

ANNEXES

ANNEX 1: TERMS OF REFERENCE

Final Evaluation of the Project “Gender Equality in Political Leadership and Participation in Turkey”

- **BACKGROUND AND JUSTIFICATION**

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

UN Women has begun implementing its [Strategic Plan \(2018-2021\)](#) which outlines the Entity's strategic direction, objectives and approaches to support efforts to achieve gender equality and empower women and girls. One of the strategic outcomes of the new Plan is to ensure that “Women lead, participate in and benefit equally from governance systems.” In Turkey, the new country strategy of UN Women Strategic Note (2019-2022) also prioritizes increasing women's political participation and supporting the government to meet its commitment to gender equality through the development of gender responsive plans and budgets.

Since 2006 Turkey has made progress on closing its gender gap in “health and survival” according to the Global Gender Gap report,¹ but in the field of “economic participation and opportunity”, “educational attainment” and especially in the field of “political empowerment” gender gap has widened. As per the Global Gender Gap Report, Turkey ranks 130th among 153 countries with the overall score of 0.635 whereas its score on “political empowerment” is 0.124.² The CEDAW Committee in 2016 expressed concerns regarding the “low participation of women at all levels of decision-making, both national and local, including within the Government and the Parliament”.³

Following the general elections in 2018, women represent only 17.32% of the members of the Turkish Grand National Assembly (TGNA) – a figure well below the global average of 22% and the 30% target set by the United Nations Economic and Social Council in 1995 as well as remaining well below the Women in Politics 2019 map world average of 24,3 per cent.⁴ Women's participation into local politics is also very low.

¹ World Economic Forum, Global Gender Gap Report, 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

² Ibid

³ Concluding observations on the seventh periodic report of Turkey, CEDAW, 2016

⁴ Women in Politics Map, 2019. <https://www.unwomen.org/en/digital-library/publications/2019/03/women-in-politics-2019-map>

As per the results of the 2019 local elections the ratio of women mayors is 2.95%, the ratio of women municipal councillors is 11% and the ratio of women mukhtars is 2.16%.

To promote gender equality and women's empowerment, the Government developed, since 2014, policy documents including the 10th and 11th National Development Plans, Action Plan on Women's Employment 2016-2018, National Action Plan on Prevention of Domestic Violence 2016-2020, National Employment Strategy 2014-2023, Women's Empowerment Strategy and Action Plan 2018-2023,⁵ draft Strategy Document and Action Plan on Combatting Early and Forced Marriages 2018-2023. Since 2016, the UN's Development Cooperation Strategy in Turkey (UNDCS) (2016-2020) spells out the priorities for cooperation between the UN and its agencies and the Government of Turkey, including three outcomes (2.1., 3.1, and 3.2), to improve of legislation regarding women's political participation rights.

Although there are policy documents available to improve gender equality and women's participation into political life both at national and local level, Turkey does not have compulsory temporary special measures to increase women's participation in decision making and women face patriarchal norms and values that keep them out of political life. It is up to political parties voluntary decisions whether to implement temporary special measures or not. While many political parties have formed women wings, only a few have considered introducing voluntary candidate quotas, and when they have, these are mostly used for the internal bodies of political parties, rather than for candidate lists for elections.

Given the above national context, initiatives that support women's participation into national and local level politics have been facilitated by UN Women Turkey office since 2011. Under the framework of the United Nations Joint Programme on Fostering an Enabling Environment for Gender Equality in Turkey (UNJP), implemented by UN Women and UNDP financially supported by the Swedish International Development Cooperation Agency (SIDA), the Committee on Equality of Opportunity for Women and Men (EOC) of TGNA and TGNA were supported to develop their capacity to improve gender equality within the Parliament and at national level in partnership with Inter Parliamentary Union (IPU). Within the UNJP, UN Women and IPU conducted Gender Sensitive Parliaments Needs Assessment exercise in 2012 and this assessment resulted in a series of recommendations for the further capacity development of the EOC, and in turn, the TGNA more broadly which was also followed up by some actions by the TGNA. 31 pieces of legislation were reviewed from gender perspective *vis a vis* international standards to which Turkey is a party. In addition, a monitoring mechanism for the implementation of gender legislation was developed and introduced to EOC.

After the completion of UNJP, in 2014, UN Women Turkey office, with the SIDA funding, started to implement "Gender Equality in Political Leadership and Participation in Turkey" project to address the shortcoming in the field of women's political participation and leadership.

⁵ The Strategy and Action plan covers education, economy, health, participation in decision making mechanisms and media as the policy axes.

- DESCRIPTION OF THE PROJECT

2.1. Project's Aim and Expected Results

“Gender Equality in Political Leadership and Participation in Turkey” Project (2014 – 2020) is implemented by UN Women Turkey Office and the Project is generously funded by the Embassy of Sweden through Swedish International Development and Cooperation Agency (SIDA). The Project aims to contribute to women’s increased leadership and political participation in Turkey by focusing on key stakeholders and actors working in the field of women’s political participation. The Project builds on the previous work of UN Women within the UNJP conducted between 2011 – 2014.

Originally, the project was planned to be implemented between 2014 – 2017. In 2016, project was granted no-cost extension until the end of 2018. In 2018 the project was extended with no cost for 2019 – 2020 with a revision in the Project Document. The extensions for the project duration mainly stemmed from the elections and referendum Turkey went through. In the end, the project duration is 15 December 2014 – 31 December 2020.

By the end of 2018, the ProDoc of the project was amended in agreement with IPU and SIDA in order to respond to the needs of women before and after the local elections that took place on 31 March 2019. With this change Output 1.1. was excluded from the revised prodoc whereas Output 2.3. was added.

The expected **outcomes** of the project are formulated as follows:

Outcome 1. Legal frameworks and policies to advance gender equality and women’s right to participate in decision making are reformed/adopted and implemented

***Output 1.1** Enhanced parliamentary capacity to develop and monitor the implementation of legal frameworks and policies that promote gender equality⁶*

- *Between 2014 and 2018, MPs, staff of the TGNA and the officials of the government ministries increased their awareness and knowledge of gender equality perspectives of legislative and gender responsive budgeting (GRB). UN Women organised capacity-building activities and supported the relevant staff’s participation into regional events to strengthen GE and GRB at TGNA. Furthermore, a study visit was organized to Spain in 2017 to which parliamentarians of EOC, Planning and Budget Committee, the Head of Strategy Development Department of TGNA attended and met with their peers in the Madrid and Andalusia parliaments, discussing GRB and the mediums to promote gender equality issues. Following the study visit, the Strategy Development Department of TGNA issued a call for all administrative departments to submit their budgets in preparation of a new*

⁶ Output 1.1 is excluded from the Project Document during the revision period.

parliamentary budget. The Head of the Strategy Development Department asked administrative departments to integrate GRB into their departmental budgets.

Output 1.2 *Improved access of the parliament to gender equality related knowledge products and tools to formulate and monitor the implementation of gender responsive legal and policy frameworks*

- *Monitoring checklist for legislation (developed during the first phase of the project) was introduced to the new members of the EOC and other TGNA counterparts to ensure that gender equality is being factored in at each stage of law-making.*
- *Members of the EOC and other relevant committees of the TGNA the Parliament's Secretariat, as well as legislative experts and staff increased their awareness and knowledge on gender equality concepts and GRB through GRB trainings organised by UN Women. Following UN Women's trainings, advocacy and technical support in prioritizing and developing gender responsive budgets, GRB and related performance indicators were integrated into the 2019 Budget Call and 2018-2022 Strategic Plan of the TGNA Secretariat as the initial concrete outcomes of increased awareness and knowledge.*
- *Gender equality awareness module was integrated into the mandatory induction training curriculum by Department of Human Resources of TGNA targeting new staff on board. The module was delivered by staff of Strategy Development Department (SDD) of Turkish Grand National Assembly who had previously received gender equality and GRB trainings from UN Women in 2018. In 2019, the staff of SDD received a training of trainers on GE and GRB and a supervision during delivery of the training to the new staff of TGNA as part of the induction curriculum.*
- *167 staff from EOC, the Parliament's administrative departments, staff in the key line ministries as well as staff from key public institutions of Turkey who are responsible for the strategy development, budget process and the development of laws increased their awareness and knowledge on gender equality concepts and GRB as well as learning about how to integrate gender perspective in budget preparation, implementation and accounting processes.*
- *Performance indicators on gender equality and GRB were integrated into the 2018-2022 Strategic Plan of the TGNA Secretariat. Under the Strategic Objective "Developing the Institutional Capacity" and Strategic Goal "Developing the Strategic Management Culture" one of the performance indicators is "the percentage of accomplishment of GRB projects designed during 2nd Strategic Plan period."*
- *For the first time, activities and projects that support gender equality were called to be integrated in the 2019 performance programme and budget of the TGNA as an attachment to the budget call. Some of the activities relate to;*
 - *meeting the need of women administrative staff for safe transportation to their homes during night shifts;*
 - *providing sports facilities for female staff of TGNA;*
 - *providing personal hygiene products in women's washrooms;*
 - *increasing the number of breastfeeding rooms and extending them in a way that different units of the TGNA can access them;*

