Employment in general government as a percentage of total employment in Turkey is among the lowest in OECD countries

Its value was 10.8% in 2017 compared to the OECD average of 17.7%. This has been achieved by reducing employment by slightly more than 2 percentage points from 13.1% of total employment in 2009.

Chapter 3. Public employment
Figure 3.1. Employment in general government as a percentage of total employment, 2007, 2009 and 2017

Turkey considers IT skills among its training priorities for its central administration employees in 2019

From 36 OECD countries, only 17 prioritize training in IT skills of its employees, which in the area of rapid technological advancements will help their public administration respond to future challenges.

Chapter 6. Human Resources Management
Figure 6.3. Learning and development initiatives and training priorities in central administrations, 2019

Access to justice services needs considerable improvement in Turkey

In 2018 in Turkey, only 16% of those having a legal problem received legal advice and only 10% took action to solve their dispute. This amounts to half of the OECD average of 32% in case of seeking legal advice and below 14% of OECD average regarding those who took action, based on data from the World Justice project.

Chapter 11. Serving citizens
Figure 11.11. Percentage of individuals who received legal advice and who took actions to solve their disputes over the past 2 years, 2018
How to read the figures:
Country value in purple (not represented if not available)
Average of OECD countries in green
Range of OECD country values in grey
Values have been rounded.
*n.a.* refers to data not available.

### Public Finance and Economics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey -2.8%</td>
<td>Turkey 34.2%</td>
<td>Turkey 3.9%</td>
<td>Turkey 35.2%</td>
</tr>
<tr>
<td>Turkey -2.2%</td>
<td>40.4%</td>
<td>3.1%</td>
<td>110.3%</td>
</tr>
</tbody>
</table>

### Public Employment

<table>
<thead>
<tr>
<th>General government employment as % of total employment* (2017)</th>
<th>Civil servants as % of all central administration employees (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey 10.8%</td>
<td>Turkey 88.5%</td>
</tr>
<tr>
<td>Turkey 17.7%</td>
<td></td>
</tr>
</tbody>
</table>

### Gender equality ...

<table>
<thead>
<tr>
<th>... in parliament (2019)</th>
<th>... in ministerial positions (2019)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey 17.4%</td>
<td>Turkey 12.5%</td>
</tr>
<tr>
<td>30.1%</td>
<td>31.2%</td>
</tr>
</tbody>
</table>

### Institutions

<table>
<thead>
<tr>
<th>Responsibilities of the Centre of Government (2016)</th>
<th>Preparation of Cabinet meetings</th>
<th>Policy co-ordination</th>
<th>Transition planning and management</th>
<th>Strategic planning</th>
<th>Government programme</th>
<th>Monitoring of government policy</th>
<th>Relations with parliament</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>*</td>
<td>*</td>
<td>n.a.</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>
| Data for Turkey were provided by national authorities.
Source: Inter-Parliamentary Union (IPU) "Women in Politics", 2019


Source: OECD (2017) Survey on Organisation and functions of the Centre of Government

Source: OECD National Accounts

* See Notes

---

**How to read the figures:**
Country value in purple (not represented if not available)
Average of OECD countries in green
Range of OECD country values in grey
Values have been rounded.
*n.a.* refers to data not available.
### Gender Budgeting

**Turkey**

<table>
<thead>
<tr>
<th>Composite index from 0 (worst) to 1 (best)</th>
<th>0.53*</th>
</tr>
</thead>
</table>

* Average of 17 countries practicing gender budgeting.  
Source: OECD (2018) Survey on Gender Budgeting

### Public Procurement

**Turkey**

<table>
<thead>
<tr>
<th>General government procurement expenditures (2017)</th>
<th>35.0%</th>
<th>29.1%</th>
</tr>
</thead>
</table>

Source: OECD National Accounts

### Regulatory Governance

**Turkey**

<table>
<thead>
<tr>
<th>Composite indices on regulatory governance for primary laws (2017)*</th>
<th>Stakeholder engagement in developing regulations</th>
<th>Regulatory Impact Assessment for developing regulations</th>
<th>Ex post evaluation of regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>1.51</td>
<td>2.20</td>
<td>1.75</td>
</tr>
</tbody>
</table>

* Composite index from 0 (worst) to 4 (best)  
* See Notes  
Source: Indicators of Regulatory Policy and Governance Surveys (IREG)

