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Annex 2: ToR

ToR 1: National Consultant - Team Leader to conduct the Final Evaluation of the UN Women Türkiye Country Office Project “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong C

Location:

Home-based, TURKEY

Type of Contract:

Individual Contract

Starting Date:

22-Apr-2024

Application Deadline:

13-Apr-24 (Midnight New York, USA)

Post Level:

National Consultant

Duration of Initial Contract:

50 days between 22 April 2024 – 15 October 2024

Languages Required:

English

Expected Duration of Assignment:

50 days between 22 April 2024 – 15 October 2024

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence. UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

Background

National Consultant - Team Leader to conduct the Final Evaluation of the UN Women Türkiye Country Office Project “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality”

I. Organizational Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of

development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

In Türkiye, in line with its global [Strategic Plan 2022-2025](#) and [Country Strategic Note \(2022-2025\)](#), and the overall [UN Sustainable Development Cooperation Framework for Türkiye \(UNSDCF\) \(2021-2025\)](#), UN Women works towards the overarching goal of "Women and girls including those at greatest risk of being left behind fully exercise their human rights, enjoy a life free from violence and discrimination, and lead, influence and benefit for Türkiye". UN Women works in four thematic areas: (i) governance and participation in public life; (ii) women's economic empowerment; (iii) ending violence against women and girls; and (iv) women, peace and security, humanitarian action and disaster risk reduction. UN Women contributes to three UNSDCF outcomes: 1) Women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination; 2) By 2025, Persons under the Law on Foreigners and International Protection are supported towards self-reliance. 3) By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and quality of judicial services is improved.

As indicated in the Evaluation Plan of the Strategic Note 2022-2025 of the UN Women Türkiye Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the "Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women's Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality" Project. The main purpose of this final evaluation is to assess the programmatic progress and performance of the project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. In this regard, UN Women Türkiye CO will procure services from a national consultant for conducting the final evaluation of the project.

This final evaluation will serve to document the progress made towards planned outputs, outcomes and impact of the Project and to support the CO and national stakeholders' strategic learning and decision-making on further interventions. The evaluation is expected to support enhanced accountability for development effectiveness and learning from experience to inform the future operations of the CO.

The final evaluation is expected to take place in between 1 April – 15 October 2024 corresponding to the final phase of project implementation.

"Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women's Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality" Project is implemented by UN Women Türkiye with the financial support of European Commission. The project has an overall objective to reduce gender inequalities by enhancing the ability of Civil Society Organizations (CSOs) in Türkiye to be agents of transformative change towards gender equality and women's rights.

More specifically the project aims to;

- Support the work and capacity building of CSOs in critical areas where gender gaps persist and where CSOs have a key role to play access to justice, combating VAWG, women's economic empowerment, sex-disaggregated and gender-sensitive data and knowledge,

gender sensitive crisis response and environment/climate action with a specific focus on better understanding and responding to the needs of women from specific marginalized groups.

- Further strengthen and expand the constituency of gender equality advocates, women' solidarity and women's human rights movement building for gender equality through support to knowledge, networks, platforms of dialogue, access to intergovernmental, EU and international fora, and fostering strategic and innovative partnerships with a wide set of activists and stakeholders, including men and boys advocates, youth groups, academia, disability rights activists, climate justice activists and other key constituencies.

The Project has 42 months of duration between April 2021- September 2024 and a total budget of 4,455,000 Euros.

The expected outputs of the project and the respective activities are as follows:

Output 1: Women's rights /women-led civil society organizations and other relevant rights-based CSOs in Türkiye have increased resources and capacities to advance the rights of women and girls in fields where gender gaps persist (economic empowerment, elimination of violence against women, access to justice/human rights mechanisms, gender responsive climate change action) in line with Türkiye's national and international commitments and in consideration of COVID-19 impacts.

- Providing small grants to minimum 30 grassroots/smaller/less experienced women led CSOs to develop and strengthen their institutional capacities,
- Providing financial and technical support to minimum five women's civil society organizations to implement programmatic initiatives to address persistent gender inequalities and rights violations, exacerbated by COVID-19.
- Based on consultations and a survey with women's CSOs and other relevant rights based CSOs, preparing and implementing a capacity development programme in the area of gender sensitive/responsive disaster risk preparedness and management, climate action and crises response, taking into account the newly emerging needs in the context of COVID-19.

Output 2: Women's rights /women-led civil society organizations and other relevant rights-based CSOs in Türkiye have increased access to and expertise in gender responsive research and data generation, to address current knowledge gaps and to use in programming and in evidence-based advocacy on gender equality.

- Conducting two field research activities to better understand the needs, priorities and status of rural women, and women with disabilities in line with the SDG principle of leaving no one behind and conduct technical analysis to produce a policy paper on women's access to justice
- Conducting data literacy capacity development program to enhance the knowledge on gender data and gender analysis among the CSOs and the youth/young professionals to contribute to evidence-based advocacy in different thematic areas.
- Strengthening the skills of media professionals and students on the effective use of gender data and statistics in their reporting and storifying.

Output 3: Gender equality advocates representing the rights and voices of different groups of women and girls, including youth and those in most marginalized and vulnerable positions, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE with men and boys, and relevant stakeholders at the local, national, regional/EU and global levels.

- Supporting existing or the establishment of new platforms, alliances, and networks to exchange information, knowledge, best practices and create synergies and collaboration at the local and national levels targeting specifically civil society organizations,
- Conducting assessments and other preparatory conceptual work for the establishment of a Gender Equality Academy targeting a diverse group of students, women's CSOs, civil society activists, expert trainers, social partners, young people, professionals, academics and UN Women's other relevant stakeholders such as the private sector, government institutions, local authorities, as well as other practitioners who want to integrate gender awareness into their life and profession/businesses,
- Assisting CSO members/affiliates and women's rights and gender equality advocates, including young women, with financial and logistical support to participate in key regional, EU and international forums, such as the annual Commission on the Status of Women (CSW) in New York, Generation Equality global/regional meetings, and other relevant events,
- Facilitating forums and/or establish networks for both formal and informal consultations with young people (women and girls, men and boys) at the regional/local level and support youth associations with knowledge exchange,
- Facilitating dialogue between Governmental and non-governmental organisations in the framework of intergovernmental processes.

Project beneficiaries and key stakeholders are:

- Civil Society Organizations
- Women networks and platforms
- Academicians
- Advocates of Women Rights and Gender Equality
- Media

Project is contributing to the results under the UN Women Global Strategic Plan *Outcome 1*: Global normative frameworks and gender-responsive laws, policies and institutions and *Outcome 5*: Women's voice, leadership & agency and *Outcome 6*: Production, analysis, and use of gender statistics and sex-disaggregated data and knowledge. Project also serves for reaching the targets under UNSDCF Türkiye 2021-2025 *Outcome 1.2*: By 2025, women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination.

As indicated in Evaluation Plan of the Strategic Note 2022-2025 of the UN Women Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the "Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women's Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality" Project.

The overall objective of the final evaluation is to assess the programmatic progress and performance of the above-described project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. The evaluation will be based on the assessment of the progress made towards the achievement of the set outcomes and objectives, and analyse the results achieved and challenges encountered. The findings of the evaluation will guide future

efforts and policies, improve practices, and ensure accountability to promote gender equality effectively in Türkiye.

Scope of the evaluation

The final evaluation of the “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project will be conducted in the final stage of its implementation and will cover the period from April 2021- August 2024. The evaluation is scheduled between 1 April and 15 October 2024, as detailed in Terms of Reference. The evaluation includes a desk review of project documentation and relevant publications, primary data collection and drafting the final evaluation report with recommendations. Primary data collection, i.e. conducting KIIs with project’s stakeholders, can be organised in an online format or in person.

The evaluation shall cover all aspects of the project and broadly allocate resources (time) in relation to the relative expenditure between the various components of the project.

Duties and Responsibilities

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners in Türkiye. The evaluation will be based on gender and human rights principles and adhere to the UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines.

The evaluation team must take into consideration that UN Women managed evaluations are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard.

A theory of change approach is suggested to be followed. This is to be explored further by the evaluators in the inception phase. If needed, a reconstructed theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework that this project considered and has contributed to promote gender equality and women’s empowerment. Assumptions should explain both the connections between early, intermediate and long-term project outcomes and the expectations about how and why the project has brought them about.

The evaluation methodology will deploy mixed methods, including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusiveness processes that are culturally appropriate. Data collection methods may include but are not limited to:

- Desk review of relevant documents such as project and programme documents, progress reports, financial records, meeting minutes and monitoring reports, and secondary data or studies relating to the country context and situation
- Semi-structured interviews, focus group discussions, surveys with UN Women Türkiye office staff, direct and indirect beneficiaries, implementing partners, government partners, donor and other stakeholders
- Field visits to and observation at selected project sites

Data from different research sources will be triangulated to increase its validity. The proposed approach and methodology have to be considered as flexible guidelines rather than final requirements, and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. The methodology and approach should, however, incorporate human rights and gender equality perspectives. It is expected that the Evaluation

Team will further refine the approach and methodology and submit a detailed description in the inception report.

Comments provided by the Evaluation Reference Group (ERG) and Evaluation Management Group (EMG) are aimed at methodological rigor, factual errors, errors of interpretation, or omission of information and must be considered by the evaluators to ensure a high-quality product. The final evaluation report should reflect the evaluator's consideration of the comments and acknowledge any substantive disagreements.

Evaluation questions

The evaluation will address the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coherence. More specifically, the evaluation will address the following key criteria Tentative questions under each of the criterion could consider the following:

Relevance

- To what extent was the design of the project and its results relevant to the needs and priorities of the beneficiaries? Was the choice of interventions relevant to the situation of the target group?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment?
- To what extent is the project contributing to the implementation of UN Women's Strategic Note and UNSDCF
- To what extent has the project been catalytic in addressing some of the root causes of inequalities related to women's leadership in politics and private sector?
- To what extent is the project aligned with international agreements and conventions on gender equality and women's empowerment in the context of women's leadership?
- To what extent does the UN Women possess the comparative advantage in the programme's area of work in comparison with other UN entities and key partners in Türkiye?
- To what extent has the project been flexible to adapt to the changes in the political and economic context of the country?

Coherence

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?
- To what extent the project is in complementarity, harmonization and coordination with the interventions of other actors' interventions in the same context?
- To what extent the implementation of project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?

Effectiveness

- To what extent have the expected results of the programme been achieved on both outcome and output levels?
- What are the reasons for the achievement or non-achievement of the programme results? Has programme achieved any unforeseen results, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected strategies and approaches been in achieving programme results?
- How well did the intervention succeed in involving and building the capacities of rights-holders, duty-bearers, as well as the programme partners?
- Has the project had effective monitoring mechanisms in place to measure progress towards results?
- What -if any- types of innovative good practices have been introduced in the programme for the achievement of GEWE results?

Efficiency

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
- To what extent does the management structure of the intervention support efficiency for programme implementation and achievement of results
- Have the outputs been delivered in a timely manner?
- Is the coordination between the project counterparts and UN Women leading to better programme results?

Sustainability

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after the programme phase out?
- To what extent the intervention succeeded in building individual and institutional capacities of rights-holders and duty-bearers
- To what extent has UN Women been able to establish relevant partnerships with key stakeholders in the programming, implementation, and policy advocacy processes?
- How effectively has the programme generated national and local ownership of the results achieved?
- What voice and influence do key national partners including women's movement etc. have within the programme's decision-making structure and hierarchy?
- What steps were taken to develop and/or reinforce the operating capacities of in-country partners during the implementation of the programme?
- To what extent has the programme been able to promote replication and/or up-scaling of successful practices?
- To what extent has the exit strategy been well planned and successfully implemented?

Human Rights and Gender Equality

- To what extent has gender and human rights principles and strategies been integrated into the programme design and implementation?
- To what extent is the programme bringing about gender transformative changes that address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviors, discrimination and social systems and including inequalities those experienced by groups in vulnerable situations?

Considering the mandates to incorporate human rights and gender equality in all its work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation and will be considered under each evaluation criterion.

The evaluation questions outlined above are tentative and will be revised and further developed and tailored by the evaluation team during the inception phase of the evaluation. It is expected that the evaluation team will develop an evaluation matrix, which will relate to the evaluation questions, the areas they refer to, the criteria for evaluating them, the indicators, and the means for verification as a tool for the evaluation. Final evaluation matrix will be validated by EMG and approved in the evaluation inception report. As previously indicated the questions outlined above are indicative and the evaluation team is expected to develop a final set of evaluation questions during the evaluation's inception phase.

Evaluation governance structure

A twofold evaluation governance structure for the evaluation will be established. An Evaluation Management Group (EMG), comprising of senior management of UN Women, Evaluation Task Manager and Programme manager, will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. In addition, the evaluation will be quality assured by the UN Women Regional Evaluation Specialist for the ECA region, who is a member of the UN Women Independent Evaluation Service. Designated UN Women focal point who has not been involved in direct management of the programme, will serve as the evaluation task manager responsible for the day-to-day management of the evaluation and in ensuring that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents. The UN Women Country Representative will be the ultimate accountable person to approve the final evaluation report and endorse the Evaluation Management Response to evaluation recommendations. In UN Women it is mandatory to develop and endorse an evaluation MR within six weeks after the evaluation reviewed has been approved.

The establishment of an Evaluation Reference Group (ERG) composing of UN Women CSO programme specialist, monitoring and reporting analyst and programme analyst will facilitate the participation of the key stakeholders (UN Women, EUD and a selection of the supported CSOs and partners of the project) in the evaluation process and will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders. Furthermore, it will make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference group will provide input and relevant information at key stages of the evaluation: inception report, draft and final reports and will support UN Women with the dissemination of the results.

Phases of the evaluation process

The evaluation process has five phases:

1) Preparation: gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG), stakeholders mapping and selection of evaluation team.

2) Inception: consultations between the evaluation team and the EMG, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.

3) Data collection and analysis: in-depth desk research, in-depth review of the programme documents and monitoring frameworks, in-depth online interviews as necessary, staff and partner survey/s, and field visits.

4) Analysis, validation and synthesis stage: analysis of data and interpretation of findings and drafting and validation of an evaluation report and other communication products.

5) Dissemination and follow-up: once the evaluation is completed UN Women is responsible for the development of a Management Response to evaluation recommendations within 6 weeks after the final approval of the evaluation report, publishing the evaluation report, uploading the final evaluation report on the UN Women GATE website and the dissemination of evaluation findings amongst key stakeholders.