- *publishing articles on gender-responsive budgeting in the internal publications of the TGNA.*
- *To strengthen the government accountability on financing for GEWE, UN Women technically supported and built capacities of three legislative experts of Planning and Budgeting Committee of the TGNA and two experts from Ministry of Family, Labour and Social Services (MoFLSS) to integrate GRB into their institutions by supporting their participation in the International Conference on “Gender Responsive Budgeting” organised by UN Women in North Macedonia.*

Outcome 2. Women’s leadership and participation in politics is promoted by gender responsive measures (parliamentary mechanisms, processes and services)

Output 2.1 *Strengthened capacity of EOC to ensure TGNA adopts policies, legislation and procedures that promote gender equality and women’s empowerment*

- *EOC legislative experts acquired knowledge on parliamentary processes and gender equality mechanisms in Norway and exchanged experiences of women’s political participation (WPP); women’s employment; the gendered division of the labour force; violence against women; and girls’ education in science, technology and mathematics.*
- *The EOC increased its visibility through events that raised awareness of gender equality and WPP by showcasing gender role models and promoting media coverage of portraits of women in Turkish political history.*
- *UN Women and EOC organized a symposium on Women’s Participation to Decision-Making Processes (held on 1 to 2 November 2017) within the scope of the EOC’s eighth anniversary. More than 500 participants took part in the Symposium, discussing ways to increase women’s participation in political decision-making. Attendees included high-level Turkish government officials, the prime minister, ministry representatives, parliamentary committee chairs, women MPs, embassy representatives, business leaders and local and members of the public sector from countries such as Bosnia-Herzegovina, Jordan, Macedonia and Panama.*

Output 2.2 *Strengthened capacity of Parliament to enhance women’s increased participation in politics, including in leadership positions*

- *Women parliamentarians acquired information on the global trends in the field of WPP, learned from international best practices to increase WPP at the Parliament as well as increasing their knowledge on solidarity mechanisms. In addition, the MPs strengthened their leadership capacities and communication skills through the Women’s Leadership Workshops organised in 2016, 2018 and 2019.*

Output 2.3 *Strengthened capacities of newly elected municipal council members in gender equality issues, the staff in equality units in municipalities, and potentially women community leaders.*⁷

- *A gender sensitive media training mainly targeting parliament's media members and advisors of MPs (who manage the social media accounts of the MPs) was conducted to raise awareness for media's role in reproducing and/or combatting gender stereotypes in the context of politics and elections in 2018. Subsequently in 2019, UN Women conducted trainings in Ankara and Eskişehir for the students of communication faculties to raise their awareness on gender discriminatory media content including language and images with a focus on women politicians that has been used in different platforms and particularly in the media.*
- *Experience sharing workshops were organised to bring together the women who benefited from the candidates' trainings provided by UN Women to share their experience on the candidacy and election process as well as to formulate a road map for their effective participation in local decision processes with an organized solidarity model.*

Outcome 3. **Legal frameworks and policies to increase women's leadership and political participation are influenced by gender equality advocates**

Output 3.1 *Strengthened dialogue mechanisms and enhanced policy space to enable gender equality advocates and civil society to promote gender equality and women's political participation*

- *Policy dialogue at the local level has been strengthened through consultation meetings organised in Kars and Adiyaman with the participation of the representatives from neighboring provinces, as well. These meetings served as a platform where parliamentarians learned about local issues, challenges and progress with respect to gender equality. The meeting also raised awareness among local-level stakeholders of the EOC's mission and work.*
- *The Consultative Meetings were organised with CSO representatives to further develop the project strategy in the field of WPP.*
- *The women who were running or planning to run in the local elections of March 2019 developed their capacities through the women candidates' trainings held in Adana, Ankara, Gaziantep and İzmir developed based on the piloted training manual of UN Women.*

Output 3.2 *Strengthened capacity of gender equality advocates to promote gender equality, women's leadership and political participation*

- *Gender equality advocates built their capacity, exchanged information and strengthened their international networks by participating in the sixtieth session of the Commission on the Status of Women (CSW60). Civil society representatives lobbied the Turkish Government through formal discussions on topics related to gender equality.*

⁷ Output 2.3 was not included in the Original Project document. It was added to the Project Document during the Project Document revision period.

- *sEOC MPS and legislative experts attended study visits to Finland and Sweden in 2017. Attendees built their GRB capacities and exchanged best practices on gender equality, particularly with regard to integrating gender perspectives into laws, budgets and policies*

2.2. Project beneficiaries and key stakeholders

The Project has a diverse range of beneficiaries and stakeholders. The Committee on Equality of Opportunity for Women and Men of TGNA, the Strategy Development Department of TGNA, women candidates and women municipal councillors at selected provinces and selected municipalities are the **primary beneficiaries** of the project. The members of TGNA, professional staff of other parliamentary committees and bodies which have direct or indirect responsibilities for mainstreaming gender equality within legislation and parliamentary work including the parliamentary secretariat, legislative experts, as well as other professionals providing support to the members of parliament carrying out their legislators' mandates and responsibilities are the secondary beneficiaries of the project. In addition, the municipality staff who benefit from the gender responsive budgeting initiatives and university youth at selected provinces who receive gender responsive media trainings are the **secondary beneficiaries** of the project.

There are also indirect beneficiaries which would include broader spectrum of political stakeholders, particularly leadership of political parties, as well as gender advocates from civil society both at national and local level, gender experts from academia, media personnel and broad public to be targeted by awareness raising efforts.

2.3. Geographical scope and timeframe

The general geographical scope of the Project is Turkey as the outcomes pertaining to the Turkish Grand National Assembly has an overall impact at country level. Adana, Ankara, Eskişehir, Gaziantep, İzmir, Muğla and Samsun are the targeted provinces of the programme. In Adana, Ankara, Gaziantep and İzmir Local Candidates Workshops targeting building capacities of women during the candidacy process for 2019 local elections were organised. The provinces were selected based on the high member of candidacy rate of women in the provinces and mostly because of the willingness of them to be a part of the programme. In Ankara and Eskişehir, based on the high ratio of student population and availability of communication departments of the universities, Gender Responsive Media Trainings took place. Based on the active women CSO movement and to expand the geographical scope of the activities targeting local level, in Muğla and Samsun, Capacity Building Workshops for Local Elected Women were organised. While selecting the provinces, the programme also focused on creating synergy with the other programmes implemented by UN Women Turkey Country Office. All Adana, Gaziantep and İzmir are common provinces in which refugee response and EAW activities are implemented. The programme aims to build on the experience it started to create within the provinces and will organise the events planned for 2020 targeting the same provinces.

Originally, the project was planned to be implemented between 2014 – 2017. In 2016, the duration of the project was extended with no additional funds until the end of 2018. In 2018 the project was extended for

2019 – 2020 with a revision in the Project Document. In the end, the project duration is 2014 – 2020. The final evaluation will cover the whole project cycle.

2.4. Project management

UN Women manages the programme implementation jointly with Inter-Parliamentary Union (IPU). IPU is responsible for the implementation of activities targeting members of the Turkish Parliament under the oversight UN Women.

The day-to-day implementation and oversight of the project is managed by the Project Coordinator supported by a Project Analyst, Communications and Advocacy Associate as well as a Project Assistant.

• EVALUATION PURPOSE, OBJECTIVES AND USE

As indicated in Monitoring, Evaluation and Research Plan of the Strategic Note 2018-2021 of the UN Women Turkey Country Office, a final evaluation with a special focus on lessons learnt will be conducted towards the end of implementation period of the “Gender Equality in Political Leadership and Participation in Turkey” Project. The main purpose of this final evaluation is to assess the programmatic progress and performance of the above described project considering the following evaluation criteria: relevance, effectiveness, impact, organizational efficiency, coherence, human rights and gender equality and sustainability. The evaluation will not be able to fully assess the programme’s performance, as some activities will still be ongoing when the evaluation takes place.

The findings of the evaluation are meant to contribute to effective programming in the organization and to refine future organizational approaches to women’s political participation in Turkey. The evaluation process aims to foster organizational learning and accountability, and to inform the overall implementation of the Strategic Note of the UN Women Turkey Country Office for the period 2018-2021. It will also be a key input to knowledge management on women’s leadership and participation into politics as well as gender responsive planning and budgeting. The findings of the evaluation will moreover be used to engage policy makers and other stakeholders at local and national levels in evidence-based dialogues and to advocate for increasing women’s leadership and political participation at both local and central level as well as for developing gender responsive plans and budgets both at local and national level.

Targeted users of the evaluation include the project beneficiaries; the members of the EOC of the TGNA, the women parliamentarians of the TGNA, SDD of the TGNA, the government counterparts at local and national levels, CSOs as well as the programme’s responsible party – IPU, donor – Embassy of Sweden, UN Women Turkey Country Office’s staff, other UN agencies, donor community and development partners present in Turkey.

The evaluation should also provide specific recommendations as to the priority areas that should be considered to inform future programming in this area in Turkey. This would include interventions that

require continued support, successful interventions for expansion, and recommendations on prioritizing interventions to maximize impact. It should also define recommendations to improve project management and maximize ownership by partners/beneficiaries in the country.

- **EVALUATION SCOPE, METHODOLOGY AND QUESTIONS**

4.1. Scope of the evaluation

The final evaluation of the “*Gender Equality in Political Leadership and Participation in Turkey*” Project will be conducted in the final stage of its implementation and will cover the period from 15 December 2014 to 31 August 2020. The evaluation is scheduled between August 2020 and December 2020, as detailed in section 5.2. of this Terms of Reference. The evaluation includes a data collection mission to Ankara and up to four additional selected programme locations in Turkey (in total duration of 8 days to İzmir, Gaziantep, Muğla and Samsun)⁸.

