

UN Women
Country Portfolio Evaluation
Türkiye
Strategic Note 2022-2025

Annexes

Date of report June 2026

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Annex 1: UN Women Country Programme Evaluation (CPE) of UN Women Türkiye Country Office (CO) Strategic Note (SN) - Terms of Reference

Title	File
Terms of Reference	<u>Gate</u>

Annex 2: Strategic Note Outcomes

Outcome 1.1 Women and girls have improved and equal access to resources, opportunities, and rights, and enjoy a life without violence and discrimination

By 2025, women and girls in Türkiye will have improved and equal access to resources, opportunities, and rights, and will live free from violence and discrimination. National and local institutions will integrate gender equality into laws, policies, and planning; women's organisations will be stronger and more influential; and discriminatory social norms will be increasingly challenged. Systems for service delivery and data generation will become more gender-responsive, ensuring better protection, justice, and empowerment for all women and girls, including those affected by crises such as the 2023 earthquakes.

Impact:

1. Governance and Participation in Decision Making
2. Women's Economic Empowerment
3. Ending violence against women and girls
4. Women Peace, Security, Humanitarian Action and Disaster Risk Reduction

Outcomes:

- 1: Global normative frameworks and gender-responsive laws, policies and institutions
- 3: Positive social norms, including through engaging men and boys
- 4: Women's equitable access to services, goods and resources
- 5: Women's voice, leadership and agency
- 6: Production, analysis and use of gender statistics and sex disaggregated data and knowledge
- 7: UN system coordination for gender equality

Outcome 1.2 – By 2025, Persons under the Law on Foreigners and International Protection are supported towards self-reliance

By 2025, refugee and host community women will be more self-reliant, socially cohesive, and engaged in community and economic life. They will have strengthened leadership and advocacy capacities, improved access to essential services and opportunities, and greater participation in local decision-making processes. Social cohesion between refugees and host communities will be reinforced, supporting inclusive and sustainable development aligned with national harmonisation strategies.

Impact:

4. Women Peace, Security, Humanitarian Action and Disaster Risk Reduction

Outcomes:

- 4: Women's equitable access to services, goods and resources
- 5: Women's voice, leadership and agency

*Note that this outcome was deactivated for 2024 and 2025, as there were no ongoing or hard-pipeline projects due to the changing country context, where the priorities of the government as well as the donors changed after the earthquakes in 2023.

Outcome 1.3 - 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

By 2025, Türkiye's governance systems will be more transparent, accountable, inclusive, and gender-responsive. National and local authorities will apply gender-responsive planning and budgeting tools across policy and budget cycles, improving the allocation of public resources for gender equality. Institutions will demonstrate increased capacity, coordination, and accountability for advancing women's empowerment, supported by stronger partnerships with civil society and the private sector.

Impact:

1. Governance and Participation in Decision Making

Outcomes:

2: Financing for gender equality

Annex 3: Stakeholder's Analysis

The initial mapping of stakeholders was carried out through a review of relevant documents and later refined during the inception workshop with the UN Women Country Office team in Türkiye. Through its three-pronged mandate, UN Women engages with a diverse range of stakeholders, impacting beneficiaries across various institutions, organizations, and social groups either directly or indirectly.

The key stakeholder ecosystem relevant to UN Women's work in Türkiye includes:

- 1. Government and Public Institutions** – Encompassing line ministries, parliamentary committees, directorate generals under relevant ministries, agencies, and audit institutions.
- 2. Civil Society Organizations (CSOs)** – Representing a broad spectrum, including human rights defenders, think tanks, humanitarian groups, service providers, and grassroots community associations. The mapping exercise identified more than 30 CSOs engaged in UN Women's coordination efforts.
- 3. UN Country Team** – Consisting of the Resident Coordinator's Office (RCO), UNSDCF Result Groups, Gender Theme Group (GTG), Operations Management Team, Communication Management Group, SDG Monitoring & Evaluation Group, Youth Advisory Panel, Protection from Sexual Exploitation and Abuse (PSEA) Focal Point Group, Human Rights Task Force, IWGE, and agencies collaborating with UN Women through joint programs, such as UNICEF, UNFPA, UNDP and IOM.
- 4. Donors and Development Partners** – Including bilateral donors, international and regional entities, financial institutions, and security organizations supporting gender equality initiatives.
- 5. Direct Beneficiaries of the Programmes** – Covering women and girls from diverse backgrounds, including rural communities, Roma women, women with disabilities, and survivors of gender-based and domestic violence.
- 6. Other Relevant Actors** – Such as media outlets, influencers, and news outlets contributing to gender equality efforts.

The evaluation identified the interest of specific stakeholders in the evaluation, as outlined in the table below.

Table: Stakeholders with interest in the evaluation

Stakeholder	Interest in the evaluation
Internal Stakeholders	
UN Women Country Office	Responsible for the country-level planning and operations implementation. The UN Women is called upon to account internally as well as to its beneficiaries and partners for the performance and results of its operation. The UN Women commissioned the evaluation and is responsible for signing off on the evaluation findings and formulating

	and implementing the management response. Learning from the evaluation can be incorporated into the SN up to its completion and into future UN Women investments in Türkiye.
UN Women ECARO	Responsible for advancing gender equality and women's empowerment within the region.
External Stakeholders	
Government	
Presidency of the Republic of Türkiye	Key strategic partners of the UN Women. Presidency of Strategy and Budget (PSB) is the lead governmental institution responsible of multilateral cooperation. Established following Türkiye's transition to presidential system, PSB is responsible to prepare, coordinate, and, when necessary, implement cooperation programs and projects with relevant national and international organizations in the field of development. Furthermore, PSB is the coordinator institution for preparation of national development plans. Given SN is driven by NDPs, PSB has a critical engagement in terms of coordination with UN Agencies as well as the relevant governmental bodies.
Ministry of Foreign Affairs	Key strategic partner of UN Women and has been collaborating with UN Women CO on Collaborating on Gender Responsive Budget Programme
Ministry of Family and Social Services	Key partner of UN Women. Findings and recommendations from the evaluation may influence the engagement in related policies and programs across access to rights and protection of vulnerable groups.
Ministry of Interior, Presidency of Migration Management	Key partner under the Outcome 1.2., where this outcome constitutes the gender responsive refugee response efforts and interventions of the CO
Ministry of Justice	Some involvement in the SN from the perspective of increasing women's access to justice and consequently strengthening capacities of justice personnel to provide high quality, survivor focused judicial services and to more effectively implement the national Law 6284 on the Protection of Family and Prevention of Violence against Women, in line with international standards. Findings and recommendations from the evaluation may influence the engagement in related policies and programs within access to justice.
Municipalities	Key partners and implementers of the programs within <i>Gender Responsive Budgeting portfolio</i> , including Edirne Municipality, Eskisehir, Gaziantep, and Kocaeli Metropolitan Municipalities; within <i>Humanitarian Action and Earthquake Response portfolio</i> , including Kahramanmaraş, Gaziantep, Hatay, Malatya, Adiyaman, Izmir and Gaziantep Metropolitan Municipality; within EWAV portfolio including Izmir and Adana Metropolitan Municipality; and Women's Leadership and Political Participation portfolio including Istanbul, Ankara, Gaziantep, Eskişehir, Adana, Kocaeli Metropolitan Municipality, and Edirne Municipality
Turkish Statistical Institute	Future/Expected involvement in the SN from the perspective of Provision of data and regular updates.
Other partners	
Implementing Partners (current and previous)	Key partners, supporting the implementation of UN Women's Country programs. Learning from the evaluation will be directly relevant and applicable to the work of implementing partners.
Turkish Grand National Assembly (TBMM)	The Equal Opportunities Committee of the Turkish Grand National Assembly (EOC) is provided technical assistance and engaged in evidence-based advocacy to advance the gender sensitivity of existing and proposed laws in different domains, in line with CEDAW, its General Recommendations.

	UN Women and the Turkish Grand National Assembly (TBMM) are also collaborating on a project focused on implementing gender-responsive planning and budgeting.
Civil Society Organizations	Engagement with all portfolios of SN and one of the main key stakeholders, which implement projects together with UN Women and have worked with various donors. Findings and recommendations from the evaluation are likely to be of direct relevance to private sector partners, supporting UN Women efforts now or in the future.
Donors	Providing funding for the Strategic Note implementation. Collaborating on strategic direction and determining priorities. Findings and recommendations from the evaluation are likely to be of direct relevance to donors, supporting UN Women's efforts now or in the future.
Private sector	Providing funding for the Strategic Note implementation. Findings and recommendations from the evaluation are likely to be of direct relevance to private sector partners, supporting UN Women's efforts now or in the future.

Drawing on the stakeholder mapping, and in consultation with the CO, the evaluation team identified the following stakeholders to be targeted for data collection:

Table: Stakeholders for data collection

Stakeholder Group	Key Stakeholders			What (Role in SN and type of involvement)	Why (Gains in from SN involvement Evaluation)	Evaluation Involvement	Priority
UN Women Internal	Senior Staff	Executive	Director and Deputy Director	Leadership and oversight of the UN WOMEN CO's SN			
	CO Staff	Programme	Programme Managers -Women's Leadership -EVAW -Civil Society and Community Engagement -Private Sector -Gender Responsive Planning and Budgeting	Planning and implementation of the CO SN	Use the evaluation evidence to inform decision-making of programming at the country level for the triple mandate. Improved vision of what programming should look like and for the specific thematic areas. Possibly becoming a beneficiary of change.	<u>Inception:</u> <i>Workshop</i> <u>Data Collection:</u> Interview (n=7) and Survey (n=41)	High
	CO Staff	Operational	Head of Operations				
	CO and Support Cluster	Operations and Programme	Operations Manager, HR; Finance and Procurement				
UN ECARO			Senior management, thematic advisors, planning, reporting and evaluation specialists	Strategic programmatic guidance and support to high-level policy advocacy Support and guidance to CO planning, reporting and evaluation processes and also in thematic areas including coordination, GRB, political participation, private sector and humanitarian action.		<u>Data collection:</u> Interview (n=1) and Survey (n=xx)	Medium

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from involvement in SN Evaluation)	Evaluation Involvement	Priority
External Duty-Bearers	UN System at Country Level	UNICEF – Gender Specialists and Child Protection Programme	UN Agencies with joint programming with UN Women CO on CEFM and both are members of Gender Result Group in UNCT	<u>Data Collection:</u> Interview (n=2) and Survey (n=2)	High
		UNFPA – CEFM Programme Focal Point and Programme Coordinator			
		UNHCR Protection Sector Inter-agency Coordination		<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High
		UN Agency that coordinates the inter-agency working group on Protection including the sub-sectoral coordination on Gender based violence (GBV) and Humanitarian action and the earthquake response, in which UN Women participates actively			
		ILO – Gender Specialist	Both UN Agencies promote decent employment and women's empowerment particularly in the labor market	<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	Medium
		Partner in UN programming on CARE			
		UNDP – Gender Analyst and Human Rights Specialist	UNDP leads the efforts for data collection and regular reporting on gender equality through “gender development index”, “gender	<u>Data Collection:</u> Survey (n=1)	Medium

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from involvement in SN Evaluation)	Evaluation Involvement	Priority
		social norms index"	Beneficiary of change from the evaluation/use evaluation evidence for better programming. Strategic input to UN Women CO's priorities for next SN.		
	UN RCO Head of Office	UNDP chairs the UNCT Result Group on Governance in which UN Women participates			
		UN CT that working on the next CF programming and give insights on UN Women's coordination role		<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High
Government	Presidency of Strategy and Budget (PSB)	Key strategic partner of the UN Women. PSB is responsible to prepare, coordinate, and, when necessary, implement cooperation programs and projects with relevant national and international organizations in the field of development. Department of Multilateral Cooperation is partnered at UN level for UNSDCF development, UNCT reporting and UN-PSB coordination. Three DGs mentioned here are the main partners for the GRB programme . In addition, DG Plans and Programmes is responsible for the development and coordination			
	Department of Multilateral Cooperation				
	<ul style="list-style-type: none"> Directorate General of Sectors and Public Investments Directorate General of Plans and Programmes Directorate General of Budget 		<p>Better implementation of joint programmes/ initiatives/ points of collaboration.</p> <p>Use evaluation for future partnership with UN Women.</p> <p>Beneficiary of change from</p>	<u>Data Collection:</u> Interview (n=1) and Survey (n=3)	High

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from SN involvement in Evaluation)	Evaluation Involvement	Priority
		of National Development Plan.			
	Ministry of Foreign Affairs	Collaborating on Gender Responsive Budget Programme		Data Collection: Interview (n=1) and Survey (n=1)	High
	Directorate of European Union Affairs				
	Ministry of Family and Social Services	Key partner of UN Women on EVAW, GRB, Humanitarian Action and Earthquake Response and UN System Coordination		Data Collection: Interview (n=1) and Survey (n=3)	High
	<ul style="list-style-type: none"> Directorate General of Women's Status (DGWS) 				
		Findings and recommendations from the			

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from SN involvement in Evaluation)	Evaluation Involvement	Priority
		evaluation may influence the engagement in related policies and programs across access to rights and protection of vulnerable groups.			
	Ministry of Justice Legal Support and Victim Services Department	Some involvement in the SN from the perspective of increasing women's access to justice and consequently strengthening capacities of justice personnel to provide high quality, survivor focused judicial services and to more effectively implement the national Law 6284 on the Protection of Family and Prevention of EAW, in line with international standards.		Data Collection: Interview (n=1) and Survey (n=1)	High
	Ministry of Interior, Directorate General of Provincial Administrations	Key partner of UN Women on the thematic area of EVAW within the framework of National Action Plan on Combating Violence Against Women		Data Collection: Interview (n=1), and Survey (n=1)	Medium
	Adana Metropolitan Municipality	Key partner in Purple Map, Women's Leadership Programme and CEFM Programme			High
	Women and Family Services Department			Data Collection: Interview (n=1)	