The evaluation team will be responsible for phases 2, 3 and 4 with the support of UN Women while UN Women is entirely responsible for phases 1 and 5.

Deliverables and Payment Schedule

The assignment will start on **22 April 2024** and be completed by the **15 October 2024**. The team leader is expected to spend up to 50 working days on [non - consecutive basis] throughout the assignment.

The team leader is responsible for the following deliverables:

An inception report: The team leader will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The desk review of background documentation and the inception meeting with EMG will be completed and the data extracted from these resources will be incorporated into the inception report. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the evaluation management group and, based upon the comments received the evaluation team will revise the draft. The team leader and the national consultant will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.

Presentation of preliminary findings: The team leader is expected to review additional documents, conduct online interviews, organise visit to programme sites, hold debriefing with EMG and ERG for preparing the preliminary findings. A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the evaluation management group for feedback. The revised presentation will be delivered to the reference group for comment and validation. The team lead and the national consultant will incorporate the feedback received into the draft report.

A draft evaluation report: A first draft report will be shared with the evaluation management group for initial feedback. The second draft report will incorporate evaluation management group feedback and will be shared with the evaluation reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The team lead and the national consultant will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.

The final evaluation report: The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.

Evaluation communication products: A PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations. The national consultant might be requested to do an online presentation of the preliminary findings at the closing event of the programme in 2024 (date and event TBC).

Expected Deliverables and Payment Schedule:

The following table summarizes main activities and expected deliverables against targeted delivery deadlines and indicative working days to be invested by the Team Leader.

Deliverable	Target Deadline	Estimated number of working days
Kick off meeting	22 April 2024	1
Desk review of all project documents	30 April 2024	5
Inception report including an evaluation matrix, a list of key partners to be interviewed, KII questions, timeline for the KIIs	30 May 2024	5
Data collection and draft evaluation report	30 July 2024	15

Final evaluation report	July - August and September 2024	15
Evaluation communication products	15 October 2024	9
	Total Days	50

All deliverables shall be received and cleared by the UN Women Türkiye Country Office. All reports shall be **presented in English, in electronic version.**

Note: The mentioned number of working days has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the UN Women shall be the only criteria for consultant's work being completed and eligible for payment/s.

Payment Schedule:

The payment to the consultant is determined by multiplying the total number of working days by the agreed daily fee.

Consultant shall be paid upon on a monthly basis based on the deliverables produced within that month in addition to the monthly timesheet indicating the days allocated for the specific deliverables produced in that quarter. Payment shall be affected only if the monthly report and the timesheet are submitted to and approved by the Project Coordinator. Without submission and approval of the deliverables and timesheets, Consultants shall not receive any payment even if they invest time for this assignment.

Mandatory Courses:

The Consultant shall complete all the mandatory and further required UN courses, training, and modules on time. The certificates shall be submitted to the Programme Specialist.

Please note that the required training courses could vary based on contract content and duration, the nature of the work and inclusion of travel. The Hiring Manager will provide the list of mandatory courses to the Consultant. Hence, the Consultant is obliged to follow the instructions of her/his Hiring Manager upon which training modules to complete and when to complete them.

Travel:

This is a home-based assignment with travels foreseen outside of the duty station – Ankara. For the domestic travels within Türkiye, outside of the duty station, UN Women Türkiye Office will organize the logistics of the travel and the Consultant will be paid daily substance allowance and terminal fee as per the figures set by UN Women HQ and UN ICSC. UN Women will not cover transportation cost within duty station including the taxi costs.

For all travels under this assignment, the Consultants are required to provide the relevant project staff with requested travel documentation in a timely manner. Please note that failure to do so may result in no entitlement.

Competencies

Core Values:

- Respect for Diversity
- Integrity
- Professionalism

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

Functional Competencies

- Possesses the ability to work under pressure and meet deadlines;
- Possesses the ability to work independently;
- Good knowledge of gender equality and women's rights issues; women's economic empowerment;
- Strong analytical skills;
- Strong project document, report writing skills;

Please visit this link for more information on UN Women's Core Values and Competencies: [UN-Women-values-and-competencies-framework-en.pdf \(unwomen.org\)](https://www.unwomen.org/en/what-we-do/competencies-values)

At UN Women, we are committed to creating a diverse and inclusive environment of mutual respect. UN Women recruits, employs, trains, compensates, and promotes regardless of race, religion, color, sex, gender identity, sexual orientation, age, ability, national origin, or any other basis covered by appropriate law. All employment is decided on the basis of qualifications, competence, integrity and organizational need.

If you need any reasonable accommodation to support your participation in the recruitment and selection process, please include this information in your application.

UN Women has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UN Women, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. All selected candidates will be expected to adhere to UN Women's policies and procedures and the standards of conduct expected of UN Women personnel and will therefore undergo rigorous reference and

background checks. (Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.)

Required Skills and Experience

VI. Required Skills and Experience:	
Education:	<ul style="list-style-type: none"> • A masters degree or equivalent in social sciences, human rights, gender/women’s studies, international development, or a related field is required.
Skills and Experience:	<ul style="list-style-type: none"> • At least masters degree and 10 years of relevant experience evaluating development projects, programmes, policies and strategies (two evaluation sample reports should be submitted); • At least 6 years of working experience in the field of gender equality and women’s rights is required • Experience in rights-based monitoring and gender sensitive data collection; Sound experience and knowledge of women’s human rights and gender equality is required; • Experience in liaising / working with women led civil society organizations, women’s rights groups will be considered a strong asset; • Experience acting as an evaluation team lead managing teams of diverse composition is an asset. • Previous professional experience with development agencies and the United Nations would be considered an asset.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken Turkish and English is required.

VII. Application Procedure:	
<p>The following documents should be submitted as part of the application:</p> <ul style="list-style-type: none"> • Cover letter to include a brief overview about which of your previous experiences makes you the most suitable candidate for the advertised position. • CV in English containing the relevant educational and professional experience. • Signed UN Women Personal History (P11) Form including past experience in similar assignments which can be downloaded at http://www.unwomen.org/about-us/employment • Financial proposal to be sent via e-mail to ssa.turkiye@unwomen.org indicating the name of the position applied in the subject line of the e-mail no later than the application deadline - Please see Annex I: Price Proposal Guideline and Template and Annex II: Price Proposal Submission Form. 	

When applying; the Cover Letter, CV and the signed P11 Form should be merged into one (1) single PDF document since the system will allow only to upload maximum one document. Therefore, please combine these forms and documents into one (1) single PDF document and upload them to the system.

As for Financial Proposal, please send them/it separately via e-mail to ssa.turkiye@unwomen.org indicating the name of the position applied in the subject line of the e-mail. Since they will be sent separately via e-mail, Financial Proposals should not be uploaded to the system or be included in the merged PDF which shall consist of the applicant's Cover Letter, CV and Signed P11 Form. Please make sure to not include the Financial Offer in the merged PDF.

Should they be short-listed in consideration of the consultancy post, candidates should have the ability to quickly submit degree certificates, medical certifications or any other requested document.

Incomplete applications such as applications without a financial proposal may not be considered. Applicants are responsible to make sure to have provided all the requested application materials before the deadline.

Candidates will be evaluated using a cumulative analysis method taking into consideration the combination of the applicants' qualifications and financial proposal. Contract will be awarded to the individual consultant whose offer receives the highest score out of below defined technical and financial criteria. Only candidates obtaining a minimum of 49 points in the technical evaluation would be considered for financial evaluation.

Criteria	Total points	Max. Points
Technical Evaluation (70%)	70	
An advanced degree or equivalent in social sciences, human rights, gender/ women's studies, international development, or a related field is required.		15
At least 6 years of working experience in the field of gender equality and women's rights. (For 6 years 20 points, for >6 years 25 points)		25
At least 10 years of experience in conducting mid-term and / or final evaluations of donor funded programmes, particularly in the field of gender equality. (For 10 years 10 points, for >10 years 15 points)		15
Previous experience in rights-based monitoring and gender sensitive data collection		5
Previous experience in working with the UN system is an asset.		5
Fluency in written and spoken English and Turkish is required.		5

Financial Evaluation (30%)	30
TOTAL	100

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. A suggested formula is as follows:

$$p = 30 (\mu/z)$$

Using the following values:

p = points for the financial proposal being evaluated

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

Annex I: Price Proposal Guideline and Template

The prospective Individual Consultant should take the following explanations into account during submission of his/her price proposal.

1. Daily fee

The daily price proposal should indicate a “lump sum amount” which is “all-inclusive”; All costs (professional fees, communications, consumables during field related missions, etc.) that could possibly be incurred by the Contractor needs to be factored into the proposed price.

UN Women will not withhold any amount of the payments for tax and/or social security related payments. UN Women shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Contractor acknowledges that UN Women will not issue any statements of earnings to the Individual contractor in respect of any such payments.

1. Travel costs

This is a home-based assignment with travels foreseen outside of the duty station – Ankara. For the domestic travels within Türkiye, outside of the duty station, UN Women Türkiye Office will organize the logistics of the travel and the Consultant will be paid daily substance allowance and terminal fee as per the figures set by UN Women HQ and UN ICSC. UN Women will not cover transportation cost within duty station including the taxi costs.

For all travels under this assignment, the Consultants are required to provide the relevant project staff with requested travel documentation in a timely manner. Please note that failure to do so may result in no entitlement.

1. Currency of the price proposal

The applicants are requested to submit their price proposals in Turkish Lira.

Annex II: Price Proposal Submission Form

To: United Nations Entity for Gender Equality and the Empowerment of Women

Ref:

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to UN Women within the scope of the referred Assignment.

Having examined, understood and agreed to the Terms of Reference and its annexes, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with the Terms of Reference.

Deliverable	Target Deadline	Estimated number of working days
Kick off meeting	22 April 2024	1
Desk review of all project documents	30 April 2024	5
Inception report including an evaluation matrix, a list of key partners to be interviewed, KII questions, timeline for the KIIs	30 May 2024	5
Data collection and draft evaluation report	30 July 2024	15
Final evaluation report	July - August and September 2024	15
Evaluation communication products	15 October 2024	9
	Total Days	50

My maximum total price proposal for the assignment is given below:

Costs

TL

Daily Fee, all inclusive

Total Fee for the Assignment up to 50 w/days

I confirm that my financial proposal will remain unchanged for 120 days. I also confirm that the price that I quote is **gross**, and is inclusive of all legal expenses, including but not limited to social security, income tax, pension, etc., which shall be required applicable laws.

I agree that my proposal shall remain binding upon me for 120 days.

I understand that you are not bound to accept any proposal you may receive.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email:

ToR 2: National Consultant to conduct the final evaluation of the UN Women Project “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality”

Location:

Home-based, TURKEY

Type of Contract:

Individual Contract

Starting Date:

18-Apr-2024

Application Deadline:

13-Apr-24 (Midnight New York, USA)

Post Level:

National Consultant

Duration of Initial Contract:

40 days between 22 April 2024 – 15 October 2024

Languages Required:

English

Expected Duration of Assignment:

40 days between 22 April 2024 – 15 October 2024

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence. UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

Background

I. Organizational Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

In Türkiye, in line with its global [Strategic Plan 2022-2025](#) and [Country Strategic Note \(2022-2025\)](#), and the overall [UN Sustainable Development Cooperation Framework for Türkiye \(UNSDCF\) \(2021-2025\)](#), UN Women works towards the overarching goal of “Women and girls including those at greatest risk of being left behind fully exercise their human rights, enjoy a life free from violence and discrimination, and lead, influence and benefit for Türkiye”. UN Women works in four thematic areas: (i) governance and participation in public life; (ii) women’s economic empowerment; (iii) ending violence against women and girls; and (iv) women, peace and security, humanitarian action and disaster risk reduction. UN Women contributes to three UNSDCF outcomes: 1) Women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination; 2) By 2025, Persons under the Law on Foreigners and International Protection are supported towards self-reliance. 3) By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and quality of judicial services is improved.

As indicated in the Evaluation Plan of the Strategic Note 2022-2025 of the UN Women Türkiye Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project. The main purpose of this final evaluation is to assess the programmatic progress and performance of the project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. In this regard, UN Women Türkiye CO will procure services from a national consultant for conducting the final evaluation of the project.

This final evaluation will serve to document the progress made towards planned outputs, outcomes and impact of the Project and to support the CO and national stakeholders’ strategic learning and decision-making on further interventions. The evaluation is expected to support enhanced accountability for development effectiveness and learning from experience to inform the future operations of the CO.

The final evaluation is expected to take place in between 1 April – 15 October 2024 corresponding to the final phase of project implementation.

“Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project is implemented by UN Women Türkiye with the financial support of European Commission. The project has an overall objective to reduce gender inequalities by enhancing the ability of Civil Society Organizations (CSOs) in Türkiye to be agents of transformative change towards gender equality and women’s rights.

More specifically the project aims to;

- Support the work and capacity building of CSOs in critical areas where gender gaps persist and where CSOs have a key role to play access to justice, combating VAWG, women’s economic empowerment, sex-disaggregated and gender-sensitive data and knowledge, gender sensitive crisis response and environment/climate action with a specific focus on better understanding and responding to the needs of women from specific marginalized groups.
- Further strengthen and expand the constituency of gender equality advocates, women’ solidarity and women’s human rights movement building for gender equality through support to knowledge, networks, platforms of dialogue, access to intergovernmental, EU and international fora, and fostering strategic and innovative partnerships with a wide set of

activists and stakeholders, including men and boys advocates, youth groups, academia, disability rights activists, climate justice activists and other key constituencies.

The Project has 42 months of duration between April 2021- September 2024 and a total budget of 4,455,000 Euros.

The expected outputs of the project and the respective activities are as follows:

Output 1: Women's rights /women-led civil society organizations and other relevant rights-based CSOs in Türkiye have increased resources and capacities to advance the rights of women and girls in fields where gender gaps persist (economic empowerment, elimination of violence against women, access to justice/human rights mechanisms, gender responsive climate change action) in line with Türkiye's national and international commitments and in consideration of COVID-19 impacts.

- Providing small grants to minimum 30 grassroots/smaller/less experienced women led CSOs to develop and strengthen their institutional capacities,
- Providing financial and technical support to minimum five women's civil society organizations to implement programmatic initiatives to address persistent gender inequalities and rights violations, exacerbated by COVID-19.
- Based on consultations and a survey with women's CSOs and other relevant rights based CSOs, preparing and implementing a capacity development programme in the area of gender sensitive/responsive disaster risk preparedness and management, climate action and crises response, taking into account the newly emerging needs in the context of COVID-19.