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

4.2 Evaluation methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners in Turkey. The evaluation will be based on gender and human rights principles and adhere to the UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines⁹.

The evaluation is a final project evaluation and both a summative approach focusing on capturing the lessons learned during the implementation and assessing the achievement of the results at output and outcome levels, as well as a formative, forward-looking approach assessing the applicability of the results will be employed. The evaluation methodology will furthermore follow a ToC approach and employ mixed methods including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. Methods may include but are not limited to:

⁸ It is initially assessed a data collection in the field. However, considering the current movement limitations, this might need to be revised. This will be discussed and agreed during the inception phase and methodology will be revisited accordingly if alternative data collection methods will finally need to be considered. The selected provinces might change during the inception period, as well.

⁹ Please see section XI References below.

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

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

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

4.3. Evaluation questions

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

It is expected that the evaluation team will develop an evaluation matrix, which will relate to the questions below (and refine them as needed), the areas they refer to, the criteria for evaluating them, the indicators and the means for verification as a tool for the evaluation. Final evaluation matrix will be validated by EMG and approved in the evaluation inception report.

Relevance

- To what extent was the design of the project and its results relevant to the needs and priorities of the beneficiaries? Was the choice of interventions relevant to the situation of the target group?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment, reflect national and local priorities and commitments on GE/WPP and the UNDCS?
- To what extent has the project been catalytic in addressing some of the root causes of inequalities related to women's participation into politics?

- To what extent is the project aligned with international agreements and conventions on gender equality and women's empowerment in the context of women's political participation, gender responsive planning and budgeting?
- To what extent does the UN Women possess the comparative advantage in the programme's area of work in comparison with other UN entities and key partners in Turkey?

Coherence

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?
- To what extent the project is in complementarity, harmonisation and coordination with the interventions of other actors' interventions in the same context?
- To what extent is the intervention consistent with the Government priorities and national development strategies?
- To what extent the implementation of project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?
- What is UN Women's current comparative advantage in this area of work compared with other UN entities and key partners in Turkey?

Effectiveness

- To what extent have the expected results of the programme been achieved on both outcome and output levels?
- What are the reasons for the achievement or non-achievement of the programme results? Has programme achieved any unforeseen results, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected strategies and approaches been in achieving programme results?
- How well did the intervention succeed in involving and building the capacities of rights-holders, duty-bearers, as well as the programme partners?
- To what extent are the monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?

Impact

- What evidence exist that the programme has delivered longer term results from processes through to benefits? Have any unintended results been delivered?

- Is there a potential measurable impact of the programme intervention on the target group across all dimensions of empowerment?
- To what extent is the programme changing the dynamics of power in relationships between different groups?

Efficiency

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

Sustainability

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

Human Rights and Gender Equality

- To what extent has gender and human rights principles and strategies been integrated into the programme design and implementation?
- To what extent is the programme bringing about gender transformative changes that address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviours,

discrimination and social systems and including inequalities those experienced by vulnerable group such as women with disabilities within the framework of the Leave No one Behind (LNOB) principle?

- **EVALUATION GOVERNANCE STRUCTURE AND PROCESS**

4.1 Evaluation governance structure

A twofold evaluation governance structure for the evaluation will be established. An Evaluation Management Group (EMG) comprising of senior management of UN Women, Evaluation Task Manager and Programme manager will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. In addition, the evaluation will be quality assured by the UN Women Regional Evaluation Specialist for the ECA region, who is a member of the UN Women Independent Evaluation Service. Designated UN Women focal point who has not been involved in direct management of the programme, will serve as the evaluation task manager responsible for the day-to-day management of the evaluation and in ensuring that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents.

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

4.2 Phases of the evaluation process

The evaluation process has five phases:

- 1) Preparation: gathering and analysing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG), stakeholders mapping and selection of evaluation team.
- 2) Inception: consultations between the evaluation team and the EMG, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.
- 3) Data collection and analysis: in-depth desk research, in-depth review of the programme documents and monitoring frameworks, in-depth online interviews as necessary, staff and partner survey/s, and field visits.

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

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

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

5. EXPECTED DELIVERABLES AND EVALUATION TIMEFRAME

5.1 Evaluation deliverables

The evaluation team is responsible for the following deliverables:

- **An inception report:** The evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the evaluation management group and, based upon the comments received the evaluation team will revise the draft. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.
- **Presentation of preliminary findings:** A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the evaluation management group for feedback. The revised presentation will be delivered to the reference group for comment and validation. The evaluation team will incorporate the feedback received into the draft report.
- **A draft evaluation report:** A first draft report will be shared with the evaluation management group for initial feedback. The second draft report will incorporate evaluation management group feedback and will be shared with the evaluation reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.
- **The final evaluation report:** The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.
- **Evaluation communication products:** A PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations. Consultants might be requested to do an online presentation of

the preliminary findings at the closing event of the programme in December 2020 (date and event TBC).

Payment will be issued in three instalments upon the satisfactory submission of the deliverables cleared by the evaluation task manager to certify that the services have been satisfactorily performed: 20% upon approval of evaluation inception report, 40% upon the submission of the draft report and 40% upon the validation of the final evaluation report and communication products.

5.2. Evaluation timeframe

The evaluation is expected to be commissioned between August and December 2020. The different milestones and deliverables are outlined below.

| Tasks/deliverables | Days to be allocated for international team member | Days to be allocated for national gender expert | Days to be allocated for national research assistant | Expected delivery date |
|--|--|---|--|----------------------------------|
| Inception phase | | | | |
| Desk review of background documentation | 2 | 5 | 5 | September 30th |
| Inception meeting with EMG | 1 | 1 | 1 | October 5th |
| Inception report (including two rounds of revision) | 3 | 2 | 2 | October 16th |
| Data collection phase | | | | |
| Additional documents review, (online) interviews | 4 | 5 | 5 | October 23rd |
| Visit to programme sites, debriefing with EMG and ERG and presentation of preliminary findings ¹⁰ | 8 | 8 | 8 | November 4th |
| Analysis and reporting phase | | | | |

¹⁰ As previously indicated this is subject to lack of mobility restrictions.

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|---|-----------|-----------|-----------|-------------------------------------|
| Draft report (including two rounds of revision) | 10 | 2 | 2 | November 20th |
| Final report and Evaluation communication products (brief PPT, two-pager) | 5 | 3 | 3 | December 18th |
| Total | 33 | 26 | 26 | |

6. EVALUATION TEAM COMPOSITION AND REQUIREMENTS

An evaluation team consisting of an international consultant as a Team Leader who will be the main responsible person for the satisfactory delivery of all the deliverables listed above and a National Gender Expert and National Research Assistant (one with strong expertise on gender equality and women's empowerment and one serving as a research assistant) as Team Members who will support all substantive aspects of the evaluation. The international consultant as team leader is responsible for overall coordination of the production of deliverables during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all evaluation products in close collaboration with the evaluation task manager and the evaluation management group. The national consultants will provide support to the international consultant.

Duties and responsibilities of the International Evaluation Team Leader

- Leading the inception phase and developing an inception report outlining design, approach and methodology of the evaluation and an indicative workplan of the evaluation team within the framework of this ToR.
- Directing and supervising the national consultants in carrying out collection, research and analysis of relevant documentation and other data, and reporting.
- Overseeing and assuring quality of data collection and leading the analysis of the evaluation evidence.
- Preparing for meetings with the evaluation management group, evaluation reference group and other stakeholders to review findings, conclusions and recommendations.
- Providing response to the feedback and comments of the evaluation management group and reference group and addressing with relevant revisions when necessary.
- Leading the preparation of the evaluation communication products and the draft and final evaluation reports.

Qualifications and required expertise of the International Evaluation Team Leader:

- 10 years of relevant experience of periodically conducting evaluations of strategies, policies and/or development programmes and projects;
- Minimum 5 years of proven experience of designing and leading or participating in gender-responsive and human rights - based evaluations utilising participatory approaches and methodologies is a strong asset;
- Minimum 5 years of work experience in gender equality and women's empowerment, gender mainstreaming, gender analysis, women's participation into politics and/or gender responsive planning and budgeting is a strong asset;
- At least 1-year experience in working with a wide range of stakeholders with participatory approaches and with demonstrated facilitation and communications skills;
- At least 1-year experience in producing analytical reports;
- Previous work experience in Turkey will be considered a strong asset.
- Previous work experience with the United Nations system will be considered as an asset.