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from involvement in SN Evaluation)	Evaluation Involvement	Priority
	Department of Financial Affairs - Strategy Development Branch				
	Izmir Metropolitan Municipality	CEFM and male engagement partner		Data Collection: Interview (n=1)	Medium
	Department of Social Services- Women Services Branch				
	The Grand National Assembly of Türkiye (TBMM):	Women Leadership and Political Participation Programme and GRB programme		<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High
	<ul style="list-style-type: none"> The Committee on Equality of Opportunities for Women and Men (KEFEK) 				
	TURKSTAT			<u>Data Collection:</u> Interview (n=1)	High
	<ul style="list-style-type: none"> Department of Demographic Statistics – Social Structure and Gender Statistics Group 	UN Women and TurkStat have formal Letter of Exchange on collaboration on production and use of gender sensitive data and statistics			
	<ul style="list-style-type: none"> Union of Bar Associations Department of International Relations and EU Center 	Key partner in women's access to justice related projects in EVAW and earthquake response interventions.		Data Collection: Survey (n=1)	Medium

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from SN involvement in Evaluation)	Evaluation Involvement	Priority
Civil Society	Women Entrepreneurs Association of Türkiye (KAGIDER) <i>Türkiye Kadın Girişimciler Derneği</i>	Collaborated with UN Women's Programme on Leadership and Political Participation and Private Sector Partnership and Male Engagement			High
	Association of Women with Disabilities (ENKAD) <i>Engelli Kadın Derneği</i>	Collaborated with UN Women's Programme on Strong Civic Space Project under CSO portfolio		<u>Data Collection:</u> Interview (n=6) and Survey (n=9)	High
	Foundation for the Support of Women's Work (KEDV) <i>Kadın Emegini Değerlendirme Vakfı</i>	Collaborated with UN Women's Programme on Humanitarian Action and Earthquake Response and Strong Civic Space Project	Better implementation of joint initiatives/ points of collaboration. Use evaluation for future partnership with UN Women. Beneficiary of change from the evaluation/use evaluation evidence for better programming. Strategic input to UN Women's priorities for next SN		
	Association for Monitoring Gender Equality (CEID) <i>Cinsiyet Eşitliği İzleme Derneği</i>	Collaborated with UN Women's Programme on Gender Responsive Budgeting, ERAW			

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from SN involvement in Evaluation)	Evaluation Involvement	Priority
		and Strong Civic Space Project			
	Support to Life (STL) <i>Hayata Destek Derneği</i>	Collaborated with UN Women's Programme on Humanitarian Action and Earthquake Response			
	Federation of Women's Associations of Türkiye (TKDF) <i>Türkiye Kadın Dernekleri Federasyonu</i>	Collaborated with UN Women's Programme on GBV			
	Turkish Health and Family Planning Foundation (TAPV) <i>Türkiye Aile Sağlığı ve Planlaması Vakfı</i>	Collaborated with UN Women's Programme on EVAW and CSO			
	Woman Solidarity Foundation (<i>Kadın Dayanışma Vakfı</i>)	Collaborated with UN Women's Programme on EVAW and CSO			
	Turkish Women's Union (TKB) <i>Türk Kadınlar Birliği</i>	Collaborated with UN Women's Programme on CSO			
Bilateral/ multilateral donors	EUD	Providing funding for Gender Responsive Budgeting Programme , Humanitarian Action and Earthquake Response and CSO, EVAW programmes of UN Women CO		<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from involvement in SN Evaluation)	Evaluation Involvement	Priority
	Government of Norway	Provided funding to UN Women CO between 2022 and 2025.	Use evaluation evidence to inform decision-making of programming at the regional level. Use evaluation for future partnership with UN Women. Strategic input to UN Women's priorities for next SN.	<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High
	Government of Germany	Provided funding to UN Women CO for Humanitarian Action and Earthquake Response and EVAW Programmes		<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High
	SIDA	Provided funding to UN Women CO for Women Leadership and Political Participation Programme and EVAW and Private Sector Partnership and Male Engagement		<u>Data Collection:</u> Interview (n=1) and Survey (n=1)	High
	Government of Japan	Provided funding to UN Women CO's Humanitarian Action and Earthquake Response programme		<u>Data Collection:</u> Survey (n=1)	Medium

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from involvement in SN Evaluation)	Evaluation Involvement	Priority
Private Sector	Koc Holding Corporate Communications and External Affairs	Private sector funder and implementing partner of Un Women CO' SN on He for ~She and Earthquake Response	Better implementation of joint initiatives/ points of collaboration. Use evaluation for future partnership with UN Women.	<u>Data Collection:</u> Interview (n=1)	High
	Tupras Communications	Corporate Private sector funder for He for She	Possible beneficiary of change from the evaluation. Strategic input to UN Women's priorities for next SN.	<u>Data Collection:</u> Interview (n=1)	High
	Fenerbahce Sports Club	Private Sector Partnership and Male Engagement	Private sector partners that collaborate with UN Women at the national level, including through joint initiatives, WEPs, technical support/ capacity building and coordination.	<u>Data Collection:</u> Interview (n=1)	High
Academia, Women	Un Milliyet Newspaper Individual academics/researchers				

Stakeholder Group	Key Stakeholders	What (Role in SN and type of involvement)	Why (Gains from involvement in SN Evaluation)	Evaluation Involvement	Priority
	Consultants and Media	Stakeholders that collaborate with UN Women CO, including on specific research, thematic research, advocacy campaigns, joint initiatives, working groups and coordination.	Better implementation of joint programmes/initiatives/ points of collaboration. Use evaluation for future partnership with UN Women. Strategic input to UN Women's priorities for next SN.	<u>Data Collection:</u> Interview (n=3) and Survey (n=7)	Medium
Rights-holders	Women and Girls in Türkiye	Women aspiring to be political leaders Refugees Women with disabilities Earthquake affected women Beneficiaries of grassroots CSOs Strengthening (online) Young Women	End beneficiaries of SN interventions Possible beneficiary of change from the evaluation	Data Collection: FGDs (n=4)	High

Stakeholder type	Normative	Coordination	Operational						
			Women's Leadership/ Political Participation	Private sector partnerships	Humanitarian Action/Emergency Response and Recovery and Refugee Response	EVAW	Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships	Gender responsive planning and budgeting / Governance	UN system coordination
Governmental	Ministry of Family and Social Services,	Ministry of Family and Social Services,	The Grand National Assembly of Türkiye,-The Committee on Equal Opportunities for Women and Men-, Istanbul Metropolitan Municipality, Ankara Metropolitan Municipality, Gaziantep Metropolitan Municipality,		Ministry of Family and Social Services, Ministry of Interior (AFAD), Kahramanmaraş Metropolitan Municipality, Gaziantep Metropolitan Municipality, Hatay Metropolitan Municipality, Malatya Metropolitan Municipality, Adiyaman Metropolitan Municipality,	Ministry of Interior, Ministry of Justice, Ministry of Family and Social Services, İzmir Metropolitan Municipality, Adana Metropolitan Municipality	Ministry of Family and Social Services; Ministry of Environment, Urbanization and Climate; Ministry of Agriculture, Tükstat	Ministry of Family and Social Services, Presidency of Strategy and Budget (SBB), Ministry of Treasury and Finance, TURKSTAT, Ministry of Foreign Affairs	
	Presidency of Strategy and Budget (SBB) Ministry of Justice, Ministry of Interior, Presidency of Migration Management, Ministry of Foreign Affairs, Turkish Statistical Institute	Ministry of Justice, Ministry of Interior, Gaziantep Metropolitan Municipality, Ankara Metropolitan Municipality, Eskişehir Metropolitan Municipality, Adana Metropolitan Municipality, Kocaeli Metropolitan Municipality, Edirne Metropolitan Municipality, Hatay Metropolitan Municipality	Metropolitan Municipality, Ankara Metropolitan Municipality, Gaziantep Metropolitan Municipality, Eskişehir Metropolitan Municipality, Adana Metropolitan Municipality, Kocaeli Metropolitan Municipality, Edirne Metropolitan Municipality		Izmir Metropolitan Municipality, Gaziantep Metropolitan Municipality			The Union of Municipalities of Türkiye	

		Municipality, Malatya Metropolitan Municipality, Adiyaman Municipality, Izmir Metropolitan Municipality							
CSOs		Foundation for the Support of Women's Work (KEDV) /Kadın Emeğini Değerlendirm e Vakfı, Support to Life (Kahramanma ras), TKDF - Türkiye Kadın Dernekleri Federasyonu, (Federation of Women Associations of Turkey), KAMER, TAPV (Turkish Health and Family Planning Foundation), Association for Support of Women Candidates (KADER), Women's Platform for	Association for Support of Women Candidates (KADER), Women's Work (KEDV) Coalition, KAGIDER, Hacettepe University Institute of Population Studies, TESEV	KAGİDER, Foundation for the Support of Women's Work (KEDV) /Kadın Emeğini Değerlendir me Vakfı, Anne Çocuk Eğitim Vakfı (AÇEV), Women Entrepreneurship Center (KAGIDEM), SADA Women's Cooperative, Association for Solidarity with Asylum Seekers and Migrants (ASAM)	Sığınmacılar ve Göçmenlerle Dayanışma Derneği (ASAM), Refugee Support Center (MUDEM), Support to Life (STL) Foundation for the Support of Women's Work (KEDV), SADA Women Cooperative, Union of Turkish Bar Associations, KAGİDER, KOVED, REALS	Anne Çocuk Eğitim Vakfı (AÇEV), Cinsiyet Eşitliği İzleme Derneği (CEID), TKDF - Türkiye Kadın Dernekleri Federasyonu (Federation of Women Associations of Turkey), Union of Turkish Bar Associations, KAMER, KIHEP, Women's Solidarity Foundation (KADAV),	Women's Solidarity Foundation (KADAV), KAMER Foundation, Flying Broom Foundation, Turkish Women's Union Association (TKB), Human Development Foundation (INGEV), Association of Women with Disabilities (ENGKAD), TAPV (Turkish Health and Family Planning Foundation), Foundation for the Support of Women's Work (KEDV),	Cinsiyet Eşitliği İzleme Derneği (CEID), Turkis Economics and Social Studies Foundation s - Türkiye Ekonomik ve Sosyal Etüdler Vakfı TESEV, The Economic Policy Research Foundaton in Türkiye- Türkiye Ekonomi Politikaları Araştırma Vakfı(TEPA V)	

		<p>Equality (ESIK),</p> <p>KAGİDER,</p> <p>Community Volunteers Foundation (TOG),</p> <p>Women in Fisheries Society/Kadın Balıkçılar Derneği,</p> <p>Leader Women Association/Lider Kadın Derneği,</p> <p>Housewives Solidarity and Development Association/Ev Hanımları Dayanışma ve Kalkındırma Derneği,</p> <p>Dem Association/Dem Derneği,</p> <p>Changing Steps Association/Değiştiren Adımlar Derneği,</p> <p>Freedom and Equality to Women Association/KÖVED,</p>					<p>Foundation for Women's Solidarity,</p> <p>Association for Monitoring Gender Equality,</p> <p>Women's Platform for Equality (ESIK),</p> <p>Community Volunteers Foundation (TOG),</p> <p>Women in Fisheries Society/Kadın Balıkçılar Derneği,</p> <p>Leader Women Association/Lider Kadın Derneği,</p> <p>Housewives Solidarity and Development Association/Ev Hanımları Dayanışma ve Kalkındırma Derneği,</p> <p>Dem Association/Dem Derneği,</p> <p>Changing Steps Association/Değiştiren Adımlar Derneği,</p>		
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		Refugee Support Center (MUDEM), Sığınmacılar ve Göçmenlerle Dayanışma Derneği (ASAM), Anne Çocuk Eğitim Vakfı (ACEV), Cinsiyet Eşitliği İzleme Derneği (CEID), Foundation for Women's Solidarity Association for Monitoring Gender Equality, Academic, SADA Women Cooperative, Hacettepe University Institute of Population Studies, Academicians					Freedom and Equality to Women Association/KÖVED, SADA Women's Cooperative		
UN	ABC Coordinators / UN RCO,	ABC Coordinators/ UN RCO, UNFPA,		UNGC	UN RCO, UNOCHA	UNFPA, UNICEF, UNDP, IOM, UNOPS	UNRCO/WEHA /UNSDCF (CSO engagement)	UNRCO, UNDP	UNSDCF Result Group