Output 2: Women's rights /women-led civil society organizations and other relevant rights-based CSOs in Türkiye have increased access to and expertise in gender responsive research and data generation, to address current knowledge gaps and to use in programming and in evidence-based advocacy on gender equality.

- Conducting two field research activities to better understand the needs, priorities and status of rural women, and women with disabilities in line with the SDG principle of leaving no one behind and conduct technical analysis to produce a policy paper on women's access to justice
- Conducting data literacy capacity development program to enhance the knowledge on gender data and gender analysis among the CSOs and the youth/young professionals to contribute to evidence-based advocacy in different thematic areas.
- Strengthening the skills of media professionals and students on the effective use of gender data and statistics in their reporting and storifying.

Output 3: Gender equality advocates representing the rights and voices of different groups of women and girls, including youth and those in most marginalized and vulnerable positions, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE with men and boys, and relevant stakeholders at the local, national, regional/EU and global levels.

- Supporting existing or the establishment of new platforms, alliances, and networks to exchange information, knowledge, best practices and create synergies and collaboration at the local and national levels targeting specifically civil society organizations,
- Conducting assessments and other preparatory conceptual work for the establishment of a Gender Equality Academy targeting a diverse group of students, women's

CSOs, civil society activists, expert trainers, social partners, young people, professionals, academics and UN Women's other relevant stakeholders such as the private sector, government institutions, local authorities, as well as other practitioners who want to integrate gender awareness into their life and profession/businesses,

- Assisting CSO members/affiliates and women's rights and gender equality advocates, including young women, with financial and logistical support to participate in key regional, EU and international forums, such as the annual Commission on the Status of Women (CSW) in New York, Generation Equality global/regional meetings, and other relevant events,
- Facilitating forums and/or establish networks for both formal and informal consultations with young people (women and girls, men and boys) at the regional/local level and support youth associations with knowledge exchange,
- Facilitating dialogue between Governmental and non-governmental organisations in the framework of intergovernmental processes.

Project beneficiaries and key stakeholders are:

- Civil Society Organizations
- Women networks and platforms
- Academicians
- Advocates of Women Rights and Gender Equality
- Media

Project is contributing to the results under the UN Women Global Strategic Plan *Outcome 1: Global normative frameworks and gender-responsive laws, policies and institutions* and *Outcome 5: Women's voice, leadership & agency* and *Outcome 6: Production, analysis, and use of gender statistics and sex-disaggregated data and knowledge*. Project also serves for reaching the targets under UNSDCF Türkiye 2021-2025 *Outcome 1.2: By 2025, women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination*.

As indicated in Evaluation Plan of the Strategic Note 2022-2025 of the UN Women Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the "Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women's Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality" Project.

The overall objective of the final evaluation is to assess the programmatic progress and performance of the above-described project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. The evaluation will be based on the assessment of the progress made towards the achievement of the set outcomes and objectives, and analyse the results achieved and challenges encountered. The findings of the evaluation will guide future efforts and policies, improve practices, and ensure accountability to promote gender equality effectively in Türkiye.

Scope of the evaluation

The final evaluation of the “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project will be conducted in the final stage of its implementation and will cover the period from April 2021- August 2024. The evaluation is scheduled between 1 April and 15 October 2024, as detailed in Terms of Reference. The evaluation includes a desk review of project documentation and relevant publications, primary data collection and drafting the final evaluation report with recommendations. Primary data collection i.e. conducting KIIs with project’s stakeholders, can be organised in an online format or in person.

The evaluation shall cover all aspects of the project and broadly allocate resources (time) in relation to the relative expenditure between the various components of the project.

Duties and Responsibilities

II. Duties and Responsibilities:

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners in Türkiye. The evaluation will be based on gender and human rights principles and adhere to the UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines.

The evaluation team must take into consideration that UN Women managed evaluations are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard.

A theory of change approach is suggested to be followed. This is to be explored further by the evaluators in the inception phase. If needed, a reconstructed theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework that this project considered and has contributed to promote gender equality and women’s empowerment. Assumptions should explain both the connections between early, intermediate and long-term project outcomes and the expectations about how and why the project has brought them about.

The evaluation methodology will deploy mixed methods, including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusiveness processes that are culturally appropriate. Data collection methods may include but are not limited to:

- Desk review of relevant documents such as project and programme documents, progress reports, financial records, meeting minutes and monitoring reports, and secondary data or studies relating to the country context and situation
- Semi-structured interviews, focus group discussions, surveys with UN Women Türkiye office staff, direct and indirect beneficiaries, implementing partners, government partners, donor and other stakeholders
- Field visits to and observation at selected project sites

Data from different research sources will be triangulated to increase its validity. The proposed approach and methodology have to be considered as flexible guidelines rather than final requirements, and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. The methodology and approach should, however, incorporate human rights and gender equality perspectives. It is expected that the Evaluation Team will further refine the approach and methodology and submit a detailed description in the inception report.

Comments provided by the Evaluation Reference Group (ERG) and Evaluation Management Group (EMG) are aimed at methodological rigor, factual errors, errors of interpretation, or omission of information and must be considered by the evaluators to ensure a high-quality product. The final evaluation report should reflect the evaluator's consideration of the comments and acknowledge any substantive disagreements.

Evaluation questions

The evaluation will address the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coherence. More specifically, the evaluation will address the following key criteria Tentative questions under each of the criterion could consider the following:

Relevance

- To what extent was the design of the project and its results relevant to the needs and priorities of the beneficiaries? Was the choice of interventions relevant to the situation of the target group?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment?
- To what extent is the project contributing to the implementation of UN Women's Strategic Note
- and UNSDCF?
- To what extent has the project been catalytic in addressing some of the root causes of inequalities related to women's leadership in politics and private sector?
- To what extent is the project aligned with international agreements and conventions on gender equality and women's empowerment in the context of women's leadership?
- To what extent does the UN Women possess the comparative advantage in the programme's area of work in comparison with other UN entities and key partners in Türkiye?
- To what extent has the project been flexible to adapt to the changes in the political and economic context of the country?

Coherence

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?
- To what extent the project is in complementarity, harmonisation and coordination with the interventions of other actors' interventions in the same context?
- To what extent the implementation of project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?

Effectiveness

- To what extent have the expected results of the programme been achieved on both outcome and output levels?
- What are the reasons for the achievement or non-achievement of the programme results? Has programme achieved any unforeseen results, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected strategies and approaches been in achieving programme results?
- How well did the intervention succeed in involving and building the capacities of rights-holders, duty-bearers, as well as the programme partners?
- Has the project had effective monitoring mechanisms in place to measure progress towards results?
- What -if any- types of innovative good practices have been introduced in the programme for the achievement of GEWE results?

Efficiency

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
- To what extent does the management structure of the intervention support efficiency for programme implementation and achievement of results?
- Have the outputs been delivered in a timely manner?
- Is the coordination between the project counterparts and UN Women leading to better programme results?

Sustainability

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after the programme phase out?
- To what extent the intervention succeeded in building individual and institutional capacities of rights-holders and duty-bearers
- To what extent has UN Women been able to establish relevant partnerships with key stakeholders in the programming, implementation, and policy advocacy processes?
- How effectively has the programme generated national and local ownership of the results achieved?
- What voice and influence do key national partners including women's movement etc. have within the programme's decision-making structure and hierarchy?
- What steps were taken to develop and/or reinforce the operating capacities of in-country partners during the implementation of the programme?
- To what extent has the programme been able to promote replication and/or up-scaling of successful practices?

- To what extent has the exit strategy been well planned and successfully implemented?

Human Rights and Gender Equality

- To what extent has gender and human rights principles and strategies been integrated into the programme design and implementation?
- To what extent is the programme bringing about gender transformative changes that address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviors, discrimination and social systems and including inequalities those experienced by groups in vulnerable situations?

Considering the mandates to incorporate human rights and gender equality in all its work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation and will be considered under each evaluation criterion.

The evaluation questions outlined above are tentative and will be revised and further developed and tailored by the evaluation team during the inception phase of the evaluation. It is expected that the evaluation team will develop an evaluation matrix, which will relate to the evaluation questions, the areas they refer to, the criteria for evaluating them, the indicators, and the means for verification as a tool for the evaluation. Final evaluation matrix will be validated by EMG and approved in the evaluation inception report. As previously indicated the questions outlined above are indicative and the evaluation team is expected to develop a final set of evaluation questions during the evaluation's inception phase.

Evaluation governance structure

A twofold evaluation governance structure for the evaluation will be established. An Evaluation Management Group (EMG), comprising of senior management of UN Women, Evaluation Task Manager and Programme manager, will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. In addition, the evaluation will be quality assured by the UN Women Regional Evaluation Specialist for the ECA region, who is a member of the UN Women Independent Evaluation Service. Designated UN Women focal point who has not been involved in direct management of the programme, will serve as the evaluation task manager responsible for the day-to-day management of the evaluation and in ensuring that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents. The UN Women Country Representative will be the ultimate accountable person to approve the final evaluation report and endorse the Evaluation Management Response to evaluation recommendations. In UN Women it is mandatory to develop and endorse an evaluation MR within six weeks after the evaluation approved has been approved.

The establishment of an Evaluation Reference Group (ERG) composing of UN Women CSO programme specialist, monitoring and reporting analyst and programme analyst will facilitate the participation of the key stakeholders (UN Women, EUD and a selection of the supported CSOs and partners of the project) in the evaluation process and will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders. Furthermore, it will make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference group will provide input and relevant information at key stages of the evaluation: inception report, draft and final reports and will support UN Women with the dissemination of the results.

Phases of the evaluation process

The evaluation process has five phases:

- 1) Preparation: gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG), stakeholders mapping and selection of evaluation team.
- 2) Inception: consultations between the evaluation team and the EMG, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.
- 3) Data collection and analysis: in-depth desk research, in-depth review of the programme documents and monitoring frameworks, in-depth online interviews as necessary, staff and partner survey/s, and field visits.
- 4) Analysis, validation and synthesis stage: analysis of data and interpretation of findings and drafting and validation of an evaluation report and other communication products.
- 5) Dissemination and follow-up: once the evaluation is completed UN Women is responsible for the development of a Management Response to evaluation recommendations within 6 weeks after the final approval of the evaluation report, publishing the evaluation report, uploading the final evaluation report on the UN Women GATE website and the dissemination of evaluation findings amongst key stakeholders.

The evaluation team will be responsible for phases 2, 3 and 4 with the support of UN Women while UN Women is entirely responsible for phases 1 and 5.

III. Deliverables and Payment Schedule

The assignment will start on 22 April 2024 and be completed 15 October 2024. The national consultant is expected to spend up to **40** working days on [non - consecutive basis] throughout the assignment.

The national consultant is responsible for the following deliverables:

An inception report: The national consultant will support the team lead in the production of the inception report that will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The desk review of background documentation and the inception meeting with EMG will be completed and the data extracted from these resources will be incorporated into the inception report. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the evaluation management group and, based upon the comments received the evaluation team will revise the draft. The national consultant will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.

Presentation of preliminary findings: The national consultant is expected to support the evaluation team lead to review additional documents, conduct online interviews organise visit to programme sites, hold debriefing with EMG and ERG for preparing the preliminary findings. A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the evaluation management group for feedback. The revised presentation will be delivered to the reference group for comment and validation. The national consultant will incorporate the feedback received into the draft report.

A draft evaluation report: The national consultant will support the team lead in the production of the draft evaluation report. A first draft report will be shared with the evaluation management group for initial feedback. The second draft report will incorporate evaluation management group feedback and will be shared with the evaluation reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The national consultant will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.

The final evaluation report: The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.

Evaluation communication products: A PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations. The national consultant might be requested to do an online presentation of the preliminary findings at the closing event of the programme in 2024 (date and event TBC).

Expected Deliverables and Payment Schedule:

The following table summarizes main activities and expected deliverables against targeted delivery deadlines and indicative working days to be invested by the Consultant.

Deliverable	Target Deadline	Estimated number of working days
Kick off meeting	22 April 2024	1
Desk review of all project documents	7 May 2024	5
Inception report including an evaluation matrix, a list of key partners to be interviewed, KII questions, timeline for the KIIs	7 June 2024	5
Data collection and draft evaluation report	07 July 2024	10

Final evaluation report	July - August – September 2024	10
Evaluation communication products	15 October 2024	9
	Total Days	40

All deliverables shall be received and cleared by the UN Women Türkiye Country Office. All reports shall be **presented in English, in electronic version.**

Note: The mentioned number of working days has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the UN Women shall be the only criteria for consultant's work being completed and eligible for payment/s.

Payment Schedule:

The payment to the consultant is determined by multiplying the total number of working days by the agreed daily fee.

Consultant shall be paid upon on a monthly basis based on the deliverables produced within that month in addition to the monthly timesheet indicating the days allocated for the specific deliverables produced in that quarter. Payment shall be affected only if the monthly report and the timesheet are submitted to and approved by the Project Coordinator. Without submission and approval of the deliverables and timesheets, Consultants shall not receive any payment even if they invest time for this assignment.

Mandatory Courses:

The Consultant shall complete all the mandatory and further required UN courses, training, and modules on time. The certificates shall be submitted to the Programme Specialist.

Please note that the required training courses could vary based on contract content and duration, the nature of the work and inclusion of travel. The Hiring Manager will provide the list of mandatory courses to the Consultant. Hence, the Consultant is obliged to follow the instructions of her/his Hiring Manager upon which training modules to complete and when to complete them.

Travel

This is a home-based assignment with travels foreseen outside of the duty station – Ankara. For the domestic travels within Türkiye, outside of the duty station, UN Women Türkiye Office will organize the logistics of the travel and the Consultant will be paid daily substance allowance and terminal fee as per the figures set by UN Women HQ and UN ICSC. UN Women will not cover transportation cost within duty station including the taxi costs.

expected of UN Women personnel and will therefore undergo rigorous reference and background checks. (Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.)

Required Skills and Experience

VI. Required Skills and Experience:	
Education:	<ul style="list-style-type: none"> An advanced degree or equivalent in social sciences, human rights, gender/ women’s studies, international development, or a related field is required.
Skills and Experience:	<ul style="list-style-type: none"> At least 5 years of working experience in the field of capacity building for the civil society organizations – Experience in qualitative data collection Previous experience in liaising / working with women led CSOs is a strong asset. Previous experience in working with the UN system is an asset.
Language Requirements:	<ul style="list-style-type: none"> Fluency in written and spoken English and Turkish is required.