Duties and responsibilities of the National Gender Expert are as follows:

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

Qualifications and required expertise of the National Gender Expert:

- Minimum 5 years of relevant experience in the area of gender equality, gender mainstreaming and preferably in women’s participation into decision making mechanisms;
- Minimum 3 years of experience in conducting applied research utilizing a wide range of approaches and methods is required; conducting gender-responsive evaluations is an asset.
- At least 1 year of experience in producing written reports;
- At least 1 year of experience in working with a wide range of stakeholders with participatory approaches and with demonstrated facilitation and communications skills;
- Experience within the United Nations system will be considered an asset;

Duties and responsibilities of the National Research Assistant are as follows:

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

Qualifications and required expertise of National Research Assistant:

- Bachelor’s degree related to one or more of the following: economics, social sciences, development studies, gender studies or a related area. Master’s Degree in the above-mentioned fields is an asset;
- Minimum 3 years of relevant experience in the area of gender equality, gender mainstreaming and preferably in women’s participation into decision making mechanisms;
- Minimum 3 years of experience in producing written reports;
- Minimum 1-year experience of gender-responsive and human rights-based approaches to evaluation is a strong asset;
- Minimum 1-year experience within the United Nations system will be considered an asset;

Competencies and core values for international and national consultants:

- Strong analytical, writing and reporting abilities;
- Strong interpersonal and communication skills, ability to lead a team and negotiate amongst a wide range of stakeholders;

- Commitment to quality products and deadlines;
- Builds strong relationships;
- Focuses on impact and results and responds positively to feedback;
- Approaches work with energy and a positive, constructive attitude;
- Demonstrates/safeguards ethics and integrity;
- Demonstrated corporate knowledge and sound judgment;
- Acts as a team player and facilitates team work;
- Facilitates and encourages open communication in the team, communicating effectively;
- Learns and shares knowledge and encourages learning of others;
- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Demonstrates professional competence and is conscientious and efficient in meeting commitments; observing deadlines and achieving results;
- Displays cultural, gender, nationality, religion and age sensitivity and adaptability.

Please visit this link for more information on UN Women's Core Values and Competencies:
<http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf>

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents:

1. Expression of interest
2. Detailed financial proposal (which includes consultancy fees, travel, accommodation, subsistence etc.)
3. UN P11 form

Please note: All documents have to be uploaded in 1 single file.

Consultants are responsible to financially cover and organize their travel to the locations within Turkey that will be decided with the duration of 8 days.

8. EVALUATION OF OFFERS

UN Women applies a fair and transparent selection process that takes into account both the technical qualification of potential consultants as well as the financial proposals submitted in support of consultant applications. Candidate applications will be evaluated using a cumulative analysis method taking into consideration the combination of applicant qualifications and financial proposal. The contract will be awarded, based on the desk review, to the individual consultant whose offer has been evaluated and determined as:

- responsive/compliant/acceptable, and
- having received the highest score out of below defined technical, interview and financial criteria.

Only candidates obtaining a minimum of 50 points in the technical evaluation will be considered as qualified and evaluated further. Top 3 candidates (with highest number of points in the technical evaluation) will be

interviewed. The maximum number of points assigned to the financial proposal will be allocated to the lowest price proposal among top three candidates. All other price proposals receive points in inverse proportion.

Criteria:

Technical Evaluation – documents and interview based (80%).

Financial evaluation – based on submitted offer (20%).

Financial Evaluation (20%); Evaluation of submitted financial offers will be done based on the following formula: $S = F_{min} / F * 20$

S - score received on financial evaluation; F_{min} - the lowest financial offer out of all the submitted offers qualified over the technical evaluation round; F - financial offer under the consideration.

Please note that all travel costs should be covered by the consultant.

Qualified women and members of minorities are encouraged to apply. UN Women applies fair and transparent selection process that would take into account the competencies/skills of the applicants as well as their financial proposals.

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

NOTE: Impartiality of the final evaluation will be ensured by evaluating only those applicants who were not previously involved in implementation of the activities under the project.

Annex 1 Relevant evaluation references

Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women

(UNW/2012/8): www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/12&Lang=E

How to Manage Gender Responsive Evaluation. Evaluation Handbook: www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation

UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS):

www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf

Standards for Evaluation in the UN System: www.uneval.org/document/detail/22

Norms for Evaluation in the UN System: www.uneval.org/document/detail/21

Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance:

www.uneval.org/document/detail/980

UNEG Guidance Integrating Human Rights and Gender into Evaluation:

www.uneval.org/document/detail/1616

UN SWAP Evaluation Performance Indicator: www.uneval.org/document/detail/1452

UNEG Quality Checklist for Evaluation Reports: www.uneval.org/document/detail/607

UNEG Ethical Guidelines: www.unevaluation.org/document/detail/102

UNEG Code of Conduct for Evaluation in the UN: www.unevaluation.org/document/detail/100

ANNEX 2: LIST OF PERSONS INTERVIEWED/CONSULTED

| Contact List of Interviewees for Gender Equality in Political Leadership and Participation in Turkey (2014-2020) Project Evaluation | | | | |
|---|--------------------|---|---|-------------------|
| Project Implementing Partners | | | This first section of the table is comprised of names who represent the implementing partners and the donor organization. Mainly provided by the UN Women Turkey office, these meetings will provide an in-depth information on the implementation of the project directly. | |
| no. | Institution | Title/Position | Why has this organization/contact been selected? | Date of Interview |
| I. | UN Women | | All UN Women staff will be contacted due to the organization's role as the main implementing partner. | |
| 1 | Ms. Asya Varbanova | UN Women Turkey Country Director | UN Women provided | 08-Jan-21 |
| 2 | Ms. Zeliha Ünalı | UN Women Turkey Programmes Manager | UN Women provided | 06-Jan-21 |
| 3 | Ms. Neşe Çakır | UN Women Turkey Former Project Coordinator (Current Position: National Gender Specialist at FAO Turkey) | UN Women provided | 03-Jan-21 |
| 4 | Ms. Duygu Arıĝ | UN Women Turkey Project Coordinator | UN Women provided | 05-Jan-21 |
| 5 | Ms. Ülkem Unal | UN Women Turkey Project Analyst | UN Women provided | 04-Jan-21 |
| 6 | Ms. Ermira Lubani | UN Women Gender Responsive Budgeting Technical Adviser | UN Women provided | 10-Feb-21 |

| | | | | |
|-------------|---|--|---|--------------------------|
| 7 | Mr. Arif Mert Öztürk | UN Women Turkey M&E Unit, Portfolio Administrator | UN Women provided | 22-Jan-21 |
| 8 | Ms. Sabine Freizer Güneş | UN Women Regional Adviser for Governance, Peace and Security for Europe and Central Asia | UN Women provided | 30-Jan-21 |
| 9 | Ms. Mehtap Tatar | UN Women Regional Office, Programme Specialist | UN Women provided | 29-Jan-21 |
| no. | Institution | Title/Position | Why has this organization/contact been selected? | Date of Interview |
| II. | Inter-Parliamentary Union (IPU) | | IPU has provided technical expertise starting from the Joint Programme specifically on the legislation reviews. Since reviews are directly related with Outcome 1 of the project, their comments on the project are essential. | |
| 10 | Ms. Zeina Hilal | Gender Partnership Programme and Youth Participation Programme Manager | UN Women provided | 03-Feb-21 |
| 11 | Ms. Terungwa Agah | Gender Partnership Programme, Project Consultant | UN Women provided | 03-Feb-21 |
| III. | EOC (Equal Opportunity Commission) | | EOC is one of the main partners of the project and played a vital role in the implementation of all activities in the parliament. Their comments are required on project activities in the parliament will be sought as well as their suggestions on further collaboration with the parliament. | |

| 12 | Ms. Fatma Aksal | Head of EOC/MP | UN Women provided | 21-Apr-21 |
|--------------------------------|--|--|--|-------------------|
| 13 | Mr. Gökalp İzmir | Legislative Expert | UN Women provided | 26-Jan-21 |
| 14 | Mr. Cemil Dinmezpınar | Legislative Expert | UN Women provided. He has hands on experience about every stage of the project. He attended a study trip to Macedonia and was involved in the technical work of legislative activities Un women conducted. He has extensive information on GRB. | 23-Jan-21 |
| 15 | Mr. İsmail Doğanay | Legislative Expert | UN Women provided | |
| IV. | Swedish International Development Cooperation Agency (Sida) | | Sida has funded and supported the project for more than five years. Sida's perspective as a donor and their perspective for future collaboration will be sought. | |
| 16 | Ms. Malin Stawe | Sida, Counsellor/Head of Pre-Accession & Humanitarian Assistance | UN Women provided | 13-Jan-21 |
| 17 | Ms. Selin Yaşamış | Sida, National Programme Officer | UN Women provided | 13-Jan-21 |
| Secondary Beneficiaries | | | The second section of the chart is comprised of experts who either participated in the activities of the project or who have expertise that would provide insight to the parliamentary dynamics as well as the volatile political situation which has had a significant impact on the project. | |
| no. | Institution | Title/Position | Why we select this oragnisation/ person? | Date of Interview |
| V. | Parliamentary Departments/Experts | | Certain activities of the project was aimed at certain parliamentary departments under this section, experts either from these units or experts who have extensive experience on parliament will be interviewed. | |

| | | | | |
|------------|--|--|---|--------------------------|
| 18 | <p>1. Mr. Naim Çoban, the list of delegation</p> <p>2. Ms. Sema Özalp, Unit Manager of Department</p> <p>3. Ms. Safiye Dünder, Deputy Head of Department</p> <p>4. Ms. Ayse Er, Expert</p> | Deputy Secretary General (Previous Head of Strategy and Budget Department of Parliament) | UN Women provided. The department is the main beneficiary who received trainings on GRB. His insight on the impact of GRB trainings in terms of capacity development in the parliament will be sought. | 01-Feb-21 |
| 19 | Mr. Mustafa Şahin | Legislative Expert at Parliament | He has extensive experience at Parliament as a Legislative Expert at Planning and Budget Committee, he knows the internal dynamics well. | 15-Mar-21 |
| VI. | Ministries | | During the implementation of activities specifically on GRB, experts from certain line ministries have participated in trainings. One representative of them will be interviewed to assess the impact the training has created. | |
| 20 | Mr. Akın Yumuş | Ministry of Family Labor and Social Services, Expert | In his capacity of Ministry of Family Labor and Social Services attended one of the trainings on GRB. | 19-Feb-21 |
| VII. | Local Governments | | Following the revision of the project, its activities were mainly focused at implementation at the local level. The impact of the project implementation with local partners will be assessed. | |
| no. | Institution | Title/Position | Why we select this organisation/ person? | Date of Interview |