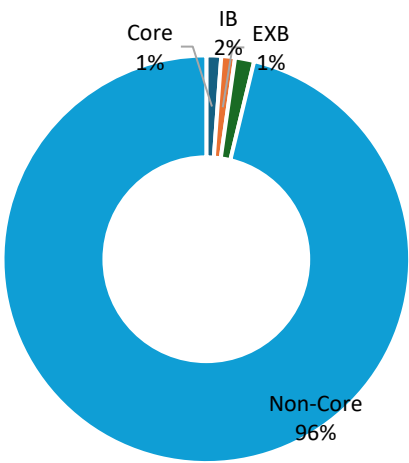
	UNCT, UNSDCF Result Group	UNICEF, UNHCR, IOM, UNOPS					UN Care Task Force		
Donors, International Organizations	European Union, Government of Norway, Government of Japan, Federal Republic of Germany, Government of Iceland, European Commission	European Commission's Humanitarian Aid Office (ECHO), Swedish International Development Cooperation Agency (SIDA), UN Women National Committees of Germany, Australia, Japan, France, Iceland, Finland, USA, Austria, Sweden and New Zealand, Government of Iceland, Koç Holding, Türkiye Petrol Rafinerileri Anonim Şirketi (TUPRAS), OPET Petrolcülük A.Ş., Nokia, 66°Norður	Swedish International Development Cooperation Agency (SIDA), EU	UN Women ECARO, Government of Iceland, Koç Holding,, Türkiye Petrol Rafinerileri Anonim Şirketi (TUPRAS), OPET Petrolcülük A.Ş., Nokia, 66°Norður	Government of Japan, Government of Norway, Federal Republic of Germany, private sector partner, UN Women National Committees of Germany, Australia, Japan, France, Iceland, Finland, USA, Austria, Sweden and New Zealand, European Commission's Humanitarian Aid Office (ECHO),	Swedish International Development Cooperation Agency (SIDA), Government of Germany, EU Delegation	European Union Delegation (EUD), Government of Norway	EUD	

Private Sector & Other	Media	Koç Holding, Fenerbahçe Sports Club, Türkiye Petrol Rafinerileri Anonim Şirketi (TUPRAS), OPET Petrolcülük A.S., Association of Advertising Agencies, Nokia, HepsiBurada, Avon, Bayer AG, Coca-Cola, Colgate Palmolive, Eczacıbaşı Holding, Eti Gıda, Glaxosmithkli ne (GSK), IPG- Mullenlowe, Johnson & Johnson, Kantar Media, P&G, Unilever, WPP,	Koç Holding, Milliyet Newspaper	Koç Holding, Fenerbahçe Sports Club, Türkiye Petrol Rafinerileri Anonim Şirketi (TUPRAS), OPET Petrolcülük A.S., 66°Norður, Association of Advertising Agencies, HepsiBurada, Nokia, TÜRK KONFE D, TÜSIAD, Avon, Bayer AG, Coca-Cola, Colgate Palmolive, Eczacıbaşı Holding, Eti Gıda, Glaxosmithkl ine (GSK), IPG- Mullenlowe, Johnson & Johnson, Kantar Media,	Koç Holding, HepsiBurada		Dissensus Tandans (data)	Ankara University, KASAUM	Dokuz Eylül University

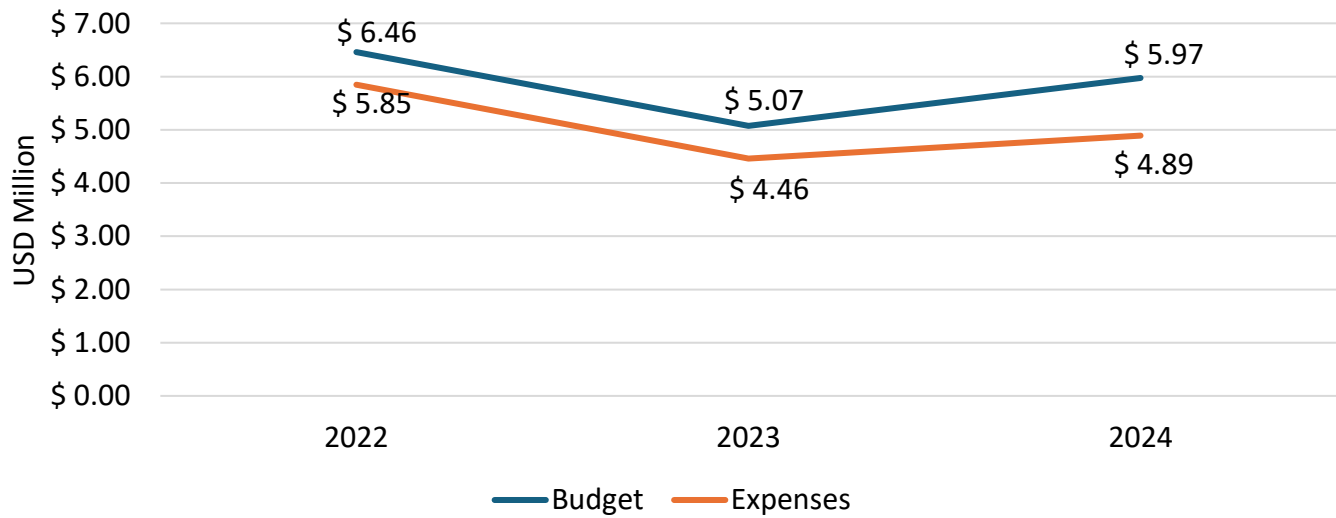
		Milliyet Newspaper		P&G, Unilever, WPP					
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Annex 4: Financial Portfolio Analysis (Quantum)

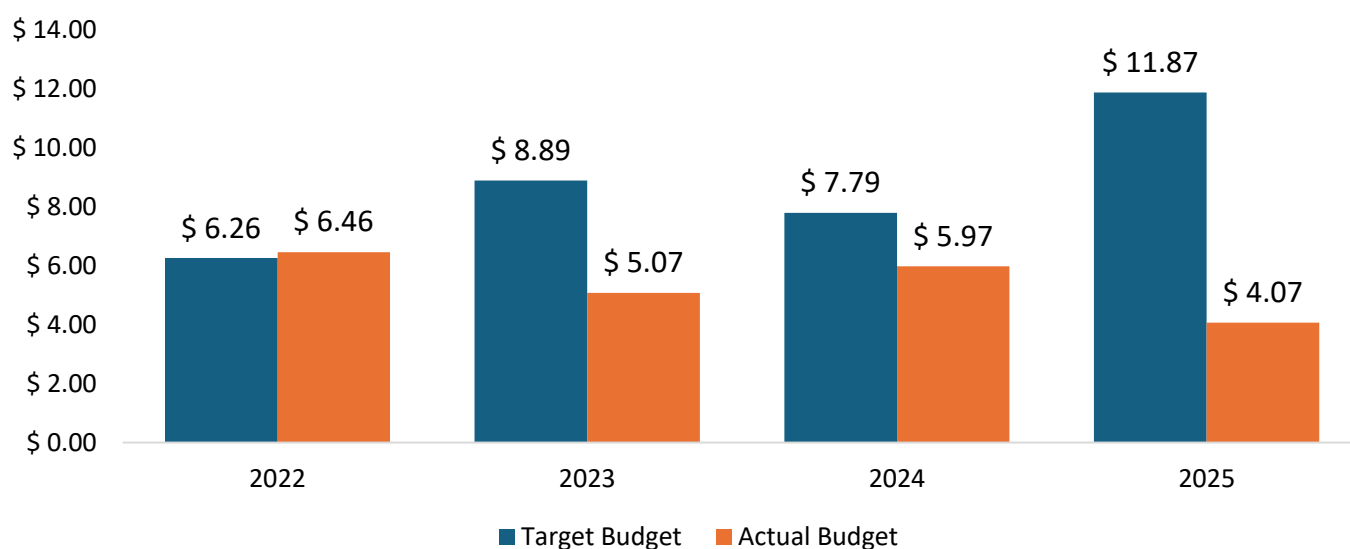
Funding Source: 2022-2025



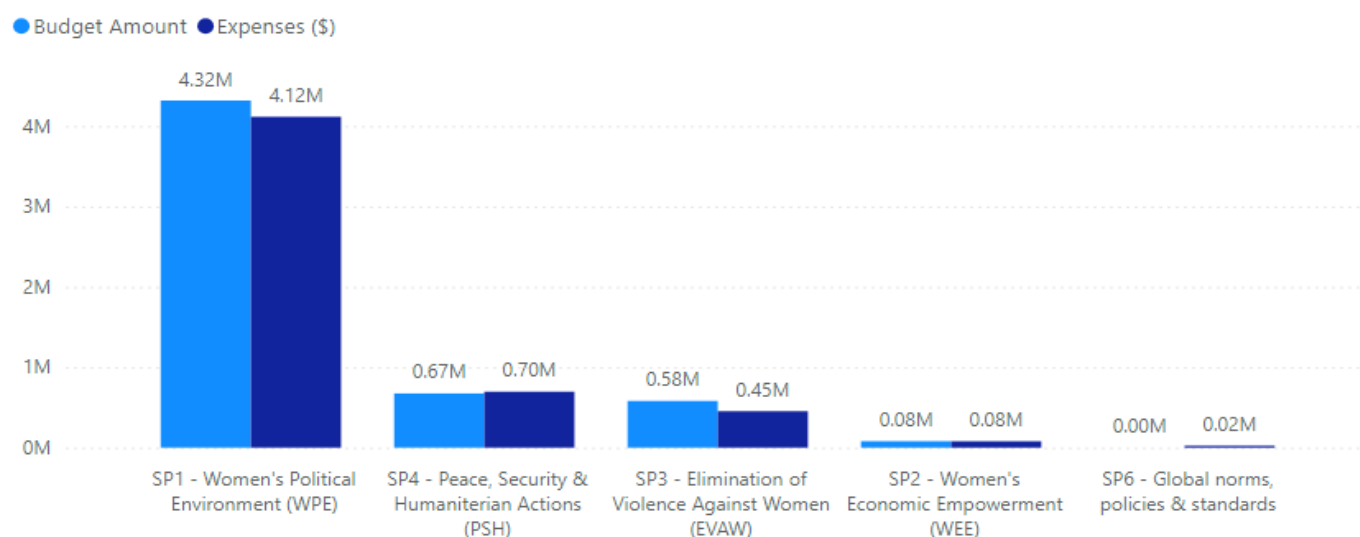
Annual Budget vs. Expenses



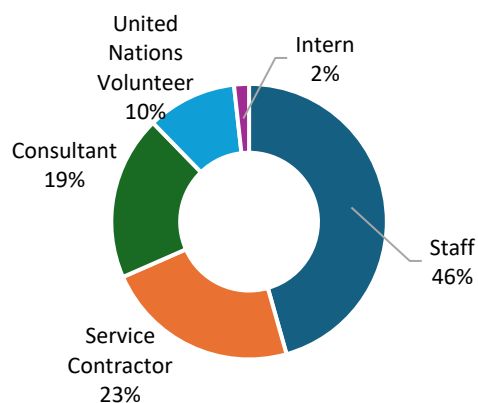
Results Framework Resource Mobilization (\$M)



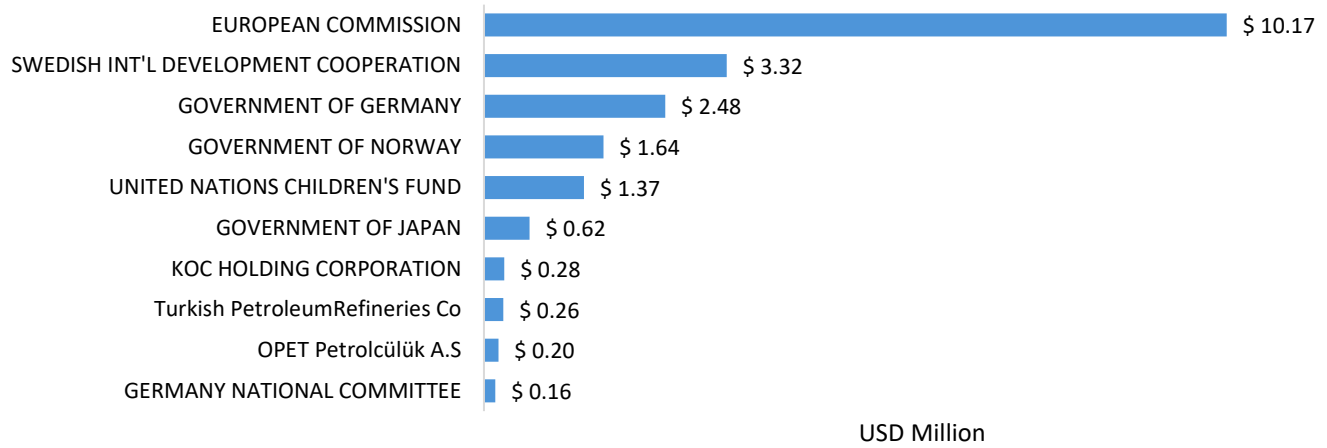
BUDGET & DELIVERY BY SP FRAMEWORK



Country Office Workforce (2025)



Top 10 Donors (2022-2025)



Annex 5: Evaluation Matrix

Criterion: RELEVANCE

Key question 1: To what extent does the SN and its implementation address the key priorities for advancing gender equality and women's empowerment in Türkiye?

Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
1.1 Is the SN aligned with UN Women's Strategic Plan, and with national policies and priorities and international human rights norms on GEWE?	Evidence of adherence each framework	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations
1.2 Are the SN and its implementation relevant to the context of Türkiye, and have interventions been adapted to respond to contextual developments?	Evidence of relevance to context, application of context analysis, adaptation to developments	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
1.3 Does the CO engage with the most relevant partners to advance gender equality and women's empowerment in Türkiye?	Evidence on range and relevance of partners	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations
1.4 What are the key priorities for the next CO SN, given the changing context for work on gender equality in Türkiye and globally?	Evidence and perceptions on emerging trends and priorities	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders

		Survey with UN Women Personnel Survey with external stakeholders FGD with rights holders	
Criterion: COHERENCE Key question 2: To what extent have interventions achieved internal and external coherence and leveraged UN Women's comparative advantages?			
Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
2.1 Are there synergies within the UN Women portfolio?	Evidence of synergies leveraged across thematic areas and interventions	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners
2.2 Is there optimal balance and coherence between CO operational, coordination, normative efforts?	Evidence of balanced focus on each domain and interlinkages and reinforcements across domains	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, UNCT, donors, programme partners
2.3 Have interventions achieved synergies with UN partners and with wider partners and actors?	Evidence of collaboration and leveraging synergies, or of duplication and inadequate collaboration with UN partners	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, UNCT, government partners, donors, programme partners
2.4 What are UN Women's comparative advantages in Türkiye and how are these being leveraged?	Evidence on perceptions of UN Women's advantages and added value across three mandate areas	Document analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations

Criterion: EFFECTIVENESS & IMPACT

Key question 3: To what extent has UN Women contributed to advancing gender equality and women's empowerment in Türkiye during the SN period (2022-2025)?

Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
3.1 To what extent, and through what pathways, have interventions contributed to expected outcomes? And have there been any unexpected outcomes (positive or negative)?	Evidence on the extent planned outcomes have been achieved in line with ToC Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
3.2 What factors have enabled or hindered the achievement of outcomes?	Evidence of positive factors and challenges that affected outcomes, and how these were addressed by the CO	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	
3.3 How has the CO contributed to coordination within the UN and among wider actors on GEWE in Türkiye?	Evidence of GEWE mainstreamed in UNCT interventions Evidence of UN Women leadership/influence in coordination processes Perceptions of effectiveness of Women's coordination role	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations

3.4 How has the CO contributed to implementing global GEWE norms and standards, and to sharing lessons and informing global normative work?	Evidence of UN Women's contribution to advancing national norms and standards on GEWE Evidence on lessons learned formulation and dissemination	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations
3.5 To what extent are CO efforts likely to contribute to long lasting impacts at individual, community, institutional/organizational or systemic levels?	Evidence on changes at individual, community, institutional and systemic level in terms of gender transformative changes and empowerment of women	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
Criterion: EFFICIENCY Key question 4: To what extent is the CO able to ensure efficient use of resources (personnel, funding, assets)?			
Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
4.1 Does the CO have the necessary management structures and leadership; internal systems and processes; and personnel skills and capacities to deliver its portfolio?	Evidence and perspectives on management structures and leadership; and internal systems and processes Evidence on extent to which CO human resources align with SN priority areas and perspectives on CO capacities	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, programme partners

4.2 Has a Results Based Management system been established and is this contributing to efficiency within the CO?	Evidence on use of RBM	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners
4.3 Are the CO's M&E, learning and knowledge management systems fit for purpose?	Evidence on robustness and regularity of M&E processes and use of results Evidence on effectiveness of learning and knowledge management	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, UNCT, programme partners
4.4 How effectively has the CO mobilised resources and what has enabled/hindered resource mobilisation?	Evidence on resource mobilization efforts, results, and challenges	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff

Criterion: HUMAN RIGHTS AND GENDER EQUALITY

Key question 5: Does the portfolio advance human rights and LNOB principles, address the underlying causes of gender inequality, and promote environmental sustainability?

Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
5.1 To what extent are human rights and LNOB principles embedded across normative, coordination and programming efforts? And how has this contributed to outcomes for the most vulnerable women and girls?	Evidence of human rights and LNOB principles integrated into design and implementation Evidence of outreach to and participation of marginalized groups Evidence of outcomes for most vulnerable groups	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders

5.2 To what extent is disability inclusion embedded within efforts across the triple mandate?	Evidence of integration of disability inclusion priorities in design and implementation	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners
5.3 Does the portfolio address the underlying causes of gender equality, including discriminatory social norms?	Evidence of gender analysis and focus on underlying causes integrated in design and implementation	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, programme partners
5.4 To what extent is environmental sustainability embedded within normative, coordination and programming efforts?	Evidence of integration of environmental sustainability principles in design and implementation	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners

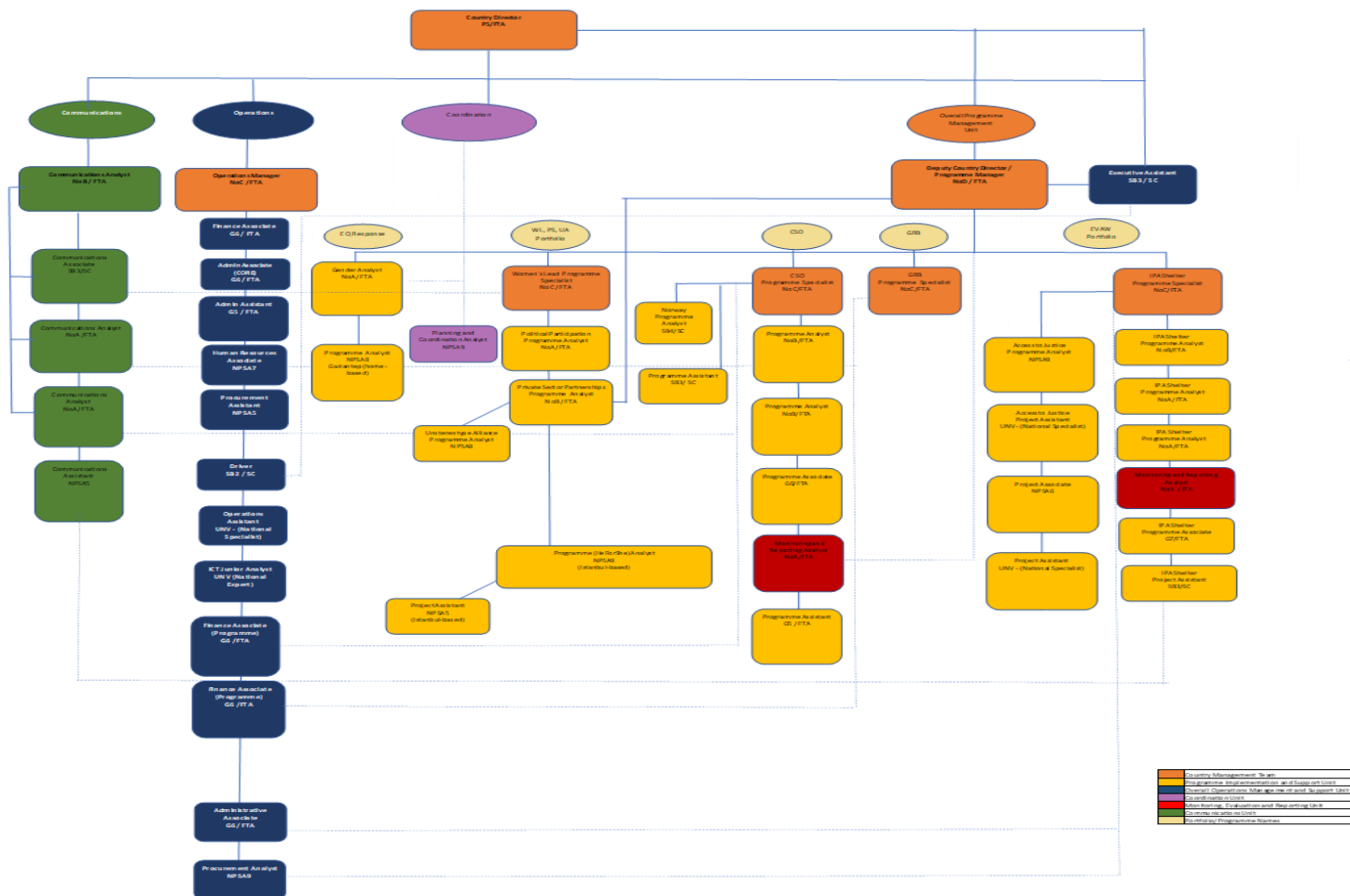
Criterion: SUSTAINABILITY

Key question 6: To what extent are SN results sustainable and nationally owned, and is there potential to scale up?

Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
6.1 To what extent has capacity been developed to ensure sustainability of efforts and benefits?	Evidence of increased awareness and capacity among key stakeholders at multiple levels to sustain efforts and benefits.	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations.
6.2 Is there national ownership and are there national champions for different parts of the portfolio?	Evidence of national actors owning and actively advancing elements of portfolio.	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations

	Evidence of GEWE priorities embedded in national plans and strategies.	Survey with UN Women personnel	
6.3 What are the potentials for replication or scaling up of results?	<p>Evidence of appetite among key partners (government, UN partners, donors etc) to scale up or replicate results</p> <p>Evidence of existence of systems and funds necessary to replicate or scale up results.</p>	<p>Document Analysis</p> <p>Semi structured interviews</p> <p>Survey with UN Women personnel</p>	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations

UN WOMEN TURKEY OFFICE ORGANIGRAMME - 2025



Annex 7: Interview Protocols

This annex contains the interview protocols that the evaluation team prepared for KIIs with different categories of stakeholders: UN Women personnel; government partners; UN partners; civil society partners; private sector partners and donors. In addition there is also a protocol for focus group discussions with project beneficiaries. It is important to note that these protocols are just guidelines, and the evaluation team will adapt the questions based on the role of the stakeholder being interviewed.

General introduction for all stakeholders

Thank you for agreeing to meet with us today.

The UN Women Independent Evaluation Service (IES) is undertaking a Country Portfolio Evaluation (CPE) of UN Women's work in Türkiye, which will assess how the organization has contributed to development results related to gender equality and women's empowerment through its normative, operational and coordination efforts. The 2022-2025 Strategic Note will be the main point of reference for this assessment. This evaluation will be primarily formative, with a focus on supporting strategic learning and decision-making for the development of the next Strategic Note, although it will also have a secondary summative perspective to support enhanced accountability for development effectiveness.

As part of this evaluation, we are conducting interviews with a wide range of stakeholders including UN Women personnel, government and civil society partners, UN partners, donors, and beneficiaries.

This interview will take approximately one hour. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members.

Do you have any questions before we begin?

Interview protocol for UN Women personnel

Introduction

Can you briefly describe your role and how long you have worked with UN Women?

Relevance

1. Do you think the current SN and its implementation is relevant to the national context, and is well aligned with national policies and priorities?
2. How well has the CO adapted its work to respond to emerging challenges and changing context during the SN period? Can you give examples of this?
3. Do you think that the CO engages with the most relevant partners to advance gender equality and women's empowerment in Türkiye? Have there been any challenges in developing partnerships?
4. What do you think are the key priorities for the next CO SN, given the changing context for work on gender equality in Türkiye and globally?

Coherence

5. Has the CO developed synergies between different programme areas, and between operational, coordination and normative efforts? Can you give some examples of such synergies?
6. Has the CO developed synergies with UN partners and with wider partners and actors? Can you give some examples of these?
7. What do you think are UN Women's comparative advantages in Türkiye and how well is the CO leveraging these?

Effectiveness and impact

8. What do you think have been the key outcomes achieved under the current SN? And how have these contributed to longer term impacts on GEWE?
9. What were the main strategies and pathways through which outcomes were achieved? And what factors enabled or hindered the achievement of outcomes?
10. How has the CO contributed to coordination within the UN and among wider actors on gender equality in Türkiye? And what have been the main results of this coordination work?

Efficiency

11. Does the CO have the necessary management structures; human resource capacities; internal systems and processes; and M&E and knowledge management practices to deliver its portfolio? And are there any elements of these that need to be strengthened?

Human rights, gender equality and sustainability

12. How has the CO embedded human rights, LNOB and disability inclusion across its work? And what has it done to address the underlying causes of gender inequality, including discriminatory social norms?
13. How sustainable are the results that have been achieved? And what has the CO done to ensure sustainability? (e.g. develop national ownership, identify potential to replicate/scale up).

Interview protocol for government partners

Introduction

Please briefly describe your role within your organization, and the engagement that you have had with UN Women.

Relevance

1. Do you think that UN Women's work in Türkiye is relevant to the national context, and is well aligned with national priorities? And has UN Women adapted its work to respond to changes in the context?
2. Do you think that UN Women works with the most relevant partners to advance women's empowerment in Türkiye?

3. What do you think should be the key priorities for UN Women's future work in Türkiye?

Coherence

4. To what extent has UN Women developed synergies between its programming and the work of other agencies and actors? Have there been any issues with duplication or lack of coordination?
5. What do you think is UN Women's added value in Türkiye? And how well is the CO delivering on this added value?

Effectiveness and impact

6. What do you think have been the key outcomes and the longer-term impacts from UN Women's work in Türkiye / this intervention?
7. How has UN Women contributed to coordination on GEWE among different agencies and actors? And what have been the main results of its coordination work? (probe on coordination groups if interviewee has knowledge of these)
8. To what extent has UN Women provided useful lessons, knowledge, and expertise to support work on women's empowerment in Türkiye? (probe on normative mandate)

Efficiency

9. How would you rate the efficiency of the UN Women CO? For example, does it have the necessary human resources and expertise, does it communicate effectively, and is its implementation timely and well managed?

Human rights, LNOB and sustainability

10. How well does UN Women's work integrate human rights principles, and a focus on the most marginalised groups and the underlying causes of discrimination against women?
11. How sustainable are the results from UN Women's work and is there anything else it could do to ensure sustainability?

Interview protocol for UN partners

Introduction

Please briefly describe your role within your organization, and the engagement that you have had with UN Women (probe: If involved in joint programming, if involved in GEWE related coordination groups)

Relevance

1. Do you think that UN Women's work in Türkiye is relevant to the national context, and is well aligned with national priorities? Has it addressed emerging challenges in relation to GEWE?
2. Do you think that UN Women works with the most relevant partners to advance GEWE in Türkiye?
3. What do you think should be the key priorities for UN Women's future work in Türkiye, especially given the changing context for work on GEWE nationally and globally?