VII. Application Procedure:
<p>The following documents should be submitted as part of the application:</p> <ul style="list-style-type: none"> Cover letter to include a brief overview about which of your previous experiences makes you the most suitable candidate for the advertised position. CV in English containing the relevant educational and professional experience. Signed UN Women Personal History (P11) Form including past experience in similar assignments which can be downloaded at http://www.unwomen.org/about-us/employment Financial proposal to be sent via e-mail to ssa.turkiye@unwomen.org indicating the name of the position applied in the subject line of the e-mail no later than the application deadline - Please see Annex I: Price Proposal Guideline and Template and Annex II: Price Proposal Submission Form. <p>When applying; the Cover Letter, CV and the signed P11 Form should be merged into one (1) single PDF document since the system will allow only to upload maximum one document. Therefore, please combine these forms and documents into one (1) single PDF document and upload them to the system.</p> <p>As for Financial Proposal, please send them/it separately via e-mail to ssa.turkiye@unwomen.org indicating the name of the position applied in the subject line of the e-mail. Since they will be sent separately via e-mail, Financial Proposals should not be uploaded to the system or be included in the merged PDF which shall consist of the applicant’s Cover Letter, CV and Signed P11 Form. Please make sure to not include the Financial Offer in the merged PDF.</p> <p>Should they be short-listed in consideration of the consultancy post, candidates should have the ability to quickly submit degree certificates, medical certifications or any other requested document.</p>

Incomplete applications such as applications without a financial proposal may not be considered. Applicants are responsible to make sure to have provided all the requested application materials before the deadline.

Candidates will be evaluated using a cumulative analysis method taking into consideration the combination of the applicants' qualifications and financial proposal. Contract will be awarded to the individual consultant whose offer receives the highest score out of below defined technical and financial criteria. Only candidates obtaining a minimum of 49 points in the technical evaluation would be considered for financial evaluation.

Criteria	Total points	Max. Points
Technical Evaluation (70%)	70	
An advanced degree or equivalent in social sciences, human rights, gender/ women's studies, international development, or a related field is required.		15
At least 5 years of working experience in the field of capacity building for the civil society organizations (For 5 years 20 points, for >5 years 25 points)		25
Experience in qualitative data collection (For 3 years 10 points, for >3 years 15 points)		15
Previous experience in liaising / working with women led CSOs is a strong asset.		5
Previous experience in working with the UN system is an asset.		5
Fluency in written and spoken English and Turkish is required.		5
Financial Evaluation (30%)	30	
TOTAL	100	

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. A suggested formula is as follows:

$$p = 30 (\mu/z)$$

Using the following values:

p = points for the financial proposal being evaluated

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

Annex I: Price Proposal Guideline and Template

The prospective Individual Consultant should take the following explanations into account during submission of his/her price proposal.

1. Daily fee

The daily price proposal should indicate a “lump sum amount” which is “all-inclusive”; All costs (professional fees, communications, consumables during field related missions, etc.) that could possibly be incurred by the Contractor needs to be factored into the proposed price.

UN Women will not withhold any amount of the payments for tax and/or social security related payments. UN Women shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Contractor acknowledges that UN Women will not issue any statements of earnings to the Individual contractor in respect of any such payments.

1. Travel costs

This is a home-based assignment with travels foreseen outside of the duty station – Ankara. For the domestic travels within Türkiye, outside of the duty station, UN Women Türkiye Office will organize the logistics of the travel and the Consultant will be paid daily substance allowance and terminal fee as per the figures set by UN Women HQ and UN ICSC. UN Women will not cover transportation cost within duty station including the taxi costs.

For all travels under this assignment, the Consultants are required to provide the relevant project staff with requested travel documentation in a timely manner. Please note that failure to do so may result in no entitlement.

1. Currency of the price proposal

The applicants are requested to submit their price proposals in Turkish Lira.

Annex II: Price Proposal Submission Form

To: United Nations Entity for Gender Equality and the Empowerment of Women

Ref: National Consultant for Final Evaluation Services

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to UN Women within the scope of the referred Assignment.

Having examined, understood and agreed to the Terms of Reference and its annexes, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with the Terms of Reference.

Deliverable	Target Deadline	Estimated number of working days
Kick off meeting	22 April 2024	1

Desk review of all project documents	7 May 2024	5
Inception report including an evaluation matrix, a list of key partners to be interviewed, KII questions, timeline for the KIIs	7 June 2024	5
Data collection and draft evaluation report	07 July 2024	10
Final evaluation report	July - August – September 2024	10
Evaluation communication products	15 October 2024	9
	Total Days	40

My maximum total price proposal for the assignment is given below:

Costs

TL

Daily Fee, all inclusive

Total Fee for the Assignment up to 40 w/days

I confirm that my financial proposal will remain unchanged for 120 days. I also confirm that the price that I quote is **gross**, and is inclusive of all legal expenses, including but not limited to social security, income tax, pension, etc., which shall be required applicable laws.

I agree that my proposal shall remain binding upon me for 120 days.

I understand that you are not bound to accept any proposal you may receive.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email:

ToR 3: National Research Assistant to conduct the Final Evaluation of the UN Women Türkiye Country Office Project “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space”

Location:

Home-based, TURKEY

Type of Contract:

Individual Contract

Starting Date:

22-Apr-2024

Application Deadline:

13-Apr-24 (Midnight New York, USA)

Post Level:

National Consultant

Duration of Initial Contract:

35 days between 22 April 2024 – 15 October 2024

Languages Required:

English

Expected Duration of Assignment:

35 days between 22 April 2024 – 15 October 2024

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence. UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

Background

I. Organizational Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

In Türkiye, in line with its global [Strategic Plan 2022-2025](#) and [Country Strategic Note \(2022-2025\)](#), and the overall [UN Sustainable Development Cooperation Framework for Türkiye \(UNSDCF\) \(2021-2025\)](#), UN Women works towards the overarching goal of “Women and girls including those at greatest risk of being left behind fully exercise their human rights, enjoy a life free from violence and discrimination, and lead, influence and benefit for Türkiye”. UN Women works in four thematic areas: (i) governance and participation in public life; (ii) women’s economic empowerment; (iii) ending violence against women and girls; and (iv) women, peace and security, humanitarian action and disaster risk reduction. UN Women contributes to three UNSDCF outcomes: 1) Women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination; 2) By 2025, Persons under the Law on Foreigners and International Protection are supported towards self-reliance. 3) By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and quality of judicial services is improved.

As indicated in the Evaluation Plan of the Strategic Note 2022-2025 of the UN Women Türkiye Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project. The main purpose of this final evaluation is to assess the programmatic progress and performance of the project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. In this regard, UN Women Türkiye CO will procure services from a national consultant for conducting the final evaluation of the project.

This final evaluation will serve to document the progress made towards planned outputs, outcomes and impact of the Project and to support the CO and national stakeholders’ strategic learning and decision-making on further interventions. The evaluation is expected to support enhanced accountability for development effectiveness and learning from experience to inform the future operations of the CO.

The final evaluation is expected to take place in between 1 April – 15 October 2024 corresponding to the final phase of project implementation.

“Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project is implemented by UN Women Türkiye with the financial support of European Commission. The project has an overall objective to reduce gender inequalities by enhancing the ability of Civil Society Organizations (CSOs) in Türkiye to be agents of transformative change towards gender equality and women’s rights.

More specifically the project aims to;

- Support the work and capacity building of CSOs in critical areas where gender gaps persist and where CSOs have a key role to play access to justice, combating VAWG, women’s economic empowerment, sex-disaggregated and gender-sensitive data and knowledge, gender sensitive crisis response and environment/climate action with a specific focus on better understanding and responding to the needs of women from specific marginalized groups.
- Further strengthen and expand the constituency of gender equality advocates, women’ solidarity and women’s human rights movement building for gender equality through support to knowledge, networks, platforms of dialogue, access to intergovernmental, EU and international fora, and fostering strategic and innovative partnerships with a wide set of

activists and stakeholders, including men and boys advocates, youth groups, academia, disability rights activists, climate justice activists and other key constituencies.

The Project has 42 months of duration between April 2021- September 2024 and a total budget of 4,455,000 Euros.

The expected outputs of the project and the respective activities are as follows:

Output 1: Women's rights /women-led civil society organizations and other relevant rights-based CSOs in Türkiye have increased resources and capacities to advance the rights of women and girls in fields where gender gaps persist (economic empowerment, elimination of violence against women, access to justice/human rights mechanisms, gender responsive climate change action) in line with Türkiye's national and international commitments and in consideration of COVID-19 impacts.

- Providing small grants to minimum 30 grassroots/smaller/less experienced women led CSOs to develop and strengthen their institutional capacities,
- Providing financial and technical support to minimum five women's civil society organizations to implement programmatic initiatives to address persistent gender inequalities and rights violations, exacerbated by COVID-19.
- Based on consultations and a survey with women's CSOs and other relevant rights based CSOs, preparing and implementing a capacity development programme in the area of gender sensitive/responsive disaster risk preparedness and management, climate action and crises response, taking into account the newly emerging needs in the context of COVID-19.

Output 2: Women's rights /women-led civil society organizations and other relevant rights-based CSOs in Türkiye have increased access to and expertise in gender responsive research and data generation, to address current knowledge gaps and to use in programming and in evidence-based advocacy on gender equality.

- Conducting two field research activities to better understand the needs, priorities and status of rural women, and women with disabilities in line with the SDG principle of leaving no one behind and conduct technical analysis to produce a policy paper on women's access to justice
- Conducting data literacy capacity development program to enhance the knowledge on gender data and gender analysis among the CSOs and the youth/young professionals to contribute to evidence-based advocacy in different thematic areas.
- Strengthening the skills of media professionals and students on the effective use of gender data and statistics in their reporting and storifying.

Output 3: Gender equality advocates representing the rights and voices of different groups of women and girls, including youth and those in most marginalized and vulnerable positions, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE with men and boys, and relevant stakeholders at the local, national, regional/EU and global levels.

- Supporting existing or the establishment of new platforms, alliances, and networks to exchange information, knowledge, best practices and create synergies and collaboration at the local and national levels targeting specifically civil society organizations,
- Conducting assessments and other preparatory conceptual work for the establishment of a Gender Equality Academy targeting a diverse group of students, women's

CSOs, civil society activists, expert trainers, social partners, young people, professionals, academics and UN Women's other relevant stakeholders such as the private sector, government institutions, local authorities, as well as other practitioners who want to integrate gender awareness into their life and profession/businesses,

- Assisting CSO members/affiliates and women's rights and gender equality advocates, including young women, with financial and logistical support to participate in key regional, EU and international forums, such as the annual Commission on the Status of Women (CSW) in New York, Generation Equality global/regional meetings, and other relevant events,
- Facilitating forums and/or establish networks for both formal and informal consultations with young people (women and girls, men and boys) at the regional/local level and support youth associations with knowledge exchange,
- Facilitating dialogue between Governmental and non-governmental organisations in the framework of intergovernmental processes.

Project beneficiaries and key stakeholders are:

- Civil Society Organizations
- Women networks and platforms
- Academicians
- Advocates of Women Rights and Gender Equality
- Media

Project is contributing to the results under the UN Women Global Strategic Plan *Outcome 1: Global normative frameworks and gender-responsive laws, policies and institutions* and *Outcome 5: Women's voice, leadership & agency* and *Outcome 6: Production, analysis, and use of gender statistics and sex-disaggregated data and knowledge*. Project also serves for reaching the targets under UNSDCF Türkiye 2021-2025 *Outcome 1.2: By 2025, women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination*.

As indicated in Evaluation Plan of the Strategic Note 2022-2025 of the UN Women Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the "Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women's Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality" Project.

The overall objective of the final evaluation is to assess the programmatic progress and performance of the above-described project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. The evaluation will be based on the assessment of the progress made towards the achievement of the set outcomes and objectives, and analyse the results achieved and challenges encountered. The findings of the evaluation will guide future efforts and policies, improve practices, and ensure accountability to promote gender equality effectively in Türkiye.

Scope of the evaluation

The final evaluation of the “Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Türkiye / Strong Civic Space for Gender Equality” Project will be conducted in the final stage of its implementation and will cover the period from April 2021- August 2024. The evaluation is scheduled between 1 April and 15 October 2024, as detailed in Terms of Reference. The evaluation includes a desk review of project documentation and relevant publications, primary data collection and drafting the final evaluation report with recommendations. Primary data collection i.e. conducting KIIs with project’s stakeholders, can be organised in an online format or in person.

The evaluation shall cover all aspects of the project, and broadly allocate resources (time) in relation to the relative expenditure between the various components of the project.

Duties and Responsibilities

II. Duties and Responsibilities:

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners in Türkiye. The evaluation will be based on gender and human rights principles and adhere to the UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines.

The evaluation team must take into consideration that UN Women managed evaluations are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard.

A theory of change approach is suggested to be followed. This is to be explored further by the evaluators in the inception phase. If needed, a reconstructed theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework that this project considered and has contributed to promote gender equality and women’s empowerment. Assumptions should explain both the connections between early, intermediate and long-term project outcomes and the expectations about how and why the project has brought them about.

The evaluation methodology will deploy mixed methods, including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusiveness processes that are culturally appropriate. Data collection methods may include but are not limited to:

- Desk review of relevant documents such as project and programme documents, progress reports, financial records, meeting minutes and monitoring reports, and secondary data or studies relating to the country context and situation
- Semi-structured interviews, focus group discussions, surveys with UN Women Türkiye office staff, direct and indirect beneficiaries, implementing partners, government partners, donor and other stakeholders
- Field visits to and observation at selected project sites

Data from different research sources will be triangulated to increase its validity. The proposed approach and methodology have to be considered as flexible guidelines rather than final requirements, and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. The methodology and approach should, however, incorporate human rights and gender equality perspectives. It is expected that the Evaluation Team will further refine the approach and methodology and submit a detailed description in the inception report.

Comments provided by the Evaluation Reference Group (ERG) and Evaluation Management Group (EMG) are aimed at methodological rigor, factual errors, errors of interpretation, or omission of information and must be considered by the evaluators to ensure a high-quality product. The final evaluation report should reflect the evaluator's consideration of the comments and acknowledge any substantive disagreements.