| | | | | |
|-------|---------------------------------|---|--|-----------|
| 21 | Ms. Şenay Yılmaz | Ankara Municipality, Women's Counselling Center and Women's Shelter Unit Chief | UN Women provided. Ankara Metropolitan Municipality has become one of the partners following the revision. Impact of this partnership to the outcomes of the project at the local level will be assessed. | 06-Feb-21 |
| VIII. | Gender Advocates/Experts | | Outcome 3 of the project is on capacity development of gender advocates. Under this section experts from various sectors and women activists will be interviewed to assess the impact of the project as well as to collect suggestions in terms of what could be done to strengthen advocacy capacity. | |
| 22 | Ms. Blerina Khan | International GRB Expert | UN Women provided. She was one of the international GRB experts gave the trainings during the project. | 08-Feb-21 |
| 23 | Ms. Emel Memiş | Economics Professor at Ankara University, National GRB Expert | UN Women provided. She served as national GRB expert for the project, she worked with the UN Women team on preparation of budget of municipalities and YEEPs. She is a feminist economist at Ankara University. | 10-Feb-21 |
| 24 | Mr. Nezhir Orhon | Communications Professor at the School of Communication Sciences at Anadolu University in Eskisehir | UN Women provided. He conducted all of the Gender Sensitive media trainings, he is working at Eskişehir Anadolu University | 08-Feb-21 |
| 25 | Ms. Selma Acuner | Gender Expert | UN Women provided. She attended all local politics workshops with Women's Coalition, cyber violence and violence against women in politics activities. She is one of the experts on | 25-Jan-21 |

| | | | | |
|------------|------------------------------|---|--|--------------------------|
| | | | women political participation at national and UN Women level. | |
| 26 | Ms. İlknur Üstün | Women's Coalition, Activist | UN Women provided | 25-Jan-21 |
| 27 | Ms. Berrin Sönmez | Member of Women Platform for Equality (ESIK), Activist Feminist | Being in Women's Movement for many years she has extensive experience on gender and advocacy. | 18-Mar-21 |
| no. | Institution | Title/Position | Why we select this organisation/ person? | Date of Interview |
| 28 | Mr. Fahri Bakırcı | Academician at TOBB University of Economics and Technology/Legislative Expert at Parliament | Served for a long time at Parliament, expert on parliamentary by-law and constitutional law. He has served in parliament for more than two decades, has understanding of parliamentary dynamics and day-to-day implementation. | 16-Jan-21 |
| IX. | Training Participants | | Focus group discussions will be held with participants of the workshops and trainings to assess the impact of activities. | |

| no. | Institution | Title/Position | Why we select this organisation/ person? | Date of Interview |
|-----|---|---|--|-------------------|
| i. | Local Politics and Experience Sharing Workshops | <ol style="list-style-type: none"> 1. Ms. Çiğdem Sandıkçioğlu Başarır, Representing Republican People's Party, İzmir 2. Ms. Edibe Tokmak Yılmaz, Representing Republican People's Party, İzmir 3. Ms. Nazan Erdoğan, Representing Women's Party, İzmir 4. Ms. İpek Aslan Representing Republican People's Party, Hatay 5. Ms. Sinem Erener Ballan, People's Democratic Party, Gaziantep 6. Ms. Seher Dinç, Representing Good Party, İzmir 7. Ms. Burcu Bostancıoğlu, Representing Republican People's Party, İzmir 8. Ms.Menzume Uğurluel, Representing Nationalist Movement Party, Adana 9. Ms.Emine Şener, Representing Justice and Development Party, Gaziantep | | 13-Feb-21 |

| | | | |
|-----|----------------------------|---|-----------|
| ii. | Women Councillor's Meeting | <ol style="list-style-type: none">1. Ms. Melek Gözde Gürsoy, Representing Republican People's Party, Muğla2. Ms. Ayşegül Mungan, Representing Justice and Development Party, Muğla3. Ms. İlknur Ülküm Seferoğlu, Representing Republican People's Party, Muğla4. Ms. Gonca Köksal, Representing Republican People's Party, Muğla5. Ms. Hatice Çakır, Representing Justice and Development Party, Samsun6. Ms. Güven Kıcı, Representing Justice and Development Party, Samsun | 20-Feb-21 |
|-----|----------------------------|---|-----------|

| iii. | Gender Sensitive Media Trainings | <ol style="list-style-type: none"> 1. Ms. Selen Öztürk, Samsun 19 Mayıs University 2. Ms. Nur Zeynep Taçyıldız, Samsun 19 Mayıs University 3. Mr. Deniz Cimen, Bolu Abant İzzet Baysal University 4. Ms. Ayça Şirin, Samsun 19 Mayıs University 5. Ms. Gülsüm Yılmaz Uzunlu, Alanya HEP University 6. Ms. Evindar Güzel, Gaziantep University 7. Ms. Bircan Nagiyeva, Akdeniz University 8. Mr. Necdet Yalcın, Gaziantep University | | 28-Feb-21 |
|------------------------------|----------------------------------|---|---|---|
| Relevant Stakeholders | | | | |
| no. | Institution | Title/Position | Why we select this organisation/ person? | Date of Interview |
| X. | Political Parties | | Given the political parties' role in increasing the representation of women in politics and parliament being the focus of this project, meetings will be requested from the political parties represented in the parliament that have party groups. Deputy party group leaders' who have influence over party groups in the parliament, assessment on the topic will be | Dates of emails sent: February 26, March 9 and March 30, 2021 |

| | | | | |
|-------------|---|---|---|-----------------|
| | | | collected which would contribute to future programming in the parliament. | |
| 30 | Mr. Mehmet Naci Bostancı | Justice and Development Party (Ak Party) Whip | | Never Confirmed |
| 31 | Mr. Özgür Özel | Republican People's Party Whip | | Never Confirmed |
| 32 | Ms. Meral Daniş Beştaş | People's Democratic Party (HDP) Whip | | Never Confirmed |
| 33 | Mr. İsmail Tatlıoğlu | İyi Party Group Chair | | Never Confirmed |
| XII. | Strategy/Budget Office of the Presidency | | | |
| 34 | Ms. Gülşah Uran | Head of Health Labour, Social Services Unit, Strategy and Budget Department at the Presidency of the Republic of Turkey | Under the new system, the central budget is being prepared by the Strategy and Budget Department at the Presidency. Given the GRB component of the project and various activities held with the Department, their assesment on the previous activities and suggestions for the future will be the main focus areas. | 18-Feb-21 |

ANNEX 3: LIST OF CONSULTED DOCUMENTS

This list includes the list of reviewed documents provided by UN Women in the framework of the evaluation of the **Gender Equality in Political Leadership and Participation in Turkey (2014-2020) project**, as well as the different relevant documentation found during the desk research phase by the Evaluation Team

First Phase Project Documents

1. Memorandum of Understanding between participating UN Organizations and UNDP regarding the Operational Aspects of a Joint programme.
2. Third party cost-sharing agreement between Sida and UNDP
3. Evaluation of cooperation results under the Swedish Strategy for Development Cooperation with Turkey, 2010-2013 Final evaluation report, 24 July 2013
4. Memorandum of Understanding for multi-donor trust funds and joint programmes using pass through fund management
5. UNDP-Sida “Gender Equality in Political Leadership and Participation in Turkey”

Sida Agreements

6. Agreement between Sweden and UN Women on Support on “Gender Equality in Political Leadership and Participation in Turkey”, 27.11.2014
7. Sida Amendment for no cost extension, 26.07.2016
8. “Gender Equality in Political Leadership and Participation in Turkey” Amendment 2, 05.11.2018

UN Women Strategic Notes

9. UN Women Strategic Note 2019-2022
10. UN Women Strategic Plan 2018-2021

Annual Donor Reports

11. Progress Reports from 2014 to 2019

Annual RMS Reports

12. Annual Report Region: Europe and Central Asia Strategic Plan affiliation by number of Outcomes and Outputs under Europe and Central Asia, from 2014 to 2019

Annual Work Plans (AWPs)

13. UN Women Turkey Programme Presence Office Annual Work Plans from 2014 to 2020

Project Documents (ProDoc)

14. "Gender Equality in Political Leadership and Participation in Turkey" Project Signed ProDoc, June 2014
 15. Revised Programme Document and Log frame for 2019-2020
 16. Sample Inception Report (Final Evaluation of the project "A Joint Action for Women's Economic Empowerment in Georgia)
 17. "Gender Equality in Political Leadership and Participation in Turkey" Project Brochure in Turkish
 18. Written respond of Ms. Neşe Çakır, Former Project Coordinator to Evaluation Questions
 19. UN Women Turkey_AWP_Plan_15022021092208
 20. Outcomes and follow up of the GRB ToT, provided by Blearina Xhani
- Needs Assessment Reports