Coherence

4. To what extent has UN Women developed synergies between its programming and the work of other UN agencies? And what factors have facilitated or hindered this?
5. What do you think are UN Women's comparative advantages in Türkiye and within the UNCT? And how well is the CO leveraging these?

Effectiveness and impact

6. What do you think have been the key outcomes and the longer-term impacts from UN Women women's work in Türkiye? OR What do you think have been the key outcomes and longer-term impacts from your joint programming with UN Women? (for UN Partners involved in joint programming)
7. How effectively has UN Women played its coordination role within the UN system in Türkiye? And what have been the results of this? (probe on coordination groups: WiHA, GTG etc.)
8. How do you think UN Women could strengthen its coordination work in future?
9. To what extent has UN Women contributed to advancing GEWE norms and standards in Türkiye, and to sharing knowledge and lessons on GEWE?

Efficiency

10. Do you have any reflections on the efficiency and capacity of the UN Women CO? For example, does it have the necessary human resources and expertise, does it communicate effectively, and is its engagement timely and well managed?

Human rights, gender equality and sustainability

11. How well has UN Women integrated human rights, LNOB and a focus on the underlying causes of gender inequality within its work?
12. How sustainable are the results from UN Women's work and is there anything else it could do to ensure sustainability?

Interview protocol for civil society partners

Introduction

Please briefly describe your role within your organization, and the engagement that you have had with UN Women (probe: if partner in UN Women interventions, if involved in GEWE related coordination groups)

Relevance

1. How well is UN Women's work aligned with the needs and priorities of women and the women's movement in Türkiye? And has the CO adapted its work to respond to changes in context?
2. Do you think that UN Women engages with the most relevant partners to advance GEWE in Türkiye?
3. What do you think should be the key priorities for UN Women's future work in Türkiye, especially given the increasingly challenging context for advancing GEWE?

Coherence

4. How effectively has the CO developed synergies or coordinated its work with other actors and stakeholders working on GEWE?
5. What do you think is UN Women's added value in Türkiye and how well is it delivering on this?

Effectiveness and impact

6. What do you think have been the key outcomes and the longer-term impacts from UN Women women's work in Türkiye / this intervention?
7. To what extent, and in what ways, has UN Women supported Turkish women's civil society? And how could this support have been more effective?
8. To what extent has UN Women provided useful lessons, knowledge, and expertise to support work on women's empowerment in Türkiye?
9. *How has UN Women contributed to coordination on women's empowerment issues within Türkiye? And what have been the main results of its coordination work? (only for CSOs involved in coordination groups)*

Efficiency

10. How would you rate the efficiency of the UN Women CO? For example, does it have the necessary human resources and expertise, does it communicate effectively, and is its engagement timely and well managed?

Human rights, gender equality and sustainability

11. How well has UN Women integrated human rights, LNOB and a focus on the underlying causes of gender inequality within its work?
12. How sustainable are the results from UN Women's work and is there anything else it could do to ensure sustainability?

Interview protocol for private sector partners

Introduction

Please briefly describe your role within your organization, and the engagement that you have had with UN Women.

Relevance

1. Do you think that UN Women's work with the private sector/this project is relevant to the national context and priorities? In what way?
2. Do you think that UN Women works with the most relevant partners to advance women's empowerment in Türkiye?
3. What do you think should be the key priorities for UN Women's future work with the private sector in Türkiye?

Coherence

4. What added value does UN Women bring to efforts to advance women's empowerment within the private sector?

Effectiveness and impact

5. What do you think have been the key outcomes and the longer-term impacts from UN Women's work with the private sector/this project?
6. How well does UN Women coordinate with you and with other actors in its work on women's empowerment? Has it connected you to new spaces or partners working on these issues?
7. To what extent has UN Women provided useful lessons, knowledge, and expertise to support private sector efforts on women's empowerment?

Efficiency

8. How would you rate the efficiency of the UN Women CO? For example, does it have the necessary human resources and expertise, does it communicate effectively, and is its implementation timely and well managed?

Human rights, LNOB and sustainability

9. How well does UN Women's work with the private sector/ this project integrate human rights principles, and a focus on the most marginalised groups of women?

10. How sustainable are the results from UN Women's work and is there anything else it could do to ensure sustainability?

Interview protocol for donors

Introduction

Please briefly describe your role within your organization, and the engagement that you have had with UN Women.

Relevance

1. Do you think that UN Women's work in Türkiye is relevant to the national context, and is well aligned with national priorities? Has it addressed emerging challenges in relation to GEWE?
2. Do you think that UN Women works with the most relevant partners to advance GEWE in Türkiye?
3. What do you think should be the key priorities for UN Women's future work in Türkiye, especially given the changing context for work on GEWE nationally and globally?

Coherence

4. To what extent has UN Women developed synergies between its programming and the work of other agencies and actors? Have you seen any issues of duplication and lack of coordination?
5. What do you think are UN Women's comparative advantages in Türkiye and within the UNCT? And how well is the CO leveraging these?

Effectiveness and impact

6. What do you think have been the key outcomes and the longer-term impacts from UN Women women's work in Türkiye / from the UN Women interventions that you have supported?
7. How effectively has UN Women played its coordination role on GEWE? And what have been the results of this? (probe on coordination groups: WiHA, GTG etc.)
8. To what extent has UN Women contributed to advancing GEWE norms and standards in Türkiye, and to sharing knowledge and lessons on GEWE?

Efficiency

9. How would you rate the efficiency of the UN Women CO? For example, does it have the necessary human resources, M&E systems, and financial systems; does it communicate effectively; and is its implementation timely and well managed?

Human rights, gender equality and sustainability

10. How well has UN Women integrated human rights, LNOB and a focus on the underlying causes of gender equality within its work?
11. How sustainable are the results from UN Women's work and is there anything else it could do to ensure sustainability?

FGD protocol for beneficiaries

Introduction

Can you briefly describe your engagement with the activities/services provided as part of this project?

Relevance

1. How well do you think these activities/services meet your needs? Is there anything that could have made them more relevant to your needs?
2. How have the activities/services responded to the changing context in Türkiye/your community? Were these responses appropriate and is there anything else that should have been done to respond?

Effectiveness & sustainability

3. What have been the key results from these activities/services? What has changed for you?
4. Do you think anything could have been done differently to enhance the impacts of the activities/services?
5. Will you be able to sustain the gains from these activities/services? Why and how?

Efficiency

6. Has the delivery of these activities/ services been efficient? How could its efficiency have been improved?

Human rights and gender equality

7. To what extent did these activities/services reach the most marginalized groups? How could the involvement of marginalized groups have been improved?
8. To what extent did these activities/services address the underlying causes of gender equality, including discriminatory social norms?

Final Reflection

9. Is there anything else that you would like to share with us?

Annex 8: List of documents reviewed

UN Women Country Office Türkiye Documents:

UN Women Strategic Note 2022-2025 with Annexes

Summary of UN Women financial plans and reports 2022-2025 (prepared by UN Women Country Office)

Summary of UN Women financial plans and reports 2022-2024 (Quantum)

UN Women Türkiye Annual Work Plans 2022-2025 (Results Management System)

UN Women Türkiye Annual Reports 2022-2024 (Results Management System)

UN Women Türkiye organigram, May 2025

UN Women Türkiye 16 Days of Activism communication reports

UN Türkiye Coordination Groups and Membership

List of UN Women Türkiye Projects 2022-2025

UN Women Türkiye Annual Highlights Reports (2021-2023)

UN Women Türkiye Stakeholder Consultations reports

UN Women Türkiye Key Corporate Documents on Humanitarian Action

UN Women Türkiye. Draft 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 of UN Women Türkiye (2021-2024)

UN Women Türkiye. Final Evaluation Report of “Advancing Gender Equality and Women’s Leadership in Political and Business Life” Project of UN Women Türkiye (2021-2024)

UN Women Türkiye. 2024. Status, Needs, and Priorities of Women with Disabilities in Türkiye: A Rights- Based Research <https://eca.unwomen.org/en/digital-library/publications/2024/09/status-needs-and-priorities-of-women-with-disabilities-in-turkiye-a-rights-based-research>

UN Women 2023 Regional Evaluation of UN Women’s Support For Capacity Development of Partners To Respond to The Needs of Women And Girls In Europe and Central Asia.

UN Women Media Brief on “A new safe space for women opens its doors in Istanbul”, January 2023, [https://eca.unwomen.org/en/stories/news/2023/01/a-new-safe-space-for-women-opens-its-doors-in-istanbul#:~:text=The%20Women%27s%20Solidarity%20Foundation%20\(KADAV\)%20opened%20the,exposed%20to%20violence%20to%20get%20away%20from](https://eca.unwomen.org/en/stories/news/2023/01/a-new-safe-space-for-women-opens-its-doors-in-istanbul#:~:text=The%20Women%27s%20Solidarity%20Foundation%20(KADAV)%20opened%20the,exposed%20to%20violence%20to%20get%20away%20from)

UN Women Media Brief on “Civil society steps in to heal women’s post-earthquake trauma in Türkiye”, February 2023, <https://eca.unwomen.org/en/stories/news/2023/02/civil-society-steps-in-to-heal-womens-post-earthquake-trauma-in-turkiye#:~:text=“Natural%20disasters%20can%20negatively%20affect,urgent%20need%2C%20please%20donate%20here.>

Other Documents:

United Nations Sustainable Development Cooperation Framework in Türkiye (UNSDCF) 2021-2025 Evaluation Report

World Bank. (n.d.). *Türkiye: Open data*. World Bank. Retrieved May 10, 2025, from <https://data.worldbank.org/country/turkiye>

Statista. (2024). *Population growth in Turkey 2013-2023*. <https://www.statista.com/statistics/255454/-population-growth-in-turkey/>

United Nations Development Programme. (2022). *Human development report 2021/2022: Uncertain times, unsettled lives—Shaping our future in a transforming world*. UNDP. <https://hdr.undp.org/content/human-development-report-2021-22>

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Annex 9: List of stakeholders consulted (interviews, focus groups, workshops)

UN Women

1. UN Women Deputy Country Director (F)
2. Programme Specialist (F)
3. Programme Specialist (F)
4. Private Sector Programme Analyst (F)
5. CSO Programme Specialist (F)
6. Planning and Coordination Analyst (F)
7. GRB Programme Specialist (M)
8. Operation Manager (M)
9. Monitoring and Reporting Analyst (F, M)
10. Humanitarian Gender Analyst (F)

Governments

1. Expert, Presidency of Strategy and Budget (PSB), Directorate General of Plans and Programmes (F)
2. Expert, Presidency of Strategy and Budget (PSB), Directorate General of Sectors and Public Investments (2F)
3. Head of Department, Ministry of Family and Social Services, GDSW (F)
4. Expert, Ministry of Family and Social Services, DG of Status on Women (M)
5. Deputy Head, Ministry of Justice, Department of Judicial Support and Victim Services (2F)
6. Expert, Ministry of Foreign Affairs, Directorate of EU Affairs (F)
7. Legislative Expert, The Grand National Assembly of Türkiye (F, M)
8. Expert, TURKSTAT (F)
9. Head of Department, Adana Metropolitan Municipality (F)
10. Director, KOVED, Adana (F)

Civil Society Organisations

1. Chairperson, Turkish Women's Union (F)
2. President, Federation of Women's Associations of Türkiye (TKDF) (F)
3. Secretary General and Deputy Secretary General, The Women Entrepreneurs Association of Türkiye (Kagider), (2F)
4. Financial and Administrative Officer, Women Solidarity Foundation (F)
5. Project Coordinator, TAPV (F)
6. President, Deputy President and Expert, Association of Women with Disabilities (ENKAD) (3F)
7. Board Member and Project Coordinator, KEDV (2F)
8. Visit Staff, Women's Life Center (2F)

United Nations Türkiye

1. Head, UN Resident Coordinator Office (M)
2. Gender Programme Specialist, UNICEF (F)
3. Senior Programme Officer/Gender Focal Point, ILO (F)
4. 3RP National Protection Sector Coordinator, Assistant Inter-Agency coordination Officer, UNHCR (F, M,M)

Consultants

1. Professor, Faculty of Economy, Ankara University(F)

Donors

1. National Programme Officer, Sida, Swedish Embassy (F)
2. Programme Officer, EU-Delegation (F)
3. Gender Focal Point, EU-Delegation (F)

4. Secretary for Political Affairs, Norwegian Embassy (F)

Private Sector

1. Sustainability Coordinator, Koc Holding (F)
2. Sustainable Business and Communications Senior Manager, UNILEVER (F)
3. Brand Insights, Research and Communication Strategy Manager &, Chief Brand and Communications Officer, Akbank (2F)

End Beneficiaries

End beneficiaries (Women's Life Center Women Leaders and Women's Life Center), (20 F)

Stakeholder	Key informant interview / focus groups	Survey
UN Women Regional Office	KII 0	0
UN Women Country Office	KII 11	18
UN partners in Türkiye, including UNICEF, ILO and UNHCR	KII 6	0
Donors / Other development partners, including	KII 4	0
Government, including	KII 14	0
Local Government, including Adana Metropolitan Municipality	KII 3	0
CSOs	KII 13	0
Private Sector, including Unilever, Koc Holding, Akbank	KII 4	0
Other stakeholders, including one academician	KII 1	0
End beneficiaries-2 FGDs	20 participants	N/A
Total	76	18/expected 41 (IR)

Annex 10: UN Women Personnel Survey Results

A survey was administered online to UN Women Türkiye CO personnel between July and September 2025.