Evaluation questions

The evaluation will address the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coherence. More specifically, the evaluation will address the following key criteria Tentative questions under each of the criterion could consider the following:

Relevance

- To what extent was the design of the project and its results relevant to the needs and priorities of the beneficiaries? Was the choice of interventions relevant to the situation of the target group?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment?
- To what extent is the project contributing to the implementation of UN Women's Strategic Note
- and UNSDCF?
- To what extent has the project been catalytic in addressing some of the root causes of inequalities related to women's leadership in politics and private sector?
- To what extent is the project aligned with international agreements and conventions on gender equality and women's empowerment in the context of women's leadership?
- To what extent does the UN Women possess the comparative advantage in the programme's area of work in comparison with other UN entities and key partners in Türkiye?
- To what extent has the project been flexible to adapt to the changes in the political and economic context of the country?

Coherence

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?
- To what extent the project is in complementarity, harmonisation and coordination with the interventions of other actors' interventions in the same context?
- To what extent the implementation of project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?

Effectiveness

- To what extent have the expected results of the programme been achieved on both outcome and output levels?
- What are the reasons for the achievement or non-achievement of the programme results? Has programme achieved any unforeseen results, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected strategies and approaches been in achieving programme results?
- How well did the intervention succeed in involving and building the capacities of rights-holders, duty-bearers, as well as the programme partners?
- Has the project had effective monitoring mechanisms in place to measure progress towards results?
- What -if any- types of innovative good practices have been introduced in the programme for the achievement of GEWE results?

Efficiency

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
- To what extent does the management structure of the intervention support efficiency for programme implementation and achievement of results?
- Have the outputs been delivered in a timely manner?
- Is the coordination between the project counterparts and UN Women leading to better programme results?

Sustainability

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after the programme phase out?
- To what extent the intervention succeeded in building individual and institutional capacities of rights-holders and duty-bearers
- To what extent has UN Women been able to establish relevant partnerships with key stakeholders in the programming, implementation, and policy advocacy processes?
- How effectively has the programme generated national and local ownership of the results achieved?
- What voice and influence do key national partners including women's movement etc. have within the programme's decision-making structure and hierarchy?
- What steps were taken to develop and/or reinforce the operating capacities of in-country partners during the implementation of the programme?
- To what extent has the programme been able to promote replication and/or up-scaling of successful practices?

- To what extent has the exit strategy been well planned and successfully implemented?

Human Rights and Gender Equality

- To what extent has gender and human rights principles and strategies been integrated into the programme design and implementation?
- To what extent is the programme bringing about gender transformative changes that address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviors, discrimination and social systems and including inequalities those experienced by groups in vulnerable situations?

Considering the mandates to incorporate human rights and gender equality in all its work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation and will be considered under each evaluation criterion.

The evaluation questions outlined above are tentative and will be revised and further developed and tailored by the evaluation team during the inception phase of the evaluation. It is expected that the evaluation team will develop an evaluation matrix, which will relate to the evaluation questions, the areas they refer to, the criteria for evaluating them, the indicators, and the means for verification as a tool for the evaluation. Final evaluation matrix will be validated by EMG and approved in the evaluation inception report. As previously indicated the questions outlined above are indicative and the evaluation team is expected to develop a final set of evaluation questions during the evaluation's inception phase.

Evaluation governance structure

A twofold evaluation governance structure for the evaluation will be established. An Evaluation Management Group (EMG), comprising of senior management of UN Women, Evaluation Task Manager and Programme manager, will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. In addition, the evaluation will be quality assured by the UN Women Regional Evaluation Specialist for the ECA region, who is a member of the UN Women Independent Evaluation Service. Designated UN Women focal point who has not been involved in direct management of the programme, will serve as the evaluation task manager responsible for the day-to-day management of the evaluation and in ensuring that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents. The UN Women Country Representative will be the ultimate accountable person to approve the final evaluation report and endorse the Evaluation Management Response to evaluation recommendations. In UN Women it is mandatory to develop and endorse an evaluation MR within six weeks after the evaluation reviewed has been approved.

The establishment of an Evaluation Reference Group (ERG) composing of UN Women CSO programme specialist, monitoring and reporting analyst and programme analyst will facilitate the participation of the key stakeholders (UN Women, EUD and a selection of the supported CSOs and partners of the project) in the evaluation process and will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders. Furthermore, it will make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference group will provide input and relevant information at key stages of the evaluation: inception report, draft and final reports and will support UN Women with the dissemination of the results.

Phases of the evaluation process

The evaluation process has five phases:

- 1) Preparation: gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG), stakeholders mapping and selection of evaluation team.
- 2) Inception: consultations between the evaluation team and the EMG, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.
- 3) Data collection and analysis: in-depth desk research, in-depth review of the programme documents and monitoring frameworks, in-depth online interviews as necessary, staff and partner survey/s, and field visits.
- 4) Analysis, validation and synthesis stage: analysis of data and interpretation of findings and drafting and validation of an evaluation report and other communication products.
- 5) Dissemination and follow-up: once the evaluation is completed UN Women is responsible for the development of a Management Response to evaluation recommendations within 6 weeks after the final approval of the evaluation report, publishing the evaluation report, uploading the final evaluation report on the UN Women GATE website and the dissemination of evaluation findings amongst key stakeholders.

The evaluation team will be responsible for phases 2, 3 and 4 with the support of UN Women while UN Women is entirely responsible for phases 1 and 5.

III. Deliverables and Payment Schedule

The assignment will start on 22 April 2024 and be completed by 15 October 2024. The national research assistant is expected to spend up to **35** working days on [non - consecutive basis] throughout the assignment.

Under the direct supervision of UN Women Programme Specialist and in close collaboration with the evaluation team members, the Duties and responsibilities of the National Research Assistant are:

- Supporting the team leader and the national consultant during inception phase gathering documents,
following up with UN Women Turkiye CO and synthesizing relevant information;
- Assisting in the preparation of the mission with Turkiye CO;
- Supporting the team leader and the national consultant during data collection, before, during and after
field mission;
- Following up with pending interviews and additional data collection in the country after field mission;
- Attending and supporting the preparation of all meetings and presentations;

- Supporting the team leader and the national consultant while undertaking the analysis of the evidence.

Expected Deliverables and Payment Schedule:

The following table summarizes main activities and expected deliverables against targeted delivery deadlines and indicative working days to be invested by the Research Assistant.

Activities/Tasks	Deliverable	Target Deadline	Estimated number of working days
<ul style="list-style-type: none"> -Prepare a work plan for the consultancy based on the inputs received from UN Women project team - Desk review of background documentation -Inception meeting with EMG -Drafting the Inception report and receiving two rounds of revision for finalization 	Final Inception Report	15 May 2024	10
<ul style="list-style-type: none"> - Additional documents review, (online) interviews - Visit to programme sites, debriefing with EMG and ERG and presentation of preliminary findings - Preparing the draft report 	Draft Evaluation Report	15 July 2024	15
<ul style="list-style-type: none"> - Receiving inputs to the draft report at least for two rounds and revising accordingly - Preparation of the Final report and Evaluation 	Final Evaluation Report and Communication Products	15 October 2024	10
	Total Days		35

All deliverables shall be received and cleared by the UN Women Türkiye Country Office. All reports shall be **presented in English, in electronic version.**

Note: The mentioned number of working days has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of

work/assignment. The provision of envisaged deliverables approved by the UN Women shall be the only criteria for consultant's work being completed and eligible for payment/s.

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For all travels under this assignment, the Consultants are required to provide the relevant project staff with requested travel documentation in a timely manner. Please note that failure to do so may result in no entitlement.

Competencies

V. Competencies

Core Values:

- Respect for Diversity
- Integrity
- Professionalism

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication

- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

Functional Competencies

- Possesses the ability to work under pressure and meet deadlines;
- Possesses the ability to work independently;
- Good knowledge of gender equality and women's rights issues; women's economic empowerment;
- Strong analytical skills;
- Strong project document, report writing skills;

Please visit this link for more information on UN Women's Core Values and Competencies: [UN-Women-values-and-competencies-framework-en.pdf \(unwomen.org\)](https://www.unwomen.org/en/what-we-do/competencies)

At UN Women, we are committed to creating a diverse and inclusive environment of mutual respect. UN Women recruits, employs, trains, compensates, and promotes regardless of race, religion, color, sex, gender identity, sexual orientation, age, ability, national origin, or any other basis covered by appropriate law. All employment is decided on the basis of qualifications, competence, integrity and organizational need.

If you need any reasonable accommodation to support your participation in the recruitment and selection process, please include this information in your application.

UN Women has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UN Women, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. All selected candidates will be expected to adhere to UN Women's policies and procedures and the standards of conduct expected of UN Women personnel and will therefore undergo rigorous reference and background checks. (Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.)

Required Skills and Experience

VI. Required Skills and Experience:	
Education:	<ul style="list-style-type: none"> • Bachelor's degree related to one or more of the following: economics, social sciences, development studies, gender studies or a related area. Master's Degree in the above-mentioned fields is an asset;
Skills and Experience:	<ul style="list-style-type: none"> • Minimum 3 years of relevant experience in the area of gender equality, gender mainstreaming and preferably in women's rights organizations is required • Requirement of minimum 3 years of experience in producing written reports; • Minimum 1-year experience of gender-responsive and human rights-based approaches to evaluation is a strong asset;

	<ul style="list-style-type: none"> Minimum 1-year experience within the United Nations system will be considered an asset;
Language Requirements:	<ul style="list-style-type: none"> Fluency in written and spoken Turkish and English is required.

VII. Application Procedure:

The following documents should be submitted as part of the application:

- Cover letter** to include a brief overview about which of your previous experiences makes you the most suitable candidate for the advertised position.
- CV** in English containing the relevant educational and professional experience.
- Signed UN Women Personal History (P11) Form** including past experience in similar assignments which can be downloaded at <http://www.unwomen.org/about-us/employment>
- Financial proposal** to be sent via e-mail to ssa.turkiye@unwomen.org indicating the name of the position applied in the subject line of the e-mail no later than the application deadline - Please see **Annex I: Price Proposal Guideline and Template** and **Annex II: Price Proposal Submission Form**.

When applying; the Cover Letter, CV and the signed P11 Form should be merged into one (1) single PDF document since the system will allow only to upload maximum one document. Therefore, please combine these forms and documents into one (1) single PDF document and upload them to the system.

As for Financial Proposal, please send them/it separately via e-mail to ssa.turkiye@unwomen.org indicating the name of the position applied in the subject line of the e-mail. Since they will be sent separately via e-mail, Financial Proposals should not be uploaded to the system or be included in the merged PDF which shall consist of the applicant’s Cover Letter, CV and Signed P11 Form. Please make sure to not include the Financial Offer in the merged PDF.

Should they be short-listed in consideration of the consultancy post, candidates should have the ability to quickly submit degree certificates, medical certifications or any other requested document.

Incomplete applications such as applications without a financial proposal may not be considered.

Applicants are responsible to make sure to have provided all the requested application materials before the deadline.

Candidates will be evaluated using a cumulative analysis method taking into consideration the combination of the applicants’ qualifications and financial proposal. Contract will be awarded to the individual consultant whose offer receives the highest score out of below defined technical and financial criteria. Only candidates obtaining a minimum of 49 points in the technical evaluation would be considered for financial evaluation

Criteria	Total points	Max. Points
Technical Evaluation (70%)	70	10

Bachelor's degree related to one or more of the following: economics, social sciences, development studies, gender studies or a related area. Master's Degree in the above-mentioned fields is an asset.	
(Bachelor's Degree – 5 pts, Master's Degree – 10 pts)	
Minimum 3 years of relevant experience in the area of gender equality, gender mainstreaming and preferably in women's rights organizations required	20
(3 years – 10 pts, 3 - 5 years 15 pts, 5+ years 20 pts)	
Requirement of minimum 3 years of experience in producing written reports;	20
(3 years – 10 pts, 3 - 5 years 15 pts, 5+ years 20 pts)	
	10
Minimum 1-year experience of gender-responsive and human rights-based approaches to evaluation is a strong asset;	
(1 year – 3 pts, 1–3-year 5 pts 3+ years 10 pts)	
Minimum 1-year experience within the United Nations system will be considered an asset	5
(1 year – 3 pts, 1+ years 5 pts)	
Fluency in written and spoken English and Turkish is required.	5
Financial Evaluation (30%)	30
TOTAL	100
The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. A suggested formula is as follows:	
$p = 30 (\mu/z)$	
Using the following values:	
p = points for the financial proposal being evaluated	
μ = price of the lowest priced proposal	
z = price of the proposal being evaluated	

Annex I: Price Proposal Guideline and Template

The prospective Individual Consultant should take the following explanations into account during submission of his/her price proposal.

1. Daily fee

The daily price proposal should indicate a “lump sum amount” which is “all-inclusive”; All costs (professional fees, communications, consumables during field related missions, etc.) that could possibly be incurred by the Contractor needs to be factored into the proposed price.

UN Women will not withhold any amount of the payments for tax and/or social security related payments. UN Women shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Contractor acknowledges that UN Women will not issue any statements of earnings to the Individual contractor in respect of any such payments.

1. Travel costs

This is a home-based assignment with travels foreseen outside of the duty station – Ankara. For the domestic travels within Türkiye, outside of the duty station, UN Women Türkiye Office will organize the logistics of the travel and the Consultant will be paid daily substance allowance and terminal fee as per the figures set by UN Women HQ and UN ICSC. UN Women will not cover transportation cost within duty station including the taxi costs.

For all travels under this assignment, the Consultants are required to provide the relevant project staff with requested travel documentation in a timely manner. Please note that failure to do so may result in no entitlement.

1. Currency of the price proposal

The applicants are requested to submit their price proposals in Turkish Lira.

Annex II: Price Proposal Submission Form

To: United Nations Entity for Gender Equality and the Empowerment of Women

Ref:

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to UN Women within the scope of the referred Assignment.

Having examined, understood and agreed to the Terms of Reference and its annexes, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with the Terms of Reference.

Activities/Tasks	Deliverable	Target Deadline	Estimated number of working days
-Prepare a work plan for the consultancy based on the inputs received from UN Women project team - Desk review of background documentation -Inception meeting with EMG	Final Inception Report	15 May 2024	10

-Drafting the Inception report and receiving two rounds of revision for finalization			
- Additional documents review, (online) interviews - Visit to programme sites, debriefing with EMG and ERG and presentation of preliminary findings - Preparing the draft report	Draft Evaluation Report	15 July 2024	15
- Receiving inputs to the draft report at least for two rounds and revising accordingly - Preparation of the Final report and Evaluation	Final Evaluation Report and Communication Products	15 October 2024	10
	Total Days		35

My maximum total price proposal for the assignment is given below:

Costs

TL

Daily Fee, all inclusive

Total Fee for the Assignment up to 35 w/days

I confirm that my financial proposal will remain unchanged for 120 days. I also confirm that the price that I quote is **gross**, and is inclusive of all legal expenses, including but not limited to social security, income tax, pension, etc., which shall be required applicable laws.