21. Needs Assessment Workshop and Self-Assessment Exercise, 2012
22. Contact List of Interviewees for "Gender Equality in Political Leadership and Participation in Turkey" Project Evaluation
23. Gender Equality in Political Leadership and Participation in Turkey Project, (2014-2018) Final Assessment

Local Workshops Reports

24. Experience Sharing Workshops Report.091219
25. Local Elections Workshop Report FINAL 31July19
26. Reports Gender Responsive Leadership
27. Samsun Mugla_Monitoring_Report
28. UN Women_Gen_Local_Administ_Report13thMarch

Quarterly Reports

Narrative and Financial Reporting covering 2015-2019

Quarterly Report and FACE Form October-December 2015

29. Final report and annex October-December 2015.pdf

30. Final report and annex October-December 2015.doc

31. Face Form signed

FACE Form October 2015-September 2016

32. Voucher 3574.pdf

33. Signed IPU-FACE Oct 2015-Sep 2016.pdf

34. Kopya FACE Expenditures Oct 2015-Sep 2016.xlsx

FACE Form October-December 2016

35. Voucher 3914.pdf

36. Signed Face Form Oct-Dec 2016.pdf

37. Rev-FACE expenditures Oct 2016-Dec 2016_ab.xlsx

Quarterly Report January-March 2016

- 38.Turkey 5-Law on Public Servents.ppt
- 39.Turkey 4-Law civil servants public officials.ppt
- 40.Turkey 3-Law Turkish Employment Org.ppt
- 41.Turkey 2-Law Social Insurance Agri Workers.ppt
- 42.Turkey 1-Law on Unemployment Insurance.ppt
- 43.IPU-YBMM Sunumu-Ankara.ppsx
- 44.Final Report January-March 2016.pdf
- 45.Final Report January-March 2016.doc
- 46.Conclusions and next steps.ppt

Quarterly Report April-June 2016

- 47.Turkey 5-Law on Public Servents.ppt
- 48.Turkey 4-Law civil servants public officials.ppt
- 49.Turkey 3-Law Turkish Employment Org.ppt
- 50.Turkey 2-Law Social Insurance Agri Workers.ppt
- 51.Turkey 1-Law on Unemployment Insurance.ppt
- 52.IPU-YBMM Sunumu-Ankara.ppsx
- 53.Final Report April-June 2016.pdf
- 54.Final Report April-June 2016.doc
- 55.Conclusions and next steps. pp

Quarterly Report July-September 2016

- 56.IPU Turkey - Session Team Building (REVISED 07 07).pdf
- 57.IPU Turkey - Session Media Relations (REVISED 11.07).pdf.
- 58.IPU Turkey - Session Communications Power (REVISED 07 07).pdf
- 59.IPU Turkey - Media Hints and Tips (REVISED 11.07).pdf
- 60.IPU - Women's Caucuses.ppt
- 61.Influence of gender commission on parliament work- an.ppt
- 62.Final Report July-September 2016.pdf
- 63.Draft programme Turkish study visit September 2016-update.doc
- 64.Being a woman leader.ppt

FACE Form January-June 2017

- 65.Voucher 4131.pdf
- 66.Voucher 4233.pdf
- 67.IPU New Face Form Q1-Q2 2017.xlsx
- 68.Face Form Jan-June 2017.pdf
- 69.Cash Advance Approval Checklist_IPU_30.06.2017 (2)

FACE Form July-September 2017

- 70.IPU Face Form Q3 2017.xlsx
- 71.IPU Face Form Q3 2017 signed.pdf
- 72.IPU Face Form Q3 2017 allsigned.pdf
- 73.Cash Advance Approval Checklist_IPU_28112017.pdf

- 74.Cash Advance Approval Checklist_IPU_28112017.doc
- 75.Advance Liquidation Approval Checklist_IPU_28112017.pdf
- 76.Advance Liquidation Approval Checklist_IPU_28112017.doc

FACE Form October-December 2017

- 77.Voucher 5391.pdf
- 78.Kopya IPU New Face Form Q4 2017_AB.pdf
- 79.IPU FF.pdf
- 80.Final IPU New Face Form Q4 201.pdf
- 81.Advance Liquidation Approval Checklist_IPU_12.1.2018-signed.pdf
- 82.Advance Liquidation Approval Checklist_IPU_12.1.2018.pdf
- 83.Advance Liquidation Approval Checklist_IPU_12.1.2018.doc

Quarterly Report January-March 2017

- 84.Narrative Report_Jan-Mar2017.doc
- 85.Narrative Report_Jan-Mar2017.pdf

Quarterly Report April-June 2017

- 86.Narrative Reports_Apr-Jun2017.doc
- 87.Narrative Reports_Apr-Jun2017.pdf

Quarterly Report July-September 2017

- 88.Narrative Report_1 July-30 Sep17.doc
- 89.Narrative Report_1 July-30 Sep17.pdf
- 90.Annex 1-Final-Concept Note for EOC Members Study Visit to Finland and Sweden_14-20 Sept 2017.doc
- 91.Annex 2. a. Finland-Final Programme Visit by the Committee on Equal Opportunities-with letterhead.doc
- 92.Annex 2. b. Study visit by a delegation of the EOC-Sweden 18-21 September 2017-final.doc
- 93.Annex 3 - Evaluations-Study visit-Turkish.pdf
- 94.Annex 3 - Evaluation-Study visit-English.pdf
- 95.Annex 4 - Report-EOC Members Study Visit to Finland and Sweden.doc
- 96.Annex 5 - Study visit Finland and Sweden-social media.pdf

FACE Form October-December 2018

- 97.Voucher.pdf
- 98.RE_ FF for advance payment. Email
- 99.Narrative Report Q4 2018.pdf
- 100. LOA signed IPU and UNWomen.pdf
- 101. Final FF signed Q4 2018_all signed.pdf
- 102. FF_Oct-Dec2018.pdf
- 103. Face Form Q4 2018.xlsx

104. Annex2 Narrative Report Q4 2018-Evaluation_Form_Turkish with
Comments translated (Notes).pdf

105. Advance Liquidation Approval Checklist_29.01.2019.pdf

Quarterly Report January-March 2019

106. NarrativeReport_Jan-March2019.doc

107. Q1.pdf

Quarterly Report April-June 2019

108. Q2 - Narrative Report - April - June 2019.doc

Quarterly Report July-September 2019

109. Advance Liquidation Approval Checkl.pdf

110. Advance Liquidation Approval Checklist_IPU_23.09.2019.doc

111. Bank Receipt 2019.pdf

112. Cash Advance Approval Checklist_IPU.pdf

113. Cash Advance Approval Checklist_IPU_24.09.2019.doc

114. FF_190919.xlsl

115. Final FF signed Q4 2018_all signed.pdf

116. Narrative Report - July - September 2019.doc

117. Q3.pdf

118. RE_ Face Form – 2019.email

119. RE_ Meeting with EOC Legislative Experts. Email

120. Receipt.jpg

Quarterly Report October-December 2019

121. Advance Liquidation Checklist.pdf

122. FF-Turkey-Q42019_signed.pdf

123. Narrative Report - October - December 2019.doc

124. Q4.pdf

FACE Forms _ Narrative Reporting – 2020

125. Unsigned Updated IPU FF-Turkey-2020.xlsx

126. Narrative Report - January - March 2020.pdf

127. Narrative Report - January - March 2020.doc

128. Narrative Report - April - June 2020.pdf

129. Narrative Report - April - June 2020.doc

130. IPU Financial Status.xlsx

131. IPU- Advance tracking sheet - 24 September 2020.xlsx

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ANNEX 4: EVALUATION MATRIX

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Evidence Sources |
|--|---|--|--------------------------------|
| <i>EQ 1: What is the relevance of Gender Equality in Political Leadership and Participation in Turkey project to country Policies and Needs?</i> | JC1.1: | <i>Gender Equality in Political Leadership and Participation in Turkey project shows good alignment with country policies and needs</i> | |
| | SQ 1.1: | <i>To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment?</i> | |
| | SQ 1.2: | <i>To what extent does the project reflect national and local priorities and commitments on gender equality/ women's political participation and the United Nations Development Cooperation Strategy</i> | |
| | I.1.1.1: | <i>Gender Equality in Political Leadership and Participation in Turkey project relevance to country policies</i> | Desk Interviews Research, |
| | I.1.1.2: | <i>Gender Equality in Political Leadership and Participation in Turkey project relevance to country needs</i> | Desk Interviews Research, |
| | JC1.2: | <i>Gender Equality in Political Leadership and Participation in Turkey project is relevant to UN Women and SIDA policies and initiatives, and to those of other key donors</i> | |
| | SQ 1.3: | <i>To what extent is the project aligned with international agreements and conventions on gender equality and women's empowerment in the context of women's political participation, gender responsive planning and budgeting?</i> | |
| | I.1.2.1: | <i>Gender Equality in Political Leadership and Participation in Turkey project relevance to UN Women policies and strategies, in particular to UN Women Strategic Note and/or Annual work Plan?</i> | Desk Interviews Research, |
| | I.1.2.2: | <i>Gender Equality in Political Leadership and Participation in Turkey project relevance to SIDA policies and strategies</i> | Desk Interviews Research, |
| | JC1.3: | <i>Gender Equality in Political Leadership and Participation in Turkey project is relevant to Turkey's institutions and organisations needs and role</i> | |
| SQ 1.4: | <i>To what extent was the choice of intervention relevant to the situation of the target groups</i> | | |

| | | | | |
|---|------------------------|--|---------------------|-----------------|
| | <i>SQ 1.5:</i> | <i>To what extent were the project design and results consistent with the needs and priorities of the beneficiaries and partners?</i> | | |
| | <i>I.1.3.1:</i> | Gender Equality in Political Leadership and Participation in Turkey project relevance to Parliament (EOC, Parliamentary Committees) needs as institution | Desk Interviews | Research, |
| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Sources | Evidence |
| <i>Evaluation Criterion:</i> RELEVANCE | <i>I.1.3.2:</i> | Gender Equality in Political Leadership and Participation in Turkey project relevance to Parliamentary departments (personnel and management) needs | Desk Interviews | Research, |
| | <i>I.1.3.3:</i> | Gender Equality in Political Leadership and Participation in Turkey project relevance to local governments (Municipalities, Local Candidates) needs as institution | Desk Interviews | Research, |
| | <i>I.1.3.4:</i> | Gender Equality in Political Leadership and Participation in Turkey project relevance to the needs of CSOs (Women Associations, NGOs) for their advocacy purposes | Desk Interviews | Research, |