Out of 41 personnel, 18 completed the survey, which makes 44% response rate.

SURVEY RESPONDENTS

1. Participants in the survey by gender identity

Gender Identity	N	%
Female	11	61 %
Male	7	39%
Total	18	100%

2. Participants in the survey by position

Current Role in CO	N	%
Management	2	11%
Operations	3	17%
Programmes	10	56%
Cross-cutting (M&E, communications, coordination)	3	17%
Total	18	100%

3. Participants in the survey by length with the CO

Length with the CO	N	%
1-3 years	7	39%
4-6 years	6	33%
More than 6 years	5	28%
Total	18	100%

4. Participants in the survey by type of contract

Type of Contract	N	%
FTA (Fixed Term Appointment)	13	72%
SC (Service Contract) or NPSA	3	17%
SSA (Special Services Agreement)	1	6%
UNV (UN Volunteer)	1	6%
Total	18	100%

5. Participants in the survey by thematic area of work

Thematic Areas	N	%
Ending violence against women and girls	12	67%
Governance and participation in public life	11	61%
Women's economic empowerment	8	44%
Women Peace and Security, humanitarian action and disaster risk reduction	9	50%
Support to CSOs	9	50%
Total	18	100%

RELEVANCE

7. To what extent is the current SN and its implementation aligned with:

N	No alignment	Slight alignment	Medium alignment	Good alignment	Excellent alignment	Don't know
UN Women's Strategic Plan	0	0	1	9	8	0
12th National Development Plan	0	1	4	6	7	0
UNSDCF (2021-2025)	0	0	1	7	10	0
National gender equality policies and priorities	0	0	3	11	4	0
International human rights norms on GEWE	0	0	3	10	5	0
Political and social context in Türkiye	0	0	7	10	1	0

%	No alignment	Slight alignment	Medium alignment	Good alignment	Excellent alignment	Don't know
UN Women's Strategic Plan	0%	0%	6%	50%	44%	0%
12th National Development Plan	0%	6%	22%	33%	39%	0%
UNSDCF (2021-2025)	0%	0%	6%	39%	56%	0%
National gender equality policies and priorities	0%	0%	17%	61%	22%	0%
International human rights norms on GEWE	0%	0%	17%	56%	28%	0%
Political and social context in Türkiye	0%	0%	39%	56%	6%	0%

8. Have interventions been adapted to respond to contextual developments and emerging challenges and priorities in Türkiye (e.g., political, economic, humanitarian)?

N	No	Partially	Yes	Grand Total
Count of Have interventions been adapted to respond to contextual developments and emerging challenges and priorities in Türkiye (e.g., political, economic, humanitarian)?	1	8	9	18

%	No	Partially	Yes	Grand Total
Count of Have interventions been adapted to respond to contextual developments and emerging challenges and priorities in Türkiye (e.g., political, economic, humanitarian)?	6%	44%	50%	100%

9. Please provide examples of interventions that were adapted.

- After the EQs, quick deployment of Gender Advisor to the HCT, establishment of WEHA, cash support in the region for GBV survivors.
- After the February 2023 earthquakes, reprogramming was prioritized.
- Following 2023 Kahramanmaraş earthquakes, many programmes, including partner projects implemented with the CSOs, were adapted in a way to respond humanitarian crises to safeguard women and girls. For example, together with our partner Kadın Dayanışma Vakfı, awareness raising activities were conducted on EVAW for women and girls migrated to Ankara as survivors from the earthquake. Another one, together with our partner TOG, awareness raising activities targeting youth on rights, VAW were conducted in Hatay and Adıyaman.
- Following the earthquake in line with emerging needs SN was revised and all programs were repurposed where possible.
- Following the earthquakes in 2023, UN Women programs were reshaped to respond to the situation. This was an emergency situation and the alteration in the programs was swift and inevitable. Political and economic situations are harder to respond to due to the complexity of the political conditions and largely due to the position of UN agencies in the country as well as the cumbersome procedures within the agency.
- political
- Programmes under EVAW and CSO portfolios were adapted successfully to the identifying and addressing the needs within scope of earthquake response and recovery. Office capacity on data and research was also mobilized for gender responsive needs assessments. Similarly, coordination function was also adopted to the humanitarian context and WEHA was established and led.
- WEHA response after the February 2023 Earthquakes. Support to CSOs to navigate the problems caused by shrinking civic space

10. Do you think the Country Office engages with all relevant partners in implementing its Strategic Note?

N	Don't know	No	Yes	Grand Total
Count of Do you think the Country Office engages with all relevant partners in implementing its Strategic Note?	3	3	12	18

%	Don't know	No	Yes	Grand Total
Count of Do you think the Country Office engages with all relevant partners in implementing its Strategic Note?	17%	17%	67%	100%

11: If no, which other partners should it engage with?

- I think in terms of clusters the Office engages with all the relevant partners. However, a diversification within those clusters could be useful.
- LGBTIQ+ organizations are mostly neglected due to the political tension.

12: What should be the main priorities for the next SN, considering the evolving national context for work on GEWE?

- Care, EAW, Women, peace and security, WPP
- EVA, and economic empowerment.
- EAW, support to CSOs, UN system coordination
- Gender backlash, ending violence against women, shrinking human rights space which disproportionately impacts GEWE work, gender-based results of crises (natural disasters, financial crisis etc.)
- Given the social political and social context, economic empowerment of women, youth engagement and civic engagement should be the main priorities. Since VAW continues to be a hot issue, this should also remain as a priority.
- I believe the priority should be on the keeping the ground that was gained so far in all thematic areas. The national context and funding landscape might not be suitable for expansion right now, but it will be very difficult to start again if any interruption. Adoptable programming is important where one entry point can lead to work in the other thematic areas. EAW is a field that needs even higher resources considering the country context. Keeping the well-developed partnerships alive is another priority, it might be done even through one off small scale activities, but will be important to keep collaboration with partners going on. "
- It is essential to sustain existing partnerships and to create new collaborations through programming and shared advocacy activities. Exploring new areas such as disaster risk reduction, climate change, and the care economy will help expand the impact of GEWE initiatives and align with emerging national priorities.
- Legislation
- The main priorities for the next Strategic Note (SN), considering the evolving national context for work on GEWE, should include:
 - Pushing gender equality forward in all sectors despite shrinking civic space;
 - Safeguarding established gender equality terminology and legal frameworks, in order to prevent further backsliding;
 - Supporting feminist movements and women's CSOs, both technically and financially, especially in light of growing funding cuts;
 - Advocating for stronger government action on EAW, with a particular focus on prevention efforts and systemic change.
- The next SN should prioritize addressing the growing gender backlash in Türkiye. Building on long and successful projects, our strong relationships with key public institution partners can serve as an important entry point for deepening collaboration and ensuring that gender equality and GEWE remain central in the policy agenda. At the same time, it will be essential to sustain CSO engagement to preserve advocacy and grassroots momentum. Creating innovative ways to bridge public institutions and CSOs and fostering dialogue despite resistance, will be critical to counter backlash and advance GEWE in the evolving national context.
- women economic empowerment

13: What should the CO stop doing or do less of under the next SN, given the challenging funding context and need to prioritize?

- CO need to focus the UNW Core working areas such as WPP, GM-GRB, EAW etc.
- Country Office should stop compromising on core gender equality principles and avoid overly cautious approaches that dilute impact. Instead, it should be bolder in its advocacy and invest more in civil society organizations, recognizing their critical role in advancing GEWE, especially in a challenging funding environment
- Focusing more on the real needs of the fields in rural areas and EQ zone lately instead of providing the public official workers with more capacity enhancement
- Hard question, I will respond in terms of targeting. The CO should do less of programmes/trainings targeting general groups, like women affected by earthquake or women candidates or young women, and we can do more specific targeting such as single house head women affected by earthquake, or survivors of violence affected by the earthquake, or young women political aspirants, or young women with no university degree, etc. More LNOB approach in programming.
- I cannot suggest an area where work needs to be stopped; as despite funding challenges we need to carry out our mandate and push for its prioritization. However, prioritization can be undertaken jointly.
- I think we should not focus any more on areas where UN Women in corporate level does not have expertise, Eg. climate

- It seems that we will do less for the CEFM due to the lack of funding
- More and systematic efforts on resource mobilization. Improved HR planning given the shrinking financial resources.
- This is the toughest question :) Working with refugees can be stopped, since political participation is not one of the favourite topics of the donors currently, its weigh in women's leadership portfolio could be less and due to its importance of the matter can become a joint area of work with the CSO portfolio. The current political developments (March 19 and the Kurdish issue) in the country also requires UN Women to be more considerate about its work at the local level as there could be more judiciary interventions and appointment of trustees not only in the Kurdish provinces but also in other regions.

COHERENCE

14. To what extent are there synergies across programmes and between thematic areas?

N	Don't know	Not at all	To a little extent	To some extent	To a great extent
synergies	0	0	1	14	3

%	Don't know	Not at all	To a little extent	To some extent	To a great extent
synergies	0%	0%	6%	78%	17%

15: Please provide examples of where the CO has successfully developed synergies across programmes and between thematic areas and/or suggestions for how this can be improved.

- CSO are important for monitoring budgets so synergies developed between GRB and CSO programme, and also between GRB and Women's Leadership programme. The synergies between Private Sector programme and humanitarian response was also important.
- grb had the best respond from the goverment participants, lpa will be great if timing allows
- Humanitarian response has been streamlined, as a good example. However, key messaging on different areas of programmatic work can be improved (by increasing staff dialogue on content)
- One key example is the strong integration of CSO partnerships across all programmes, which has enabled the development of synergies between different thematic areas and geographic regions. These partnerships have fostered cross-regional learning and collaboration across fields such as EAW and humanitarian action. To further improve this, the CO could explore more structured mechanisms for joint planning and reflection across programmes to deepen these synergies and amplify collective impact.
- One strong example of successful synergies is between the Women's Lead and Gender Responsive Budgeting programmes. The strong relationships established under the WL programme, particularly through engagement with EOC, created an important foundation for GRB to engage directly with the Turkish Grand National Assembly. This collaboration not only strengthened policy dialogue but also opened opportunities to work with the Plan and Budget Committee, helping ensure that GRB initiatives are included in budgeting discussions in parliament. Building on this experience provides valuable opportunities for future phases, where women's leadership and GRB can continue to reinforce each other and contribute to lasting institutional change.
- Post - earthquake response, cross thematic training modules such as Climate Change and DRR, recent collaboration with the Turkstat for gender data, small grant mechanisms
- The most successful synergy was during the emergency response in the aftermath of the earthquakes. During that period, each program team contributed to the whole program in line with the scope of their work particularly in the early stages of WEHA, support provided to women organizations in the field and the work done with the government offices. Since the question is on synergies and not to be kept informed only, the synergy can further be improved on extending the information sharing to the scope of the work, what was challenging the most, rising issues which might impact the work of other program areas and areas of possible cooperation and strategic discussion beyond the point of asking names of individuals and organizations to participate in a meeting.

16. To what extent has the CO developed a good balance and strong synergies between normative, coordination and operational work?

Don't know	Not at all	To a little extent	To some extent	To a great extent
0	0	0	12	6

Don't know	Not at all	To a little extent	To some extent	To a great extent
0%	0%	0%	67%	33%

17: Please provide examples of where the CO has developed synergies across its threefold mandate and/or suggestions for how this could be improved.

- all three mandate have been implemented in harmony although there exist operational restraints and burden.
- An example of synergies across UN Women's triple mandate was the integration of gender into the 2023 earthquake response in Türkiye. UN Women advocated for gender responsive recovery policies, coordinated the UN response by chairing the WEHA group to mainstream gender and supported women's organizations on the ground.
- RG2 and WEHA are always utilized as catalyzer for our triple mandate.
- The CO has been active in providing different UN human rights mandates inputs, based on our coordination and operational mandate (Special Rapporteurs, UPR, CEDAW Committee reviews etc.)
- The coordination mandate of UN Women remains an issue and I assume that this is not unique to this country office. Since there are other UN agencies who have mandates on gender equality, in certain cases they are taking actions impeding UN Women's coordination mandate. Another challenge is the current political narrative feeds into further social and political polarization and the member states increasingly ignore to abide the normative frameworks they are bound with. During a period when there is a wide margin between the norms and reality, it is challenging to advocate for normative change and align the operational side with it. One recommendation could be to support bottom up initiatives to not only build pressure for the decision makers on the norms but also to change the perspective at the community level to galvanize public support.
- The most recent example is the programming on women's access to information on their rights and legal processes after the earthquake, which was designed to implement global normative framework on women's access to justice at time of crisis, it was made operational in the field through UN Women's implementation capacity, and also replicated by other agencies through UN Women's coordination efforts. There are also other examples in the annual reports for the synergies between threefold mandate.

18. How well has the CO engaged and developed synergies with following categories of partners during the implementation of the Strategic Note?

N	Very badly	Quite badly	Average	Quite well	Very well
Government and line ministries	0	0	3	10	5
CSOs	0	1	2	7	7
Private sector	0	0	6	9	3
Donors	0	0	6	10	2
Media	0	1	11	5	1
Academia	0	3	10	3	2
UN Partners	0	1	9	5	3

%	Very badly	Quite badly	Average	Quite well	Very well
Government and line ministries	0%	0%	17%	56%	28%
CSOs	0%	6%	12%	41%	41%
Private sector	0%	0%	33%	50%	17%

Donors	0%	0%	33%	56%	11%
Media	0%	6%	61%	28%	6%
Academia	0%	17%	56%	17%	11%
UN Partners	0%	6%	50%	28%	17%

19: What are UN Women's comparative advantages in Türkiye, and how are they being leveraged?