I agree that my proposal shall remain binding upon me for 120 days.

I understand that you are not bound to accept any proposal you may receive.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email:

Annex 3: Evaluation Matrix

Evaluation Criteria	Evaluation Questions	Indicators	Data Sources	Data Collection Methods
Relevance	1.1 How well does the intervention's design and intended outcomes meet the needs and priorities of the target beneficiaries and key stakeholders? Was the selection of interventions appropriate for the context of the target group?	<ul style="list-style-type: none"> ● Existence of women's need analysis and civil society needs analysis before and during the project's design ● Evidence that the needs analysis contributed to the project's design ● Perceptions of the stakeholders on the relevance of project activities for target groups. 	<ul style="list-style-type: none"> ● Project Documents ● KIIs with UN Women project staff ● KIIs with partner CSOs ● Mixed method online surveys with small grantees 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey ● Case Studies
	1.2 To what extent does the project align with the national development strategies for gender equality and women's empowerment?	<ul style="list-style-type: none"> ● Existence of national development strategies cross cutting gender quality and women empowerment ● Evidence of linkages and reference to national strategies in the project design and implementation documents ● Perceptions of relevant stakeholders on the linkages between the national strategies and project's design and implementation 	<ul style="list-style-type: none"> ● Project documents ● National strategy documents ● Academic and grey literature on the relevant national development strategies ● KIIs with experts, mentors and trainers of the project 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey ● Case Studies
	1.3 How does UN Women compare with other UN entities and key partners in Türkiye in terms of its unique advantages in this area of work?	<ul style="list-style-type: none"> ● Perceptions of UN Women's role and effectiveness compared to other entities among all the project's stakeholders ● Number and diversity of partnership with national and local women's organizations ● Number and diversity of gender focused research publications or policy briefs produced 	<ul style="list-style-type: none"> ● UN Women reports ● KIIs with UN Women project staff ● KIIs with funding organization ● KIIs with partner CSOs 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey ● Case Studies

	<p>1.4 To what extent has the project maintained its relevance amid changes in the country's political and economic context?</p>	<ul style="list-style-type: none"> • Frequency and nature of adjustments made to the project in response to political or economic changes • Evidence of stakeholder consultations to assess changing needs • Flexibility in budget reallocation to address emerging priorities • Integration of economic empowerment components in response to economic challenges • Speed and appropriateness of project responses to unforeseen crises • Changes in partner composition to reflect new political or economic realities 	<ul style="list-style-type: none"> • Mixed method online surveys with small grantees • Case studies with small grantees • UN Women reports • KIIs with UN Women project staff • KIIs with funding organization • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
	<p>1.5 How well does the project align with UN Women's Strategic Plan and its threefold mandate?</p>	<ul style="list-style-type: none"> • Number of project outcomes directly contributing to UN Women's Strategic Plan priorities • Number of activities supporting the implementation of international norms and standards on gender equality in Türkiye • Contributions to national reporting on international commitments (e.g., CEDAW, Beijing Platform for Action) • Number and type of direct interventions supporting women's empowerment and gender equality • Synergies created between normative, coordination, and operational work 	<ul style="list-style-type: none"> • Project Documents • UN Women's Strategic Plan and all relevant documents • KIIs with UN Women project staff 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews

Coherence		<ul style="list-style-type: none"> • Use of UN Women's corporate M&E frameworks and tools in project monitoring 		
	2.1 To what extent does the project support the implementation of the UNSDCF?	<ul style="list-style-type: none"> • Number of project outcomes directly contributing to UNSDCF outcomes • Evidence of project goals supporting UNSDCF priorities for gender equality and women's empowerment • Activities aimed at building the capacity of stakeholders to implement policies and strategies aligned with the UNSDCF 	<ul style="list-style-type: none"> • UNSDCF Guidance documents and primers for 2030 Agenda • Project documents • KIIs with UN Women project staff 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews
	2.2 Are there synergies and connections between this project and other initiatives by UN Women?	<ul style="list-style-type: none"> • Existence of clear linkages to other UN Women interventions and analyses of complementarities in project documents. • Perceptions of UN Women Project Teams and stakeholders 	<ul style="list-style-type: none"> • Project documents • KIIs with UN Women project staff • KIIs with partner CSOs 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews
	2.3 How complementary, harmonized, and coordinated is the project with other actors' interventions in the same context?	<ul style="list-style-type: none"> • Existence of clear linkages to interventions of other actors and analyses of complementarities in project documents • Evidence that UN Women regularly collects feedback from relevant stakeholders • Perceptions of stakeholders on the complementarity and coordination of the project with their activities 	<ul style="list-style-type: none"> • Project documents • KIIs with UN Women project staff • KIIs with partner CSOs 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews
	2.4 How effectively does the project ensure synergies and coordination with government efforts and those of key partners, while avoiding duplication?	<ul style="list-style-type: none"> • Information sharing and/or coordination mechanisms in place to exchange knowledge and experience • Degree to which UN Women and other stakeholders have taken steps to create synergies and align with respective policies and programs on women's rights, during the project life cycle. 	<ul style="list-style-type: none"> • Project documents • KIIs with UN Women project staff • KIIs with partner CSOs • KIIs with participants of 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews

			Policy Series	Dialog	
Effectiveness	3.1 To what extent have the project's expected outcomes and outputs been achieved?	<ul style="list-style-type: none"> ● Outcome Achievement: Measurement of progress against specific outcome indicators defined at the beginning of the project ● Completion of Planned Activities: Number and percentage of planned activities completed on schedule ● Quality assessments of the delivered outputs, such as training materials, workshops, or other project deliverables ● Number of Beneficiaries Reached: The total number of beneficiaries who have directly participated in or benefited from the project activities ● Beneficiary Satisfaction: Surveys or feedback forms from beneficiaries assessing their satisfaction with the project's services or interventions ● Evidence of improvements in skills, knowledge, or capacities among beneficiaries, as intended by the project ● Milestone Completion: Achievement of key project milestones as per the project timeline or work plan ● Deviation from Plan: Analysis of any deviations from the original project plan and their implications for achieving expected outcomes and outputs. 	<ul style="list-style-type: none"> ● Project Documents ● KIIs with UN Women project staff ● KIIs with funding organization ● KIIs with experts, mentors and trainers of the project ● KIIs with partner CSOs ● Mixed method online surveys with small grantees ● Case studies with small grantees 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey ● Case Studies 	
	3.2 What factors contributed to the success or lack thereof in achieving the project's goals?	<ul style="list-style-type: none"> ● Stated reasons in project documents (i.e. progress reports) ● Adequacy of budget and funding levels in supporting project activities. 	<ul style="list-style-type: none"> ● Project Documents ● KIIs with UN Women project staff 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey 	

		<ul style="list-style-type: none"> • Perceptions of UN Women Project Teams and stakeholders on the reasons of non-achievement • Degree to which and reasons for activities to have been changed • Extent to which changes helped in achieving the project's objectives and intended results – including any differential results across various groups of beneficiaries • Degree to which and reasons why the achievement or non-achievement of the project objectives and intended results can be attributed to other reasons or external factors 	<ul style="list-style-type: none"> • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Case Studies
	<p>3.3 Has the project led to any unexpected results, whether positive or negative?</p>	<ul style="list-style-type: none"> • Identification and documentation of beneficial outcomes that were not originally anticipated in the project design • Identification and documentation of adverse outcomes or challenges that were not foreseen • Reception of unexpected results by the project stakeholders and beneficiaries 	<ul style="list-style-type: none"> • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

	<p>3.4 What challenges or obstacles have been encountered, and how were they addressed?</p>	<ul style="list-style-type: none"> ● Identification of the following challenges in the project documents and stakeholder/beneficiaries' perceptions: ● Operational Challenges: Issues related to logistics, resource allocation, or project management that affected implementation ● Contextual Challenges: External factors such as political, economic, social, or environmental conditions that affected the project ● Cultural and Social Barriers: Cultural or social norms and practices that posed challenges to achieving project objectives ● Modifications made to the project design or activities in response to such encountered obstacles. 	<ul style="list-style-type: none"> ● Project Documents ● KIIs with UN Women project staff ● KIIs with funding organization ● KIIs with experts, mentors and trainers of the project ● KIIs with partner CSOs ● Mixed method online surveys with small grantees ● Case studies with small grantees 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey ● Case Studies
	<p>3.5 How effective were the selected strategies and approaches in achieving the project's goals?</p>	<ul style="list-style-type: none"> ● Degree to which planned strategies were implemented as designed ● Timeliness of strategy execution ● Adaptations made to strategies and their rationale 	<ul style="list-style-type: none"> ● Project Documents ● KIIs with UN Women project staff ● KIIs with funding organization ● KIIs with experts, mentors and trainers of the project ● KIIs with partner CSOs ● Mixed method online surveys with small grantees ● Case studies with small grantees 	<ul style="list-style-type: none"> ● Desk review ● Qualitative interviews ● Mixed method online survey ● Case Studies

	<p>3.6 How successful was the intervention in engaging and building the capacities of the stakeholders/beneficiaries?</p>	<ul style="list-style-type: none"> • Case studies showcasing successful application of built capacities • Pre- and Post-Training Assessments: Changes in skills and knowledge levels measured before and after training or capacity-building activities • Increase in Confidence: Changes in participants' confidence levels in using new skills or taking on new responsibilities • Strengthening of local organizations or institutions as a result of capacity-building efforts, including improved governance, management, or service delivery • Creation of new partnerships or collaborations/networks resulting from the capacity-building activities • Improvements in gender equality within stakeholders/beneficiaries 	<ul style="list-style-type: none"> • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
	<p>3.7 Has the project implemented effective monitoring mechanisms to track progress towards its goals?</p>	<ul style="list-style-type: none"> • Existence of regular coordination and M&E mechanisms between UN Women, implementing partners and other stakeholders • Regular reporting of progress, also by partners / stakeholders • Responsible in-house M&E unit / contact person for the project 	<ul style="list-style-type: none"> • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

	<p>3.8 Have any innovative best practices been introduced in the project to achieve gender equality and women's empowerment (GEWE) results?</p>	<ul style="list-style-type: none"> • Evidence of good practices in project documents • Perceptions of UN Women project teams and project stakeholders/beneficiaries on good practices 	<ul style="list-style-type: none"> • Case studies with small grantees • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
<p>Efficiency</p>	<p>4.1 Has the project been implemented and managed efficiently?</p>	<ul style="list-style-type: none"> • Appropriateness of the number and expertise of staff allocated to the project, including the use of consultants or volunteers • Coordination with external partners, stakeholders, and beneficiaries to ensure smooth project implementation • Frequency and quality of monitoring activities to track project progress and identify areas for improvement • Use of feedback from stakeholders/beneficiaries to improve project efficiency • Flexibility and adaptability in managing changes or unexpected challenges during implementation 	<ul style="list-style-type: none"> • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

	4.2 Have resources (financial, human, technical support, etc.) been strategically allocated to achieve the project outcomes?	<ul style="list-style-type: none"> • The effectiveness of converting financial, human, and technical resources into the project's planned outcomes and deliverables • The thorough and accurate use of human and financial resources as per the project's initial plans • The responsiveness in reallocating human and financial resources to meet emerging demands due to shifts in the project's environment 	<ul style="list-style-type: none"> • Case studies with small grantees • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
	4.3 To what extent does the intervention's management structure support efficient project implementation and the achievement of results?	<ul style="list-style-type: none"> • The clarity of roles and responsibilities between project teams • The effectiveness of communication channels • The project's management effectiveness in identifying and handling emerging risks • The project's management's success in overcoming challenges and minimizing delays 	<ul style="list-style-type: none"> • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

	4.4 Have the outputs been delivered in a timely manner?	<ul style="list-style-type: none"> • The degree to which the project adhered to the scheduled timeline, successfully achieving the outlined milestones and targets • The appropriateness and realism of the original timeline for the project's implementation • The extent to which the project timeline was adjusted in response to changes during the implementation phase 	<ul style="list-style-type: none"> • Case studies with small grantees • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
	4.5 Is the coordination between project counterparts and UN Women leading to improved project results?	<ul style="list-style-type: none"> • The frequency and effectiveness of regular interactions among UN Women and various stakeholders/beneficiaries involved in the project 	<ul style="list-style-type: none"> • Project Documents • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs • Mixed method online surveys with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

			<ul style="list-style-type: none"> • Case studies with small grantees 	
Sustainability	5.1 What is the likelihood that the benefits from the project will be sustained over a long period after the project's conclusion?	<ul style="list-style-type: none"> • The extent to which stakeholders' ownership and capacities have been developed to ensure sustainability of efforts and benefits • The existence of opportunities for continuation and expansion of the results and activities in the area of the project • Extent to which UN Women has been able to establish relevant partnerships with key stakeholders in the programming, implementation and policy advocacy processes • The extent to which the project promoted the replication and/or scaling up of successful practices? 	<ul style="list-style-type: none"> • Project documents, specifically reporting from small grantees and partners • KIIs with UN Women project staff • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
	5.2 How successful was the intervention in building the individual and institutional capacities of stakeholders/beneficiaries?	<ul style="list-style-type: none"> • Observable improvements in the governance, management, or operational processes of institutions involved in the intervention (such as strategic plans, policy documents on gender) 	<ul style="list-style-type: none"> • Project documents • KIIs with UN Women project staff • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
	5.3 How effectively has the project fostered national and local ownership of the achieved results?	<ul style="list-style-type: none"> • The perception of ownership, including normative ownership of gender equality and women's empowerment by the project's stakeholders/beneficiaries 	<ul style="list-style-type: none"> • Project documents, specifically reporting from small grantees and partners 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