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria Sub Question and Indicators | Main Evidence Sources |
|---|----------|--|---------------------------|
| EQ 2: Is the UN Women support to the Gender Equality in Political Leadership and Participation in Turkey project coherent with the UN Women Policy and other donors policies and support, in particular to the integration of gender and human rights principles and strategies? | JC2.1: | <i>the UN Women support for the Gender Equality in Political Leadership and Participation in Turkey project has been coherent with the UN Women Policy, SIDA Policy and other donors policies and support.</i> | |
| | SQ 2.1: | <i>To what extent is the project coherent to the UN Women's Strategic Plan and interrelated threefold mandate?</i> | |
| | SQ 2.2: | <i>To what extent does the project show synergies and/or interlinkages with other UN Women interventions?</i> | |
| | SQ 2.3: | <i>To what extent is the project achieving synergies with the work of UN Country Team?</i> | |
| | SQ 2.4: | <i>To what extent is the project complementary and in harmonisation and/or coordination with the interventions of other actors in the same context?</i> | |
| | I.2.1.1: | Socioeconomic and/or political priority of the mandate and role of UN Women | Desk Research, Interviews |
| | I.2.1.2: | Degree of coherence with UN Women Strategy Note and Annual Work Plan and other Strategic Planning. | Desk Research, Interviews |
| | I.2.1.3: | Degree of coherence with the UN Women national plan | Desk Research, Interviews |
| | I.2.1.4: | Degree of coherence with SIDA strategy and objectives | Desk Research, Interviews |
| | I.2.1.5: | Degree of coherence & synergy with other International donors working in mainstreaming of gender equality at a political level | Desk Research, Interviews |
| Evaluation Criterion: COHERENCE | JC2.2: | <i>Gender Equality in Political Leadership and Participation in Turkey project has taken into account the government priorities and national development strategies</i> | |
| | SQ 2.5: | <i>To what extent is the project consistent with the government priorities and national development strategies?</i> | |
| | SQ 2.6: | <i>To what extent does the project ensure synergies and coordination with government's and key partners relevant efforts while avoiding duplication?</i> | |
| | I.2.2.1: | Degree of coherence with Turkey's Development Plan and other Strategic Planning. | Desk Research, Interviews |

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Evidence Sources | |
|--|--|---|---|---------------------------|
| EQ 3: To what extent has the Gender Equality in Political Leadership and Participation in Turkey project achieved its targeted results? | JC3.1: | <i>Gender Equality in Political Leadership and Participation in Turkey project has reached its specific objectives and contribute to the overall improvement of women participation and benefit from governance systems</i> | | |
| | SQ 3.1: | <i>To what extent has the project expected results been achieved at both outcome and output levels? What are the reasons for the achievement or non-achievement of the project results?</i> | | |
| | SQ 3.2: | <i>To what extent have the selected strategies and approaches achieved the project's results?</i> | | |
| | SQ 3.3: | | | |
| | I.3.1.1: | <i>Evidence of validity of the ToC, assumptions, risks,</i> | Desk Research, Interviews | |
| | I.3.1.2: | <i>Evidence of strategic and approach change</i> | Desk Research, Interviews | |
| | I.3.1.3: | <i>Replication of the implemented activities by the target groups</i> | Desk Research, Interviews | |
| | SQ 3.4: | <i>What good practices (if any) have been identified during the project implementation?</i> | | |
| | SQ 3.5: | <i>Did the project face shortcomings/obstacles? And If yes how were they addressed?</i> | | |
| | SQ 3.6: | <i>To what extent did the intervention succeed in involving and building the capacities of right-holders, duty-bearers as well as project partners?</i> | | |
| | I.3.1.4: | <i>Approach to mainstream gender equality among target groups</i> | Desk Research, Interviews | |
| | I.3.1.5: | <i>Evidence of increased capacity of duty bearers</i> | Desk Research, Interviews | |
| | SQ 3.7: | <i>To what extent were the monitoring mechanisms in place effective in measuring and informing project management of performance and progress towards targets?</i> | | |
| | Evaluation Criterion: EFFECTIVENESS | I.3.1.6: | <i>Identification of existing support to project team (UN Women HQ & Regional Office support)</i> | Desk Research, Interviews |
| | | I.3.1.7: | <i>Verification of the effective support and budget allocation to the project implementation</i> | Desk Research, Interviews |
| I.3.1.8: | | <i>Approach to mainstream gender equality among target groups</i> | Desk Research, Interviews | |
| JC3.2: | | <i>Gender Equality in Political Leadership and Participation in Turkey project has been implemented in a cost-effective manner</i> | | |
| I.3.2.1: | | <i>The budget was adapted and coherent with the scale and duration of the activities, and economies of scale were used when possible/useful</i> | Desk Research, Interviews | |
| I.3.2.2: | | <i>Degree of coherence & synergy with other International donors working in the promotion of gender equality in Turkey</i> | Desk Research, Interviews | |

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Evidence Sources |
|---|---------------------|--|---------------------------|
| <p><i>EQ 4: What is the overall impact of the Gender Equality in Political Leadership and Participation in Turkey project?</i></p> <p><i>Evaluation Criterion:</i> IMPACT</p> | JC4.1: | <i>Gender Equality in Political Leadership and Participation in Turkey project has reached its planned impact of building capacity of the target groups' institution and personnel to develop and monitor legal frameworks and policies on gender equality</i> | |
| | SQ 4.1: | <i>To what extent does the UN Women possess the comparative advantage in the programme's area of work in comparison with other UN entities and key partners in Turkey?</i> | |
| | I.4.1.1: | <i>Impact of the project on the target groups' capacity to develop, implement and monitor legal frameworks and policies that promote gender equality (number of participants, number of trainings, number of legislations reviewed, presented and adopted)</i> | Desk Research, Interviews |
| | I.4.1.2: | <i>Evidence of the trust build with the implementing partners, target groups and beneficiaries</i> | Desk Research, Interviews |
| | JC4.2: | <i>Gender Equality in Political Leadership and Participation in Turkey project has reached its planned impact of building capacity of the target groups' institution/organisation and personnel</i> | |
| | SQ 4.2: | <i>To what extent is there evidence that the project will deliver longer-term results from its processes and benefits?</i> | |
| | SQ 4.3: | <i>To what extent is there evidence of potential measurable impact of empowerment due to the project intervention on the different target groups?</i> | |
| | I.4.2.1: | <i>Facilitated and strengthened the target groups' institution (facilitating and enabling space/opportunities of dialogue)</i> | Desk Research, Interviews |
| | I.4.2.2: | <i>Impact of the project on the target groups' capacity to support the women's leadership and participation in politics</i> | Desk Research, Interviews |
| | I.4.2.3: | <i>Impact of the project on the target groups' support to legal frameworks and policies to advance gender equality and women's rights</i> | Desk Research, Interviews |
| | I.4.2.4: | <i>Impact of the project on the target groups' support to advocate for gender equality and women's rights</i> | Desk Research, Interviews |
| | I.4.2.5: | <i>Contribution to the Sustainable Development Goals</i> | Desk Research, Interviews |
| | I.4.2.6 : | <i>Impact on the coverage at National Level of target groups' support (including rural areas)</i> | Desk Research, Interviews |

| | | | |
|---|-----------------------|--|------------------------------|
| | JC4.3: | <i>Gender Equality in Political Leadership and Participation in Turkey project has reached its planned impact of gender equality advocates in terms of influencing legal frameworks and policies</i> | |
| | <u>SQ 4.4:</u> | <i>To what extent is there evidence that the project will change the dynamics of power in the existing relationships across the different target groups?</i> | |
| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Evidence Sources |
| <i>Evaluation Criterion:</i> IMPACT | I.4.3.1: | Facilitated and strengthened the target groups' institution (facilitating and enabling space/opportunities of dialogue) | Desk Research, Interviews |
| | I.4.3.2: | Capacity building events specifically tailored to the needs of the target groups (number of participants, content development, tools, number of activities) | Desk Research, Interviews |