- 1. The CO is comprised of staff who demonstrate high commitment to GEWE.
- 2. Liaison with Government entities is strong; in most areas (GRB, EVAW, ATJ, direct work with the Parliament), our expertise makes us a "go-to" institution for government counterparts. Despite gender backlash, we succeed in finding entry points in government policies and priorities.
- Being a trusted partner in the field of GEWE, having partnerships with all types of institutions including government, civil society and private sector at the same time, GEWE technical expertise so being a go-to agency, capacity on digital communication campaigns are some of the comparative advantages. They are being leveraged quite well and in a balanced way.
- Comparative advantages can be UN Women's strong relationships with government and civil society and its technical expertise. Flagship programmes like GRB and WL, alongside CSO focused programmes and of course dedicated staff, sustain these partnerships and ensure lasting impact.
- Its human resources and the quality of the staff is a strong comparative advantage for UN Women Türkiye. Their skills, experiences and content expertise are leveraged during program implementation. This could be leveraged further if there is less workload primarily on operational matters.
- UN Women is the custodian of global normative frameworks on gender equality (e.g., CEDAW, Beijing Platform for Action, Istanbul Convention). As a UN system lead on gender, UN Women chairs thematic and inter-agency platforms, giving it unique leverage to align actors across government, civil society and development partners. By chairing RG2, UN Women brought together UNDP, UNICEF, UNFPA and WFP to integrate GEWE into the forthcoming UNSDCF 2026–2030, resulting in a standalone gender outcome and dedicated budget lines across all UN agencies. Deep expertise in gender data, research methodologies and programme design enable UN Women to generate and translate evidence into actionable recommendations. UN Women's credibility and global network attract high-value partnerships and funding from the EU, bilateral donors and foundations.
- UN Women's key comparative advantages in Türkiye include its strong and long standing partnerships with CSOs and its robust technical expertise across a wide range of GEWE related areas. These strengths are being leveraged by positioning UN Women as a bridge between local actors including CSOs and government institutions, public authorities, and other duty bearers, fostering dialogue, collaboration, and more inclusive policy-making processes.

1. EFFECTIVENESS AND IMPACT

20. In your opinion, how effectively have Country Office interventions contributed to expected outcomes?

N	Very ineffectively	Somewhat ineffectively	Neither effectively nor ineffectively	Somewhat effectively	Very effectively	Don't know
Outcome 1.1. Women and girls have improved and equal access to resources, opportunities and rights, and enjoy a life without violence and discrimination	0	0	1	8	9	0
Outcome 1.2. By 2025, Persons under the Law on Foreigners and International Protection are supported towards self reliance.	0	3	5	7	2	1

Outcome 1.3. 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.	0	1	3	4	9	1
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%	Very ineffectively	Somewhat ineffectively	Neither effectively nor ineffectively	Somewhat effectively	Very effectively	Don't know
Outcome 1.1. Women and girls have improved and equal access to resources, opportunities and rights, and enjoy a life without violence and discrimination	0%	0%	6%	44%	50%	0%
Outcome 1.2. By 2025, Persons under the Law on Foreigners and International Protection are supported towards self reliance.	0%	17%	28%	39%	11%	6%
Outcome 1.3. 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.	0%	6%	17%	22%	50%	6%

21: Please describe any unexpected outcomes (positive or negative) from Country Office interventions

- No matter how committed to programming UN Women and its counterparts are, GEWE policies are determined from a very high-level, top-down approach. The extent of our efficiency and impact, has its natural limits in the current political climate. These being said; we have seen our knowledge products and advocacy efforts translate into policies (such as 12th NDP including TSM, GRB, EVAW including CEFM; Ministry of Justice revising its Decree on victim services based on findings from our Strengthening Women's Access to Justice Programme and endorsing a mutually developed Implementation Guideline; Ministry of Family and Social Services entities at the local level developing and implementing local action plans on ending CEFM) which marks an important impact.

22. To what extent were outcomes achieved through the following pathways?

N	Not at all	A little	A medium extent	Quite a lot	A large extent	Don't know
Addressing social norms and harmful gender stereotypes	0	3	8	4	3	0
Increasing opportunities for women to participate in decision making	0	1	7	4	6	0
Strengthening civil society capacity on GEWE	0	0	5	3	19	0
Providing gender knowledge and data for policy making	0	1	3	8	6	0
Engaging men and boys to combat gender stereotypes	0	3	12	1	2	0

Reducing the effects of anti-gender discourse through advocacy	0	6	9	1	2	0
Empowering women in vulnerable situations including migrant and refugee women	0	2	8	3	5	0
Building commitment within the private sector and among labour market actors	0	0	3	10	5	0
Supporting enhanced policies and mechanisms for law enforcement and access to justice	0	2	3	9	4	0
Increasing funding opportunities for women's rights groups and women-led CSOs	0	0	3	5	10	0
Promoting a gender-responsive approach to allocation/planning of resources	0	1	3	3	11	0

%	Not at all	A little	A medium extent	Quite a lot	A large extent	Don't know
Addressing social norms and harmful gender stereotypes	0%	17%	44%	22%	17%	0%
Increasing opportunities for women to participate in decision making	0%	6%	39%	22%	33%	0%
Strengthening civil society capacity on GEWE	0%	0%	28%	17%	56%	0%
Providing gender knowledge and data for policy making	0%	6%	17%	44%	33%	0%
Engaging men and boys to combat gender stereotypes	0%	17%	67%	6%	11%	0%
Reducing the effects of anti-gender discourse through advocacy	0%	33%	50%	6%	11%	0%
Empowering women in vulnerable situations including migrant and refugee women	0%	11%	44%	17%	28%	0%
Building commitment within the private sector and among labour market actors	0%	0%	17%	56%	28%	0%
Supporting enhanced policies and mechanisms for law enforcement and access to justice	0%	11%	17%	50%	22%	0%
Increasing funding opportunities for women's rights groups and women-led CSOs	0%	0%	17%	28%	56%	0%
Promoting a gender-responsive approach to allocation/planning of resources	0%	6%	17%	17%	61%	0%

23. To what extent have the below factors hindered or enabled the implementation of the SN and contribution to outcomes?

N	Strongly hindered implementation and contribution to outcomes	Slightly hindered implementation and contribution to outcomes	Did not impact implementation and contribution to outcomes	Slightly enabled implementation and contribution to outcomes	Strongly enabled implementation and contribution to outcomes	Don't know
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Staff capacity and turnover within government institutions	3	9	1	1	2	2
Levels of government commitment to partner with UN Women	3	5	1	4	3	2
Trends in donor funding	9	5	0	2	0	2
Capacity of implementing partners	3	8	0	2	1	3
Economic environment	6	9	0	1	0	2
Political environment	9	4	2	0	1	2
Growing conservatism and anti-gender discourse	9	4	2	1	0	2
Shrinking space for civil society	8	7	0	1	0	2
COVID-19	3	7	3	1	0	4
Twin Earthquakes of February 2023	8	5	0	1	0	4

%	Strongly hindered implementation and contribution to outcomes	Slightly hindered implementation and contribution to outcomes	Did not impact implementation and contribution to outcomes	Slightly enabled implementation and contribution to outcomes	Strongly enabled implementation and contribution to outcomes	Don't know
Staff capacity and turnover within government institutions	17%	50%	6%	6%	11%	11%
Levels of government commitment to partner with UN Women	17%	28%	6%	22%	17%	11%
Trends in donor funding	47%	29%	0%	12%	0%	12%
Capacity of implementing partners	22%	44%	0%	11%	6%	17%
Economic environment	33%	50%	0%	6%	0%	11%
Political environment	50%	22%	11%	0%	6%	11%
Growing conservatism and anti-gender discourse	50%	22%	11%	6%	0%	11%
Shrinking space for civil society	44%	39%	0%	6%	0%	11%
COVID-19	17%	39%	17%	6%	0%	22%
Twin Earthquakes of February 2023	44%	28%	0%	6%	0%	22%

24: Please note any other factors that significantly enabled or hindered implementation of the SN and describe how they did so.

- I put "I dont know" for the twin earthquakes bc I think it somehow positively affected some partnership developments.
- On trends in donor funding and twin earthquakes: Changes in funding trends have almost completely stopped our programming on women's access to justice with the Ministry of Justice (changes in Sida's policies).. The earthquakes also resulted in GEWE and EVAW no longer being a top priority for government entities. On the other hand; EUD brought in a very big resource for recovery of EVAW services. In sum; the impact of these two have not been one-sided.
- The earthquakes initially hindered SN implementation, as the crisis severely affected Türkiye and the national context. However, UN Women's rapid adaptation and the commitment of its staff made it possible to realign activities with the mandate, ensuring continuity of support and progress toward SN outcomes.

25: Please identify some of the main ways that the Country Office has contributed to long-term impacts on GEWE? (at individual, community, institutional or systemic level)

- At the institutional level, office advanced long term impact through GRB. At community and individual levels, it addressed gender stereotypes, strengthened advocacy through partnerships and campaigns and engaged the private sector to advance GEWE.
- Direct impact on government policies (although these may be considered mid-term impact) Communications and advocacy
- One way is starting from creating awareness and then moving on developing technical knowledge and tools for government institutions to implement measures, and take action in line with national and global normative framework and so contributing to long term impact on GEWE. Another way is creating awareness and driving changes in aptitudes through communication campaigns. Another way is the capacitating the women CSOs.

26. How effective was the Country Office's coordination with UN partners in the following areas?

N	Very ineffective	Quite ineffective	Neither effective nor ineffective	Quite effective	Very effective	Don't know
Leading coordination on GEWE within interagency mechanisms and working groups	0	2	4	6	5	1
Providing leadership and expertise on GEWE within the UNCT	0	2	4	5	6	1
Developing joint projects and programmes with UN partners	0	2	9	5	2	1
Developing synergies and avoiding duplication with UN partners	0	1	6	7	2	2

%	Very ineffective	Quite ineffective	Neither effective nor ineffective	Quite effective	Very effective	Don't know
Leading coordination on GEWE within interagency mechanisms and working groups	0%	11%	22%	33%	28%	6%
Providing leadership and expertise on GEWE within the UNCT	0%	11%	22%	28%	33%	6%
Developing joint projects and programmes with UN partners	0%	11%	50%	28%	11%	0%
Developing synergies and avoiding duplication with UN partners	0%	6%	33%	39%	11%	11%

27: Please provide any examples of strong and effective coordination work by the Country Office.

- Annual reports have responses to this specific question, so examples from each year can be found in the annual reports.
- Joint work plans, communications planning; joint capacity development interventions to UNCT; scorecard
- Leading role for some chapters in drafting the Common Country Analysis, Joint care programme with ILO and UNDP
- Only all UN event organized and delivered in 2024 IWD with the participation of the Minister (for the 3 cycles of UNSDCF/UNDAF)

28: Please provide any suggestions on how the Country Office could more effectively deliver on its coordination mandate.

- increase resource mobilization to sufficiently support the actions
- It is already good
- To more effectively deliver on its coordination mandate, the Country Office should aim to be consistently present in all key conversations related to GEWE in Türkiye. For example, some programmes led by other UN agencies, such as UNFPA and UNDP on the empowerment of women and girls are often learned about through social media or websites, rather than through a structured coordination mechanism. Establishing a more formalized and systematic inter-agency coordination platform, with clear information-sharing protocols, would strengthen UN Women's ability to lead, align efforts, and avoid duplication.
- While UN Women already has the capacity and the tools on delivering its coordination mandate, external factors such as the extent of UN agencies' commitment to GEWE and RCO's ownership may be focused on through different methods of advocacy (through gender focal points of entities etc.)

EFFICIENCY

29. To what extent do you agree with the statements below?

N	Fully disagree	Somewhat disagree	Neutral	Somewhat agree	Fully agree	Don't know
The Country Office generated timely results through the efficient use of financial inputs	0	2	0	8	8	0
The Country Office generated timely results through the efficient use of human resources	0	6	6	2	4	0
The Country Office generated timely results through the efficient use of partnerships	0	1	1	9	7	0
The Country Office generated timely results through its efficient internal processes	1	4	4	7	2	0
The SN implementation has been well managed by the Country Office	0	1	0	8	9	0

%	Fully disagree	Somewhat disagree	Neutral	Somewhat agree	Fully agree	Don't know
The Country Office generated timely results through the efficient use of financial inputs	0%	11%	0%	44%	44%	0%
The Country Office generated timely results through the efficient use of human resources	0%	33%	33%	11%	22%	0%
The Country Office generated timely results through the efficient use of partnerships	0%	6%	6%	50%	39%	0%
The Country Office generated timely results through its efficient internal processes	6%	22%	22%	39%	11%	0%
The SN implementation has been well managed by the Country Office	0%	6%	0%	44%	50%	0%

30. Does the Country Office have the necessary:

N	Fully inadequate	Partially inadequate	Neutral	Partially adequate	Fully adequate
Management structures and leadership	0	3	1	6	8
Internal systems and processes	0	6	3	6	2
Monitoring and evaluation system & Results-Based Management (RBM)	0	1	0	8	4
Knowledge management systems	0	4	3	7	4
Staff capacity and skills	0	2	3	7	6
Ability to retain high calibre staff	1	5	0	10	2
Internal communication and coordination (including between programmes, operations, management)	0	2	5	8	3
Supportive and inclusive working environment	0	0	3	9	6

%	Fully inadequate	Partially inadequate	Neutral	Partially adequate	Fully adequate
Management structures and leadership	0%	17%	6%	33%	44%
Internal systems and processes	0%	35%	18%	35%	12%
Monitoring and evaluation system & Results-Based Management (RBM)	0%	6%	0%	44%	50%
Knowledge management systems	0%	22%	17%	39%	22%
Staff capacity and skills	0%	11%	17%	39%	33%
Ability to retain high calibre staff	6%	28%	0%	56%	11%
Internal communication and coordination (including between programmes, operations, management)	0%	11%	28%	44%	17%
Supportive and inclusive working environment	0%	0%	17%	50%	33%

Survey Question 31: What are the main factors that enable the efficiency of the Country Office?