			<ul style="list-style-type: none"> • KIIs with UN Women project staff • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	
	5.4 How well was the exit strategy planned and implemented?	<ul style="list-style-type: none"> • Existence of a well-planned exit strategy which would ensure the continuation of positive effects • Degree to which potential risks and opportunities in sustaining the results beyond the current project have been identified are being – respectively – mitigated or exploited 	<ul style="list-style-type: none"> • Project documents • KIIs with funding organization • KIIs with UN Women project staff • KIIs with partner CSOs • Mixed method online surveys with small grantees • Case studies with small grantees 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies
Human Rights and Gender Equality	6.1 To what extent have gender and human rights principles and strategies been integrated into the project's design and implementation?	<ul style="list-style-type: none"> • Evidence of gender assessment in the planning and implementation. • Evidence of meaningful inclusion of women at the different stages of the project life cycle (design; implementation; and monitoring). • Evidence of human rights and non-discrimination principles considered during all stages and activities • Presence of disability-specific objectives or outcomes in the project's logical framework 	<ul style="list-style-type: none"> • KIIs with UN Women project staff • KIIs with funding organization • KIIs with experts, mentors and trainers of the project • KIIs with partner CSOs 	<ul style="list-style-type: none"> • Desk review • Qualitative interviews • Mixed method online survey • Case Studies

		<ul style="list-style-type: none"> ● Inclusion of disability-related indicators in the project's monitoring and evaluation plan ● Evidence of consultation with disabled persons' organizations (DPOs) during the design phase ● Allocation of budget for disability-inclusive activities ● Number and type of activities specifically targeting women with disabilities ● Accessibility measures implemented for project activities (e.g., physical accessibility, sign language interpretation, materials in accessible formats) ● Number of partnerships formed with disability-focused organizations ● Evidence of increased capacity among partner organizations to work on disability inclusion 	<ul style="list-style-type: none"> ● Mixed method online surveys with small grantees ● Case studies with small grantees ● KIIs with trainees 	
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Annex 4: KII Guides

KII Guide for Partner CSO and selected Small Grantees

Category	Question
Introduction	How would you describe your collaboration with UN Women?
Introduction	If you had to use just one word for your partnership with UN Women what would that be?
Relevance	Were you involved in any capacity in the design of the project?
Relevance	Was your partnership with UN Women addressing the previously identified needs of your CSO?
Relevance	Was your partnership with UN Women addressing the needs and concerns of the beneficiaries and the larger community?
Relevance	Was your partnership with UN Women harmonious with the larger national development needs regarding gender equality?
Relevance	How would you compare your partnership with UN Women with other supports/partnerships you had? What are some advantages and disadvantages of working with UN Women?
Relevance	Important political and economic changes happened in the last couple of years, including financial crisis, elections as well as the earthquake of 2023 How did your collaboration respond to these changes? What was revised and why?
Coherence	Was there any interaction/synergy between this collaboration and other projects by other development partners on gender equality and women empowerment?
Effectiveness	In terms of completion and effectiveness, how would you assess your outputs?

Effectiveness	Which skills and capacities in your organization were developed/strengthened as a result of this collaboration?
Effectiveness	Was there anything that was intended but not achieved? Also, were there any unintended and positive outcomes?
Effectiveness	What were the hardships you experienced as you implemented the project? How did you overcome them? Prompts: Operational hardships; cultural, political, economic hardships
Effectiveness	How did the project adapt to any significant contextual changes (e.g., political, economic, or social changes) during the implementation process? Were any adjustments made to the project's strategies or activities in response to these changes?
Effectiveness	Are there any new partnerships/networks/collaboration that was formed during/after your partnership with UN Women?
Effectiveness	How would you evaluate the level and quality of engagement with your community on the topics of gender equality and women's empowerment during the implementation of this project? Did the project activities encourage active participation, and how well were community members involved in addressing these issues?
Efficiency	How would you assess the coordination that you had during the implementation of the project? (with UN Women, and all the other stakeholders)
Efficiency	How did the feedback from beneficiaries or participants help you assess the efficiency of the activities? Were there any insights about whether the resources (time, staff, funding) were used effectively to meet their needs?
Efficiency	How was the allocation of resources in proportion to the intended activities? Were there any revisions?

Efficiency	What were the economic, political, cultural risks of this collaboration and how did you manage these risks?
Sustainability	How would you assess your ownership of this collaboration and its achievements?
Sustainability	What is the likelihood of the continuation of some of the activities/practices that emerged or improved in this project cycle?
Sustainability	Is there the possibility of replicability of these practices in other locations, target groups, etc?
Human Rights and Inclusion	How did you ensure the inclusion of diverse groups, including people with disabilities, gender considerations, and rights-based practices in this project? What specific actions were taken to promote gender equality and ensure that all groups were represented, and their rights upheld?

KII Guide for Trainers/Mentors

Category	Question
Introduction	How would you describe your collaboration with UN Women?
Introduction	If you had to use just one word for your partnership with UN Women, what would that be?
Relevance	Was the project you contributed to addressing the needs of the CSO you supported?
Relevance	Was your partnership with the CSO/UN Women addressing the needs and concerns of the beneficiaries and the larger community?
Relevance	Was your partnership harmonious with the larger national development needs regarding gender equality?
Relevance	How would you compare your partnership with UN Women with other supports/partnerships you had? What are some advantages and disadvantages of working with UN Women?
Relevance	Important political and economic changes happened in the last couple of years, including financial crisis, elections as well as the earthquake of 2023 How did your collaboration respond to these changes? What was revised and why?
Coherence	Was there any interaction/synergy between this collaboration and other projects of other development partners on gender equality and women empowerment you contributed to?
Effectiveness	How would you assess your training/mentorship in terms of completion and effectiveness?
Effectiveness	Which skills and capacities in the target organization/target groups were affected positively as a result of this collaboration?
Effectiveness	Was there anything that was intended but not achieved? Were there any unintended project outcomes?

Effectiveness	What were the hardships you experienced as you implemented the project? How did you overcome them? Prompts: Operational hardships; cultural, political, economic hardships
Effectiveness	How did the project adapt to any significant contextual changes (e.g., political, economic, or social changes) during the implementation process? Were any adjustments made to the project's strategies or activities in response to these changes?
Effectiveness	Is there any new partnerships/networks/collaboration that was formed during/after this partnership with UN Women?
Efficiency	How would you assess the coordination that you had during the implementation of the project? (with UN Women, and all the other stakeholders)
Efficiency	How did the feedback from beneficiaries or participants help you assess the efficiency of the activities? Were there any insights about whether the resources (time, staff, funding) were used effectively to meet their needs?
Efficiency	How was the allocation of resources in proportion to the intended activities?
Efficiency	What were the economic, political, cultural risks of this collaboration and how did you manage these risks?
Sustainability	How would you assess the ownership of this collaboration on behalf of the CSO/mentee and its achievements?
Sustainability	What is the likelihood of the continuation of some of the activities/practices that emerged or improved in this project cycle?
Sustainability	Is there the possibility of replicability of these practices in other locations, target groups, etc?
Human Rights and Inclusion	How did you ensure the inclusion of diverse groups, including people with disabilities, gender considerations, and rights-based practices in this project? What specific actions were taken to promote gender

	equality and ensure that all groups were represented, and their rights upheld?
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KII Guide for Trainees/Mentees

Category	Question
Introduction	How would you describe your experience working with UN Women?
Introduction	If you had to use just one word to describe your partnership with UN Women, what would it be?
Relevance	Did the project address the specific needs of your community/CSO?
Relevance	Did your collaboration with UN Women meet the needs and concerns of the wider community?
Relevance	How well did this partnership align with the broader national development needs regarding gender equality?
Relevance	How does your experience working with UN Women compare to other trainings/mentorships you've had? What are some advantages and disadvantages?
Coherence	Did your experience with this collaboration link or create synergies with other gender equality and women's empowerment projects you were involved in?
Effectiveness	How would you evaluate the effectiveness and impact of the training or mentorship you received?
Effectiveness	What skills or capacities were positively impacted as a result of this collaboration?
Effectiveness	Were there any objectives that were intended but not achieved? Did the project have any unintended outcomes for you?
Effectiveness	What challenges did you face during the training/mentorship and how did you overcome them? (Consider operational, cultural, political, or economic challenges.)

Effectiveness	Were there any significant revisions to the training/mentorship as it progressed?
Effectiveness	Did any new partnerships, networks, or collaborations form during or after this training/mentorship?
Efficiency	How would you assess the coordination between your organization/yourself and UN Women, as well as with other stakeholders, during the project?
Efficiency	What feedback did you receive from mentor/trainer?
Efficiency	How were resources allocated in relation to the intended activities? Were there any adjustments?
Efficiency	What were the economic, political, or cultural risks involved in this collaboration, and how did you manage them?
Sustainability	How would you assess your ownership of this collaboration and its outcomes?
Sustainability	What is the likelihood that some of the activities or practices that emerged or improved during this project will continue?
Sustainability	Do you see the potential for replicating these practices in other locations or with different target groups?
Human Rights and Inclusion	To your knowledge, were different groups, including people with disabilities, as well as gender considerations included in this project? Did the project incorporate rights-based practices?

KII Guide for UN Women Staff

Category	Question
Introduction	How would you describe the overall management experience of this project?
Introduction	If you had to use one word to summarize your experience managing this project, what would it be?
Relevance	How well do you think the project addressed the specific needs of the beneficiaries?
Relevance	In your view, how did the project align with the national development goals related to gender equality?
Relevance	Were there any changes in the external factors that required the project to adapt? How did you ensure these changes were effectively incorporated?
Relevance	How did the collaboration with local CSOs and other partners in response to unexpected changes in the external environment contribute to meeting the project's objectives?
Coherence	How did this project integrate with other gender equality and women's empowerment initiatives undertaken by UN Women?
Coherence	Were there any synergies or overlaps with other projects or initiatives by other development partners, and how were they managed?
Effectiveness	How would you assess the project's success in achieving its intended outcomes?
Effectiveness	What strategies or approaches were most effective in delivering the project's goals?
Effectiveness	Were there any unexpected challenges or outcomes during the project's implementation?
Effectiveness	How did the project impact on the capacity of the CSOs involved, and what were the most significant improvements?
Efficiency	How effectively were resources (financial, human, etc.) allocated and utilized throughout the project?

Efficiency	How would you assess the coordination between UN Women, local partners, and other stakeholders?
Efficiency	Were there any delays or resource constraints, and how were they addressed?
Sustainability	What steps were taken to ensure the sustainability of the project's outcomes after its completion?
Sustainability	What is the likelihood of the practices and initiatives introduced by the project being continued or scaled up?
Sustainability	How did the project contribute to strengthening the long-term capacity of the CSOs and other local partners?
Human Rights and Inclusion	How were human rights and gender equality principles integrated into the project's design and implementation?
Human Rights and Inclusion	What measures were taken to ensure the inclusion of marginalized groups, including people with disabilities?

KII Guide for Policy Makers in Policy Dialogues

Introduction	How would you describe your collaboration with UN Women under policy dialogues?
Introduction	If you had to use just one word to summarize your partnership with UN Women, what would it be?
Relevance	Did this collaboration address the specific policy needs and challenges related to gender equality that you had previously identified?
Relevance	How well did the partnership with UN Women address the needs and concerns of the broader community and the beneficiaries affected by the care economy/earthquake, etc?
Relevance	How aligned was this collaboration with the larger national development goals related to gender equality?
Relevance	How does this partnership with UN Women compare to other collaborations you have had in similar areas? What are some advantages and disadvantages of working with UN Women?
Relevance	Considering the significant changes that have occurred in recent years, such as economic or political shifts, how did your collaboration with UN Women adapt? What revisions were made, and why?
Coherence	How did this collaboration integrate with other gender equality and women's empowerment initiatives, particularly those related to the care economy/earthquake assistance, etc.?
Effectiveness	How would you evaluate the effectiveness of the outputs produced through your collaboration with UN Women?
Effectiveness	What specific skills or capacities in Türkiye were positively impacted as a result of this collaboration?
Effectiveness	Were there any intended outcomes that were not achieved? Did the project lead to any unexpected or unintended outcomes?

Effectiveness	What challenges did you face during the implementation of this project, and how did you overcome them? (Consider operational, cultural, political, or economic challenges.)
Effectiveness	Did this collaboration lead to the formation of new partnerships, networks, or collaborations?
Effectiveness	How would you assess the overall engagement of policymakers and other stakeholders in the themes of gender equality and women's empowerment as related to the care economy/earthquake assistance, etc. during this project?
Efficiency	How would you evaluate the coordination between your institution, UN Women, and other stakeholders during the implementation of the project?
Efficiency	What feedback did you receive from other policymakers or stakeholders about the project's activities?
Efficiency	What were the economic, political, or cultural risks involved in this collaboration, and how were these risks managed?
Sustainability	How would you assess your institution's/Türkiye's ownership of the outcomes and achievements of this collaboration?
Sustainability	What is the likelihood that some of the activities or practices introduced during this project will continue beyond its completion?
Sustainability	Do you see the potential for replicating the practices or policies developed during this project in other regions or with different target groups?
Human Rights and Inclusion	How did the project ensure the inclusion of diverse groups, including people with disabilities, within the care economy framework?
Human Rights and Inclusion	Were rights-based approaches and gender considerations integrated into the project? If so, how were they implemented?

Annex 5: Online Surveys

Survey Questions for Small Grantees

Personal Information

1. Age:
2. Level of Education:
3. Profession:
4. Employment status in the NGO: Volunteer/Part-time employee/Full-time employee

(If not indicated otherwise, the questions below will be answered on a scale of 1 to 5 (strongly disagree, disagree, neither agree nor disagree, agree, strongly agree).

Relevance

- The project activities were harmonious with the needs and priorities of our CSO.
- The collaboration was overall relevant to the specific challenges faced by women in the community we live in/we support.
- The grant's framework was relevant to the overall national needs of Türkiye regarding gender equality and women's empowerment.
- Compared to other UN entities and key partners in Türkiye, UN Women has unique advantages. (If selecting any of the agree options, then a text box will appear asking the respondent to write down what these advantages are)
- The collaboration with the UN Women remained relevant to our needs amid contextual changes (i.e. political, economic changes, as well as changes related to the earthquake).

Coherence

- This project has synergies with other initiatives by UN Women that we are aware of or involved in.
- This project works well alongside other organizations' activities (such as STGM, Sivil Düşün, Haklara Destek) and efforts in our community.

