation, regional networking).

3.2 Technical and functional gaps

- **Limited training expertise.** Most trainers at IFTC are forestry experts by background but are not formally trained in adult education, instructional design or digital pedagogy. This gap restricts the Centre's ability to deliver learner-centred, modern and participatory training.
- **Shortage of specialized personnel.** There is an absence of in-house staff specializing in key emerging fields such as:
 - climate-smart forestry;
 - forest landscape restoration;
 - Digital training content development;
 - monitoring, evaluation and learning (MEL);
 - sustainable livelihoods and forest-based value chains.
- **Inadequate multimedia capacity.** Digital transformation of training delivery (e.g. hybrid learning, virtual classrooms) is limited by a lack of audiovisual personnel. Current support is minimal, with only part-time or ad hoc involvement.

3.3 Human resources development needs

- **Capacity building of existing staff.** There is a need to strengthen the capacities of current staff in areas such as:
 - adult learning and facilitation techniques,
 - use of online learning platforms and tools,
 - monitoring and reporting of training effectiveness,
 - communication and stakeholder engagement.
- **Diversity and gender balance.** The current workforce lacks diversity in terms of gender, age and disciplinary background. A more inclusive employment policy is needed to promote equity and a variety of perspectives in training content and delivery.
- **Performance-based approaches.** The absence of role-specific performance evaluations, recognition mechanisms and incentive structures discourages innovation and continuous improvement among training staff.
- **Language and communication skills.** Given the increasing number of international participants and partnerships, it is essential to enhance foreign language proficiency – particularly in English and Russian – and intercultural communication skills among core staff.



4. PROPOSAL FOR A NEW EMPLOYMENT POLICY

The following recommendations for a dynamic and constant employment policy of the Centre may be taken into consideration:

The appointment of personnel allocated to the Centre from the GDF standard staff list should be carried out as soon as possible.

Only one deputy director was allocated on the list. The recruitment of two deputy directors, one responsible for technical and the other for administrative affairs, is more realistic for the regular running of the Centre's training services.

In addition, the authority to provide educational support from outside (faculty and other scientific organizations) on specific forestry issues should be given to the Centre through consultation with the related divisions.

Once the allocated staff are appointed and are working on their tasks, new trainers and other staff, needed and requested for forestry topics in high demand, should be assigned in light of experiences acquired after a period of training.

Frequent relocations of the Centre's staff, especially specialists, should be avoided, and their continuity should be ensured. Staff rotation policy should not be applied in the case of these staff.

The Centre should take concrete steps to reach its planned training capacity. This should include the number of trained individuals, the diversity of training topics, and the ability to provide training to foreign forestry experts, particularly from neighbouring countries and the Caucasus and Central Asia (CCA) region.

Approval and entry into force of the new Regulation, which includes the employment of IFTC staff, should be put into effect as soon as possible. When necessary, another revised and more inclusive regulation may be prepared for approval in cooperation with the Centre.

While training requests are being gathered from interested institutions at national and/or international levels, annual, monthly and or similar periodic training programmes, including a selection of training topics, timeframe, period, number of participants, duration of training modules, etc. should be prepared and publicized both in Türkiye and other interested countries.

Whenever needed, arrangements should be made to provide specialist and trainers from CCA countries. During and after project implementation, due to its close cooperation and communication with those countries, FAO-SEC may contribute to identifying appropriate and qualified forestry experts.



Table 2: Proposal human resource structure

Position/function	No. personnel		Remarks
	Current (*)	Proposed	
INTERNATIONAL FORESTRY TRAINING CENTRE DIRECTORATE			
Training Centre Manager	1	1	
Training Centre Assistant Director	1	2	One for managerial, one for technical works.
Engineer – forest engineer	5	6-8	Based on the additional training subjects +
Engineer – computer engineer	1	1	
Engineer – mechanical engineer	1	1	
Engineer – electrical/electronic	1	1	
Engineer – electronics engineer	1	1	
Engineer – electrical engineer	1	1	
Administrative officer – services	4	4	
Technician – electricity	1	1	
Technician – mechatronics	1	1	
Driver	3	3	
Janitor	3	3	
E-Learning/Digital content developer	0	1	Training modules development/ Upgrade and online module creation
Language/Interpretation support	0	1	In-house translator or Language officer
National/International consultants/ Guest lecturers	Ad Hoc	Pool of 10-15 experts	Roster of national/international experts on priority topics (short-term basis)
TRAINING UNIT OF THE INTERNATIONAL FORESTRY TRAINING CENTRE DIRECTORATE			
Engineer – Training Centre Chief	1	1	
Administrative Officer – Services	5	5	
Janitor	4	4	
ADMINISTRATIVE AND SOCIAL AFFAIRS UNIT OF THE INTERNATIONAL FORESTRY TRAINING CENTRE DIRECTORATE			
Engineer – Training Centre Chief	1	1	
Administrative Officer – Administrative Services	8	8	
Janitor	2	2	

(*) Staff allocated by the *Standard Staff Directive* of GDF issued in 2024 have not yet been fully appointed.





REPUBLIC OF TÜRKİYE
MINISTRY OF AGRICULTURE
AND FORESTRY



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