- Goal orientation, team spirit, leadership, close communication
- Personal attendance and care of the management to the matters, but this is mainly due to the personal approach of the senior management. Capacity and dedication of the staff to gender equality
- The supportive work environment, high-level and widespread commitment to GEWE

Survey Question 32: What are the main factors that hinder the efficiency of the Country Office?

- 1. Our processes might slow us down. Some examples: Glitches in Quantum (especially finance module), introduction of mini-bidding process (even if there is only one LTA holder in the area of work), HQ-level guidance (from different HQ units) might sometimes contradict each other and take a long time to resolve (while upholding our internal procedures is key for transparency and accountability, in the field it is difficult to manage partners' expectations) 2. Donor priorities and limited capacity to show flexibility to the funding environment"
- ERP system related challenges, vendor related challenges
- Responsiveness of the HQ and RO to the questions/issues. Even minor issues took weeks sometimes months to resolve, finding the right person to respond is not easy and can only be done through personal connections. Getting responses to emails and messages also take days if not weeks and on several occasions the responses are not guiding ones. The bureaucratic burden of the operational matters is immense. I understand we need to comply with rules to achieve accountability and transparency however, the approach goes beyond this and appears more of an extensive internal control. Moreover some guidelines and processes are not clear avoiding swift implementation.

- The efficiency of the Country Office is hindered by several interrelated factors. These include weak human resource management and the absence of a comprehensive HR strategy, which contribute to high staff turnover and affect continuity and institutional knowledge. In addition, challenging and lengthy operational processes create delays in implementation and reduce overall responsiveness. The office also lacks a dedicated resource mobilization strategy and staff, limiting its ability to secure sustainable funding. Lastly, the current vertical and siloed organizational structure impedes collaboration and information flow, highlighting the need for a more horizontal and integrated approach to enhance coordination and efficiency.

33. How effective has the CO been in mobilizing resources?

N	Somewhat ineffective	Neither effective nor ineffective	Somewhat effective
Count of How effective has the CO been in mobilizing resources?	3	4	10

%	Somewhat ineffective	Neither effective nor ineffective	Somewhat effective
Count of How effective has the CO been in mobilizing resources?	18%	24%	59%

Human Rights, Gender Equality & LNOB

34: To what extent are the following meaningfully integrated within the Country Office's normative, coordination and operational work?

N	Not integrated	Slightly integrated	Medium integration	Well integrated	Completely integrated	Don't know
Human rights and LNOB principles	0	1	1	13	3	0
Disability inclusion principles	0	6	4	7	1	0
Environmental sustainability concerns	2	6	6	4	0	0

%	Not integrated	Slightly integrated	Medium integration	Well integrated	Completely integrated	Don't know
Human rights and LNOB principles	0%	6%	6%	72%	17%	0%
Disability inclusion principles	0%	33%	22%	39%	6%	0%
Environmental sustainability concerns	11%	33%	33%	22%	0%	0%

35: Please give ONE example of how the Country Office has successfully integrated human rights, LNOB, disability inclusion or a focus on the underlying causes of gender inequality into its work, and describe how this contributed to results.

- All programmatic work is built on applicable normative framework from human rights law and intersectionality is a key component of the said framework. Therefore LNOB and human rights are inherently parts of our tasks.
- CO delivered capacity building for all staff on disability inclusion.
- In terms of disability inclusion, following a capacity development issue, the CO is more considerate of DI in its operational work ranging from following check lists for visual and printed materials, actions in the meetings and etc. The CO has designated a focal point on DI for the whole UNCT as part of its coordination mandate. A research was also implemented through a partnership agreement along with advocacy efforts on normative framework. All of this improved meaningful participation of women with disabilities into the operational work of UN Women which have increased their capacity to be more vocal advocates on normative framework.

- support to two LGBTQIA organization

36: How can the Country Office strengthen its integration of human rights, LNOB and disability inclusion principles, and its focus on the underlying causes of gender inequality?

- It seems difficult during the authoritarian and conservative times we are passing through.
- Office can strengthen integration of human rights, LNOB and disability inclusion by partnering with CSOs to reach most needed groups and engaging more with youth.
- Robust LNOB analysis in partnership with government
- Staff capacity development on disability and LGBTI+ were notable good examples, which need to be further followed-up during programming and operational tasks. Accessibility of knowledge products and communications content can be a priority; as well as developing key messages and if-asked lines on women and girls facing intersectional forms of discrimination can be a good way to better integrate these principles to our work.
- The Country Office can strengthen its integration of human rights, LNOB, and disability inclusion by adopting an intersectional approach that actively involves marginalized groups—such as women with disabilities, refugees, and LGBTIQ+ individuals—in all stages of programming. Strengthening partnerships with grassroots and rights-based CSOs, ensuring data disaggregation, and addressing structural barriers through advocacy will also help tackle the root causes of gender inequality while ensuring no one is left behind.

37: Please give an example of how the Country Office has integrated environmental sustainability into its work?

- beyond my knowledge
- I cannot recall such example
- is integrating as far as I know under the IPA Shelter project for the shelter constructions. etc.

2. SUSTAINABILITY

38. To what extent has the Country Office ensured sustainability of results by:

N	Not at all	A little	Medium amount	Quite a lot	A large extent	Don't know
Developing stakeholder capacities to sustain results	0	1	4	8	4	1
Developing national ownership of the portfolio	0	1	5	9	2	1
Identifying opportunities to scale up or replicate	0	3	5	8	1	1

%	Not at all	A little	Medium amount	Quite a lot	A large extent	Don't know
Developing stakeholder capacities to sustain results	0%	6%	22%	44%	22%	6%
Developing national ownership of the portfolio	0%	6%	28%	50%	11%	6%
Identifying opportunities to scale up or replicate	0%	17%	28%	44%	6%	6%

39: Can you provide an example of how the Country Office has developed sustainability of its interventions?

- As mentioned in prior questions; our programme activities were reflected and/or maintained in the 12th NDP and upcoming UNSDCF. On the latter, despite much gender-backlash; GEWE continues to be a stand-alone result.
- Individual and organizational capacities developed in 2022 and 2023 at the Directorate General (DG) of Local Administrations of Ministry of Environment, Urbanization and Climate Change, has been useful where the DG has published a new budgeting guideline in 2025 with explicit references to GRB, which shows that the previously developed capacities continued to be effective.

- It is by investing in the technical capacity development of its CSO partners through partner agreements and small grants. This approach enables CSOs to continue acting as strong allies in implementing the Country Office's programmes and ensures more effective, locally grounded, and sustainable results over time.

40: How can the Country Office improve the sustainability of its results in future?

- Investing more into outcome-level monitoring with counterparts and making outcomes a priority throughout programme implementation. Especially government counterparts tend to focus more on activity and output level results, outcome conversation can be upheld.
- The Country Office can improve the sustainability of its results by ensuring stronger ownership from public institutions and government counterparts, while consistently upholding its core principles on GEWE. Additionally, investing in its own human resources as a form of institutional capital will enhance the efficiency and quality of results delivered. A more focused and strategic approach to resource mobilization will also be key to sustaining long-term impact.
- We can focus more on laws and policies however the country context is not enabling for this.

Annex 11: Biographies of Evaluation Team

Isabel Suárez is the UN Women Regional Evaluation Specialist for Europe and Central Asia and a member of the UN Women Independent Evaluation Service. She has over 20 years of experience in the field of development and international cooperation, including 18 years with UN Women in different positions and duty stations. She was appointed as the UN Women Regional Evaluation Specialist from Europe and Central Asia in January 2015. Prior to her appointment as Regional Evaluation Specialist for ECA Region, Mrs. Suarez worked as UN Women Evaluation Specialist for UN Women Independent Evaluation Office in New York (2009-2015), and as Liaison Officer in UNIFEM Argentina (2007-2009). In her home country she worked for several NGOs, including the Basque Institute for Development and International Cooperation. During the past 14 years she has contributed to the development of the overall evaluation function in UN Women, and she led the establishment of the evaluation function of the organization in ECA region. She is an active member of the United Nations Evaluation Group (UNEG) where she contributed to the development of several guidance documents and manuals and led the review of the UN SWAP Evaluation Performance Indicator. Mrs. Suárez holds a degree in Communication and Social Science from the University of the Basque Country and advanced studies in Political Science from the same university. She also holds a Master's Degree in Development and International Cooperation and a Postgraduate Degree on Education, both from the University of the Basque Country. She has undertaken specialized development evaluation training at several universities including Carleton University (Canada) and Claremont University (USA).

Felicia Dahlquist is a Gender, Equity and Social Inclusion Specialist with over a decade of international experience in planning, research, monitoring, evaluation, and learning across humanitarian and development settings. She has worked extensively in hard-to-reach and crisis-affected contexts, including Ukraine, Türkiye, Liberia, Sierra Leone, Zambia, India, and Uganda, providing strategic and technical expertise to UN agencies, INGOs, and local civil society partners. Her technical skillset spans gender mainstreaming, results-based management, participatory research, intersectional analysis, and capacity development. Thematically, her work has addressed Gender in Humanitarian Action (GiHA), Women, Peace and Security (WPS), access to quality education, child rights, gender-responsive governance, women's economic empowerment, and disaster risk reduction (DRR). She has led large-scale research and evaluation efforts, including Rapid Gender Analyses and national assessments, which have shaped high-level humanitarian and development planning. She has led and contributed to a range of programmatic evaluations and assessments, as well as impact studies. She holds a Master's degree in International Development and Education from University College London (UCL), and a BA in Politics and History from the School of Oriental and African Studies (SOAS) at the University of London. She is also a Certified Participatory Gender Audit Facilitator (ITC-ILO).

Gokce Baykal is a social scientist and researcher with 13 years of experience providing technical and strategic expertise, undertaking thematic research and monitoring and evaluation assignments for clients including the WFP, UNDP, ILO, UNICEF, ECHO, IOM, EU Delegation, World Bank, British Council, and international/national NGOs, such as Care International, Concern, Malala Fund, etc. She has a particular expertise and interest in conducting research, evaluation and monitoring on the impact of humanitarian programmes, particularly social protection programs, such as conditional/unconditional cash transfers, livelihood programmes targeting refugee populations and gender issues. She has an extensive fieldwork experience mainly in Türkiye but also in Syria, Israel, Burundi, Albania and Kosovo. She has been leading monitor for EU Delegation for monitoring social protection programmes, particularly cash transfers financed under the Facility for Refugees in Türkiye (FRIT). Along with the monitoring assignments for EUD, she has been specialized in strategic evaluations such as UNSDCF evaluation for Türkiye and Bangladesh, Country Strategies of various UN Agencies, including WFP, UNICEF and UN Women lately. She holds a MA degree in Politics from New York University (NYU) and a Ph.D. degree in Political Science from Rutgers University, the State University of New Jersey.

Marija Babovic holds the position of a full professor affiliated with the University of Belgrade – Faculty of Philosophy, Department for Sociology in Serbia, and she also serves as the Director of Programmes at the association of citizens SeConS – Development Initiative Group. She has over 25 years of experience as a social researcher and has dedicated more than 15 years to activism in the area of gender equality, empowerment of women and eradication of poverty. She is highly profiled for gender sensitive and feminist evaluation frameworks as well as to the complex quantitative and qualitative research. The examples of gender responsive evaluations include final evaluation of the UN Women-implemented "Implementing Norms, Changing Minds" Phase I program in the Western Balkans and Türkiye, feminist collaborative corporate evaluation for UN Women engagement on social norm change in Serbia as part of regional UN Women corporate evaluation; evaluation of UN WOMEN's work on Gender Responsive Budgeting in the Europe and Central Asia region with specific focus on the regional programme "Transformative Financing for Gender Equality Towards More Transparent, Inclusive and Accountable Governance in the Western Balkans" (2020-2024), the evaluation of projects Gender Equality Facility in Serbia and Bosnia and Herzegovina. She has evaluated national gender equality strategies in Serbia. She has long standing experience with UN Women, other UN agencies, such as UNICEF, UNDP, UNFPA, ILO, FAO, UNODC, IOM, as well as with other international organizations, such as European Commission, World Bank, GIZ, and others. She has published a large number of monographs, articles in monographs, and journal papers, and has participated in numerous national and international scientific and civil society conferences.

Clare Castillejo is an expert on rights, gender and inclusion in fragile and conflict affected settings, with 20 years' experience of research, policy analysis and evaluation in this area. Clare has worked on a broad range of themes including gender equality and women's empowerment, conflict and peacebuilding, political and governance reform, human rights, legal and justice reform, and migration and displacement. Since 2016 Clare has been a Senior Research Associate at ODI Global and has also worked extensively with UN Women, UNDP, UNICEF, UK FCDO, World Bank, OECD DAC, European Commission, German Institute of Development and Sustainability and Amnesty International. She has published widely on issues of rights, gender and inclusion and regularly presents her work within research and policy spaces. Clare has an MA in Anthropology of Development from the University of London (SOAS).