### Compliance and Performance

**Existence of a performance-management regime for senior managers**

- **Yes**: Turkey (25), Senior Managers (11)
- **No**: Other countries

**Performance-related pay**

- **Yes**: Turkey (20), Senior Managers (16)
- **No**: Other countries

**Performance agreement with the Minister (at D1)**

- **Yes**: Turkey (15), Senior Managers (21)
- **No**: Other countries

**Performance appraisal system which includes: Outcome indicators**

- **Yes**: Turkey (16), Senior Managers (20)
- **No**: Other countries

**Organizational management indicators**

- **Yes**: Turkey (16), Senior Managers (20)
- **No**: Other countries

**360 degree appraisal**

- **Yes**: Turkey (9), Senior Managers (27)
- **No**: Other countries

**Dismissal for bad performance**

- **Yes**: Turkey (19), Senior Managers (17)
- **No**: Other countries

Source: OECD (2018) Survey on Strategic Human Resources Management (SHRM)

### Human Resource Management

**Performance management regime for senior managers (2019)**

<table>
<thead>
<tr>
<th>Existence of a performance-management regime for senior managers</th>
<th>Performance-related pay</th>
<th>Performance agreement with the Minister (at D1)</th>
<th>Performance appraisal system which includes: Outcome indicators</th>
<th>Organizational management indicators</th>
<th>360 degree appraisal</th>
<th>Dismissal for bad performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Other countries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


**Mechanisms to prevent and manage conflicts of interests among public procurement officials (2018)**

<table>
<thead>
<tr>
<th>Regulatory framework includes a definition of a conflict of interest for public procurement officials</th>
<th>Public procurement officials have to declare ‘no conflict of interest’ or notify the competent authority in case of potential conflict of interest</th>
<th>Public procurement officials have certain limitations in participating in public procurement opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Yes</td>
<td>○ No</td>
<td>○ No information</td>
</tr>
</tbody>
</table>

Data on public finance and economics and general government employment, which are based on the System of National Accounts (SNA), were extracted on 24 June 2019. Fiscal balance as reported in the System of National Accounts (SNA) framework, also referred to as net lending (+) or net borrowing (-) of government, is calculated as total government revenues minus total government expenditures. Government gross debt is reported according to the SNA definition, which differs from the definition applied under the Maastricht Treaty. It is defined as all liabilities that require payment or payments of interest or principal by the debtor to the creditor at a date or dates in the future. All debt instruments are liabilities, but some liabilities such as shares, equity and financial derivatives are not debt.

Regulatory governance indicators: The results for stakeholder engagement and Regulatory Impact Assessment apply exclusively to processes for developing primary laws initiated by the executive. Data is not applicable to the United States, where all primary laws are initiated by Congress. In the majority of countries, most primary laws are initiated by the executive, except for Mexico and Korea, where a higher share of primary laws are initiated by parliament/congress (respectively 90.6% and 84%).

**Notes**
- Data on public finance and economics and general government employment, which are based on the System of National Accounts (SNA), were extracted on 24 June 2019.
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**Core Government Results**

**Percentage of individuals economically vulnerable**

<table>
<thead>
<tr>
<th>Country</th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>n.a.</td>
<td>20%</td>
<td>40%</td>
<td>60%</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* A person is considered vulnerable when, if income were to stop suddenly, that person would not have enough readily available financial assets to keep living above the poverty line for at least three months.

Source: OECD Wealth Distribution Database

**Having a say in what the government does**

<table>
<thead>
<tr>
<th>Country</th>
<th>0%</th>
<th>20%</th>
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<th>60%</th>
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</tr>
</tbody>
</table>

Source: European Social Survey

**Differences in income inequality pre and post-tax and government transfers**

![Graph showing differences in income inequality](image)

Source: OECD Income Distribution Database

**Government at a Glance 2019**

Government at a Glance provides reliable, internationally comparative data on government activities and their results in OECD countries. In many public governance areas it is the only available source of data. It includes input, process, output and outcome indicators as well as contextual information for each country. Input indicators are on public finance and employment; while processes in the 2019 edition include data on institutions, budgeting practices and procedures, human resources management, regulatory government, public procurement and digital government and open data. Outcomes cover core government results (e.g. trust, inequality reduction) and indicators on access, responsiveness, quality and citizen satisfaction for the education, health and justice sectors. Governance indicators are needed more than ever, given large number of OECD principles and recommendations that countries signed up to adhere to need regular monitoring; their relationship to Sustainable Development Goals and the unique position of the OECD in collecting vital information on public governance practices from government officials.

The Excel spreadsheets used to create the tables and figures in Government at a Glance 2019 are available via the StatLinks provided throughout the publication: [http://dx.doi.org/10.1787/gov_glance-2019-en](http://dx.doi.org/10.1787/gov_glance-2019-en)

For more information on the data (including full methodology and figure notes) and to consult all other Country Fact Sheets: [www.oecd.org/gov/govataglance.htm](http://www.oecd.org/gov/govataglance.htm)