Effectiveness

- Did you complete all of the activities that you had agreed upon in the initial design? (Yes/No) (If no, then a textbox, asking which ones you did not complete and why)
- Did you reach the targeted number of beneficiaries (in training, seminars)? (Yes, No, NA), if no, then a textbox, asking the difference and why?
- Did you meet the milestones in a timely manner (Yes/No) If no (why)
- In your opinion, what were the key factors that contributed to the success of the project? Please provide specific examples or experiences that highlight these factors. (OPEN-ENDED)
- What challenges or obstacles did your organization face during the project, and how did these impact the achievement of the project's goals? Please provide details on how these challenges were addressed or what could have been done differently. (OPEN-ENDED)

- Has this collaboration led to any unexpected/unintended results, positive or negative? yes/no, if yes then a textbox.
- As a result of the project, our CSO's confidence in using new skills or taking on new responsibilities has increased. (If agree or strongly agree are selected then a textbox inquiring: Can you provide specific examples?)
- Our organization's governance is now more effective.
- Our legal affairs are now more in order.
- The project has facilitated the creation of new partnerships, collaborations, or networks for our organization. (If agree or strongly agree, then Can you describe any new partnerships, collaborations, or networks that have resulted from the project's capacity-building activities? How have these partnerships benefited your organization?)
- The coordination between UN Women and our CSO was effective.
- This collaboration gave us the opportunity to use new and creative/innovative practices that we had not used before. (If agree, then a textbox asking to name these practices).

Efficiency

- Our collaboration has been managed efficiently.
- Our funding was adequate for the activities we planned.
- A textbox for any comments on the funding of the project.
- Were there any political, fiscal, physical, social risks involved in the project implementation? (Yes/No) (If yes, what measures were designed to mitigate them?)

Sustainability

- We did feel ownership of the collaboration and its contents.
- We feel we will be able to carry on these activities/similar activities in the future.
- We feel that the norms of gender equality and women empowerment have been more embraced in our community as a result of project activities. (If disagree, then why) (If agree then how?)
- Did you apply to new funding during and after this project? (Yes/No) (If yes, do you think the capacities you built during this project was a contributing factor in applying/obtaining new funds?)
- (If yes) Did you obtain any new funding?

Disability and Human Rights

- Was inclusiveness in terms of disability ensured in the project? (If yes, how; if no, why)
- Was right-based advocacy integrated to the project (If yes, how; if no, why)

Additional Comments

Any other comments on the collaboration, please feel free to share: TEXTBOX.

Online Survey for UN Women Network Support

1. How did you hear about UN Women support?
2. Can you explain the scope of the support you received?
3. How would you rate the support and preparation you received before going to the network meeting?
4. How would you describe the meeting experience?
5. Were there any difficulties you experienced during this process? If so, can you describe them?
6. What impact did the support have on your advocacy?
7. You can write anything you would like to add or suggestions for the future here.

Annex 6: List of Stakeholders

List of Consulted Stakeholders
UN Women
ENKAD
Turkish Women's Union Association
Flying Broom
Foundation for Women's Solidarity
Dem Foundation
Changing Steps
INGEV
Karakutu Foundation
Kırmızı Biber Foundation
TAPV
KADAV
Kamer
TOG
KEDV
SPOD
Women in Fisheries Society
Students (2)
Istanbul Metropolitan Municipality
Consultant
Consultant
Katre

EUD
Dissensus
Consultant
UN Women
EUD
UN Women
Ministry of Justice
Turkish Statistical Institute

Annex 7: Case Studies

Case Study 1: The Fisherwomen's Association

The Fisherwomen's Association, operating in diverse aquatic environments across Türkiye, became a standout beneficiary of the UN Women project. Their experience highlights the transformative influence of targeted support in advancing gender equality within the traditionally male-dominated fisheries sector. In terms of mainstreaming GEWE across different sections of civic space, the support given to this CSO and their advocacy and capacity development is exemplary.

Fisherwomen in Türkiye face significant socio-economic and institutional challenges, including limited access to policymaking platforms and economic resources. Historically, meetings with the Fisheries Directorate and other institutional stakeholders excluded women, perpetuating systemic gender biases. The association also faced logistical and financial constraints, including adapting to economic inflation and a lack of funding for critical initiatives.

Strategic Interventions and Achievements

- 1. Advocacy and Policymaking Participation:** The UN Women project facilitated the Fisherwomen's Association's active involvement in policymaking. As one participant noted, "For the first time, women were not only present but had a voice at the Fisheries Directorate meetings. Seeing women at the decision-making table changed perceptions of their capabilities"⁴⁹. This newfound visibility and influence led to concrete policy proposals addressing gender-specific challenges in the fisheries sector.
- 2. Capacity Development:** Through advocacy and lobbying training, the association developed robust skills in strategic communication and policymaking. This empowered them to lead a groundbreaking roundtable with women fishers from across Türkiye, resulting in shared learning and a strengthened sense of collective identity. A representative stated, "The training helped us not only articulate our challenges but also propose actionable solutions at the highest levels."⁵⁰
- 3. Innovative Approaches and Networking:** The association leveraged digital platforms and social media to amplify their advocacy efforts. This strategy expanded their reach nationally and internationally. Additionally, collaboration with other CSOs during UN Women-organized events enriched their strategic perspective and fostered new partnerships. These connections proved invaluable during the earthquake response, where solidarity networks provided essential support to affected fisher families.
- 4. Institutional Support and Sustainability:** The association's advocacy successes included policy changes and enhanced recognition within the fisheries sector. They also initiated a podcast series and social media campaigns to disseminate their

⁴⁹ KII notes

⁵⁰ KII notes

findings, ensuring the sustainability of their initiatives. One participant highlighted, "This project was more than funding—it was a steppingstone for us to gain institutional respect and long-term relevance in our field."⁵¹

Lessons Learned

The Fisherwomen's Association's journey underscores the importance of:

- Providing tailored capacity-building programs that address the specific needs of marginalized groups within a sector, especially in a sector that needs mainstreaming GEWE
- Enabling direct engagement with policymakers to break gender barriers in traditionally exclusive spaces.
- Leveraging digital tools for advocacy to achieve broader influence and visibility.

The UN Women project's support empowered the Fisherwomen's Association to achieve systemic change, from policy influence to increased organizational capacity. Their story exemplifies how targeted interventions can contribute to the dismantling of gender biases, foster an environment where the CSO achieve more institutional respect, and open up the possibility of new pathways for sustainability and inclusion in male-dominated sectors.

Case Study 2: Changing Steps

Changing Steps (Değiştiren Adımlar Derneği) founded in 2018, is a youth-focused non-profit organization committed to fostering personal and societal development through inclusivity, accessibility, and equality of opportunity. Driven by volunteerism, the organization aims to empower individuals from diverse backgrounds, genders, orientations, and abilities to collaborate and innovate through initiatives like "Renkli Kampüs (Colorful Campus)," "Renkli Adımlar (Colorful Steps)," and summer camps. Its programs focus on sustainable development, civil society engagement, and creating a culture of diversity and coexistence. Guided by values of inclusivity, sincerity, and rights-based approaches, Changing Steps strives to inspire transformative change while promoting accessible and inclusive opportunities for young people across Türkiye.

Changing Steps participated in the UN Women project as a first-time grantee. This experience marked a transformative chapter for the organization, with a particular focus on capacity development. Changing Steps reported significant advancements in organizational skills, volunteer management, and strategic planning.

The UN Women project provided Changing Steps with funding towards training programs aligned with their self-identified needs. These included communication skills, social media management, and grant application techniques. A representative from the organization noted, "We designed the training sessions based on our own survey of needs within the organization and adjusted them as we progressed, dropping some sessions that became less relevant and

⁵¹ KII notes

opting for others that better fit our emerging priorities.⁵² This iterative approach highlighted the importance of flexibility in capacity-building initiatives.

One of the project's most significant contributions was enabling Changing Steps to strengthen its volunteer management strategies. The organization identified this as a critical area for improvement and credited the training for equipping them with the tools to better recruit, retain, and engage volunteers. A participant stated, "We have always struggled to express ourselves and attract volunteers effectively. Now, we feel more confident in our communication and in building lasting relationships with our volunteers."

Another important multiplier outcome of this intervention has been the private stakeholders changing behavior due to their participation in Changing Steps project. The social media management company that they interacted with has learned about accessibility in social media post for disabled beneficiaries and decided to use these techniques across all their managed projects.

Additionally, Changing Steps gained insights into strategic planning, which they began applying to their operations. However, the organization acknowledged that they would benefit further from professional support to implement these strategies systematically. They emphasized the importance of future funding opportunities to sustain and build upon their progress, noting that the financial constraints posed by inflation and exchange rate fluctuations limited their ability to expand their activities.

Lessons Learned

- 1. Volunteer-Driven Organizational Growth:** Değiştiren Adımlar' experience underscores the potential of volunteer-driven CSOs to benefit from customized capacity-building initiatives. Their progress in volunteer management demonstrates how targeted interventions can strengthen grassroots organizations.
- 2. Importance of Flexibility in Capacity Building:** The organization's iterative approach to training needs—dropping less relevant sessions in favor of more pertinent ones—highlights the value of flexibility and adaptability in project design and implementation.
- 3. Strategic Planning as a Growth Tool:** While Değiştiren Adımlar made significant strides in strategic planning, their experience suggests that additional professional guidance could amplify the effectiveness of such initiatives.
- 4. Challenges of Sustaining Capacity Gains:** Financial challenges remain a critical obstacle for volunteer-based organizations like Değiştiren Adımlar. Ensuring the sustainability of capacity gains requires addressing structural funding gaps.

Değiştiren Adımlar exemplifies how UN Women's project facilitated organizational growth and skill development within grassroots CSOs. Their journey underscores the importance of interventions to first time grantees and the design of the intervention according to self-assessed

⁵² KII notes

organizational needs. It also emphasized the unexpected spillover effects of UN Women's intervention to private business actors.

Case Study 3: SPoD

Established in 2011, the Social Policy, Gender Identity, and Sexual Orientation Studies Association (SPoD) works to empower LGBTQI+ individuals through advocacy, education, and support. SPoD offers legal, social, and psychological consultancy services. The organization engages in advocacy through campaigns, legal case follow-ups, and training programs for mental health professionals and legal experts. Additionally, SPoD fosters community building and alliance formation by organizing seminars, panels, and political activism workshops. At the heart of its mission is the development and application of innovative models to contribute to GEWE in Türkiye.

SPoD's engagement with the UN Women project marked a significant step forward in building its institutional capacity and developing innovative approaches to advocacy. The organization's primary focus within the project was on improving its capacity for evidence-based advocacy and data-driven consultation services. This was achieved by establishing a database designed to support the organization's dual goals: enhancing the quality of services for beneficiaries and reinforcing its advocacy efforts with reliable, systematically collected data.

The journey began with SPoD's participation in UN Women-organized training sessions, where members acquired the foundational skills necessary for effective data collection and management. Following this, the organization entered the mentorship phase, which further refined their understanding of data systems and strategic implementation. Finally, as a small grantee under the project, SPoD was equipped to develop its own database, a pivotal step in advancing its advocacy and consultation initiatives.

A representative from SPoD highlighted this progression, noting, "The training sessions were critical in helping us understand not only the technical aspects of data collection but also its broader implications for advocacy and service delivery. The mentorship helped us adapt these learnings to our specific needs, and the grant allowed us to put them into practice by creating a database that will serve as a cornerstone of our work."⁵³

Lessons Learned

The database, currently under development, holds the promise of transforming SPoD's operations. Once completed, it will enhance their capacity to provide personalized consultation services while reinforcing their advocacy with robust, evidence-based arguments. This initiative is not only expected to benefit SPoD but may also serve as a resource and model for other CSOs working on GEWE issues.

SPoD's participation in the UN Women project highlights two critical lessons for capacity-building efforts:

⁵³ KII notes

- 1. Synergy Between Project Components:** SPoD's progression through training, mentorship, and small grant phases demonstrates how interconnected support mechanisms can maximize capacity-building outcomes. This synergy was instrumental in equipping SPoD with the skills and resources necessary to undertake its database initiative.
- 2. Innovation Potential of CSOs:** The case illustrates the innovative potential within grassroots organizations when provided with tailored support. SPoD's embrace of data systems is a testament to how capacity-building efforts can empower CSOs to adopt new methodologies and expand their effectiveness.

Despite these successes, SPoD has faced challenges in navigating the broader political and social environment in Türkiye, particularly as an organization advocating for LGBTQI+ rights. These challenges underscore the importance of sustained support and flexible project designs that can adapt to the evolving needs of CSOs operating in restrictive contexts.

As SPoD finalizes its database, its role as a model for evidence-based advocacy in the LGBTQI+ community will likely grow. However, ensuring the sustainability of this initiative will require ongoing technical and financial support. With continued investment, SPoD has the potential to set a new standard for data-driven advocacy in Türkiye, contributing to broader systemic change in the pursuit of gender equality and inclusion.

Case Study 4: Katre Women's Counseling and Solidarity Association

Katre was founded in January 2019 as a feminist, independent, and volunteer-driven organization. Based in Erzincan, the organization's primary focus is on supporting women, children, and LGBTQI+ individuals through a rights-based approach.

Katre's mission centers on fostering societal and individual awareness, conducting field research and advocacy, and implementing national and international projects. The organization prioritizes feminist principles in its operations, ensuring shared authority, collective decision-making, and sustainable practices. Their motto, "When one woman becomes stronger, we all become stronger," reflects their commitment to empowering their target groups through solidarity and collaboration.

As a small-grantee CSO, Katre benefitted from UN Women's capacity-building program tailored to address the unique challenges of operating in a conservative and resource-constrained environment. The project's support enabled Katre to enhance its advocacy skills, and institutional capacity.

One of the most significant contributions of the project was improving Katre's ability to engage effectively with its target groups and local stakeholders. Through tailored training sessions and mentorship, the organization strengthened its ability to address the needs of women, children, and LGBTQI+ individuals in Erzincan. A representative from Katre noted, "This project helped

us not only improve our technical skills but also empowered us to address the challenges of working in a small city with a conservative culture.⁵⁴”

Lessons Learned

- 1. Increased Advocacy Skills:** Katre reported substantial improvements in its capacity to advocate for gender equality and human rights. The training sessions provided by the project helped the organization refine its advocacy strategies, enabling them to navigate the complex social and political landscape of Erzincan more effectively.
- 2. Institutional Strengthening:** The project supported Katre in strengthening its institutional framework, including volunteer management and strategic planning. This enhanced capacity allowed the organization to expand its reach and influence within the local community.
- 3. Challenges in Conservative Contexts:** Operating in a conservative environment posed significant challenges, such as limited access to resources and resistance from local stakeholders. However, the project’s support helped Katre build resilience and develop strategies to overcome these obstacles.

While the project’s contributions were transformative, Katre emphasized the need for continued support to sustain its progress. Financial constraints, exacerbated by inflation and exchange rate fluctuations, remain a critical challenge. The organization also highlighted the importance and the need to further fostering partnerships with other CSOs and stakeholders to amplify its effectiveness.

⁵⁴ KII notes