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Evidence Sources |
|---|-----------------|--|---------------------------|
| <p><i>EQ 5: Has the Gender Equality in Political Leadership and Participation in Turkey project been efficiently implemented?</i></p> <p><i>Evaluation Criterion:</i></p> <p>EFFICIENCY</p> | JC3.1: | <i>Gender Equality in Political Leadership and Participation in Turkey project was managed satisfactorily, allowing its optimal prospects to achieve its objectives</i> | |
| | SQ 5.1: | <i>Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes and outputs?</i> | |
| | SQ 5.2: | <i>Were the activities implemented within the intended timeframe and budget?</i> | |
| | I.5.1.1: | Quality of Project Management (work planning, troubleshooting, adaptability to change, etc.) | Desk Research, Interviews |
| | I.5.1.2: | Quality of Programme reporting (use of SMART indicators, transparent monitoring of the processes) | Desk Research, Interviews |
| | I.5.1.3: | Quality of Programme monitoring & evaluation (including on cross-cutting issues) | Desk Research, Interviews |
| | I.5.1.4: | Recurrent risk assessment and revision of the initial "needs assessments." | Desk Research, Interviews |
| | JC5.2: | <i>Gender Equality in Political Leadership and Participation in Turkey project provided and supported an optimal organisational support to the partners' institutions and organisations and comparable to best practices for similar structures.</i> | |
| | SQ 5.3: | <i>To what extent did the project implementation provide value for money?</i> | |

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Evidence Sources |
|--|-----------------------|--|---------------------------|
| | I.5.2.1: | Target Groups capacity building of management and staff (operational systems, procedures and processes), e.g. MPs and Parliamentary staff, Local Authorities and Local Candidates, Media Representatives and Students (Media Students) | Desk Research, Interviews |
| | JC5.3: | <i>Gender Equality in Political Leadership and Participation in Turkey project implementation was efficient</i> | |
| | <u>SQ 5.4:</u> | <i>To what extent did the management structure support efficiency in the project implementation and achievement of results?</i> | |
| | I.5.3.1: | Efficiency in the realisation/implementation of the activities in relation to outcomes 1, 2 and 3 | Desk Research, Interviews |
| | I.5.3.2: | Efficiency in developing training material and multiplying effect design of the trainings | Desk Research, Interviews |
| | I.5.3.3: | Management and facilitation of collaboration among partners (IPU, EOC, Local Government) | Desk Research, Interviews |
| | I.5.3.4: | Management of external advisory service providers (trainers and CSOs) | Desk Research, Interviews |
| | I.5.3.5: | Efficient communication with the main actors and beneficiaries of the project | Desk Research, Interviews |

| Evaluation Question & Evaluation Criterion | No. | Judgement Criteria and Indicators | Main Sources | Evidence |
|---|--|---|---------------------------|----------|
| EQ 6: What are the sustainability prospects of the Gender Equality in Political Leadership and Participation in Turkey project? Evaluation Criterion: SUSTAINABILITY | JC6.1: | Gender Equality in Political Leadership and Participation in Turkey project results and impact are disseminated and visible for maximum impact and success of partner's and target groups capacity to become a role model on gender equality and lead example | | |
| | SQ 6.1: | To what extent will the project benefits be maintained after the project phase out? | | |
| | SQ 6.2: | To what extent did the project intervention succeed in building both individual and institutional capacities of right-holders and duty-bearers to ensure the sustainability of benefits and more inclusive practice in the targeted organisations? | | |
| | SQ 6.3: | To what extent was the project's exit strategy planned and successfully implemented? | | |
| | I.6.1.1: | The materials that the project has produced continue to be utilised by the beneficiaries and partners (PPPs, Manuals, Checklist, etc.) | Desk Research, Interviews | |
| | I.6.1.2: | Project results are disseminated and made visible through a reliable, multi-level communication strategy to project partners /stakeholders | Desk Research, Interviews | |
| | I.6.1.3: | Project results are disseminated and made visible through a reliable, multi-level communication strategy to target groups | Desk Research, Interviews | |
| | I.6.1.4: | Project results are disseminated and made visible through a reliable, multi-level communication strategy to the wider public | Desk Research, Interviews | |
| | JC6.2: | Gender Equality in Political Leadership and Participation in Turkey project results and impact will sustain beyond the implementation period of this project | | |
| | SQ 6.4: | To what extent has the project effectively generated national and local ownership of the achieved results? | | |
| | SQ 6.5: | To what extent has the establishment of partnership with the relevant stakeholders, and the development of target groups capacities ensure the sustainability of the efforts and benefits? | | |
| | SQ 6.6: | To what extent has the project developed/reinforced the operation capacities of the partners? | | |
| | SQ 6.7: | To what extent has the project been able to develop and establish local accountability and oversight systems? | | |
| SQ 6.8: | To what extent has the project been able to promote replication and/or scaling-up of successful practices? | | | |
| I.6.2.1: | Extend to which the project generates sustainability of partners to be self-reliant after the end of the project to stream gender equality | Desk Research, Interviews | | |

| | | | |
|--|-----------------|---|---------------------------|
| | I.6.2.2: | Extend to which the project results and activities are the basis for a following phase that would contribute to consolidate the achieved impact and be sustainable in the long term | Desk Research, Interviews |
|--|-----------------|---|---------------------------|

| Evaluation Question & Evaluation Criterion | JC & Indicator No. | Judgement Criteria and Indicators | Main Evidence Sources | |
|--|--------------------|---|-----------------------|-----------|
| <p><i>EQ 7: Is the UN Women-SIDA support to Gender Equality in Political Leadership and Participation in Turkey project bringing Human rights and gender equality value?</i></p> <p><i>Evaluation Criterion:</i></p> <p>HUMAN RIGHTS AND GENDER EQUALITY</p> | JC7.1: | <i>the UN Women support for the Gender Equality in Political Leadership and Participation in Turkey project has provided adoption and integration of human rights and gender equality</i> | | |
| | SQ 7.1: | <i>To what extent have gender and human rights principles and strategies been integrated into the project design and implementation?</i> | | |
| | SQ 7.2: | <i>To what extent has the project bring gender transformative changes that address the root causes of gender inequalities (including prevailing social norms, attitudes and behaviours, discrimination and social systems as well as inequalities experienced by vulnerable groups such as women with disabilities within the framework of the Leave No One Behind (LNOB) principle</i> | | |
| | I.7.1.1 : | The extent to which the project has supported gender transformative changes addressing root causes of gender inequalities (social norms, behaviours and attitudes) | Desk Interviews | Research, |
| | I.7.2.2 : | The extent to which the project has supported gender transformative changes addressing root causes of discrimination, including inequalities experienced by vulnerable groups (people with disabilities, especially women with disabilities; minority groups) in the framework of the principle of Leave No One Behind (LNOB) | Desk Interviews | Research, |

ANNEX 5: RECONSTRUCTED RESULTS AND RESOURCES FRAMEWORK (2014 & 2019)

| Results | indicators | Baseline | Target | Means of Verification/ Sources of Information | Assumptions/Risks | Budget |
|--|---|--|---|---|---|--------|
| OUTCOME 1 <u>Legal frameworks and policies to advance gender equality and women's right to participate in decision-making are reformed/adopted and implemented</u> | <u>1.a: # of national legal and policy frameworks adopted to promote gender equality and women's participation in decision-making</u> | 0 2018: 0 | 2014: 0 2015: 1 2016: 2 2019: 1 2020: 1 | EOC annual reports TGNA, committees activity reports | Assumptions: i) <u>The Turkish Government and Parliament continue to support policy actions and advance gender equality.</u> ii) <u>The EOC maintains its interest and commitment to be the driver of change in advancing gender equality.</u> Risks: <i>-Turn-over of membership in EOC, political turmoil and early elections delaying implementation according to plans</i> <i>-Parliamentarians unavailability for supporting project activities due to their busy schedule</i> <i>-Lack of political will to address gender equality and women's political participation</i> | |

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|--|--|--|--|--|-------------------|--------|
| Output 1.1. <i>Enhanced parliamentary capacity to develop and monitor the implementation of legal frameworks and policies that promote gender equality</i> | <i>1.1 # of draft bills submitted to EOC for review, as the primary Committee</i> | 0 | 2014: 0 2015: 1 2016: 2 (At least 2 draft bills submitted to EOC as the primary Committee) | | | |
| Activity 1.1.1 Follow up on legislation reviews implemented in Phase I by addressing identified shortcomings through proposed amendments | | | | | | 40,000 |
| Activity 1.1.2 Support EOC in cooperation with relevant bodies of the TGNA in exploring and piloting possible measures to enhance a gender responsive parliamentary budget through provision of technical expertise | | | | | | 40,000 |
| Output 1.2. <u>Improved access of the parliament to gender equality related knowledge products and tools to formulate and monitor the implementation of gender responsive legal and policy frameworks</u> | <i>1.2 # r of parliament staff with enhanced capacity on gender equality and gender analysis of legislation, policies and budgets</i> <i>1.2.a # of projects/actions implemented in line with GRB</i> | 24 2018: 0 2018: 0 | 2014: 20 2015: 35 2016: 50 2019: 7 2020: 7 2020: 2 | | | |

| | 1.2.b: # of gender budget analysis | | 2020: 2 | | | |
|--|------------------------------------|----------|---------|---|-------------------|-----------|
| | 1.2.c: # of legislative analysis | 2018: 0 | | | | |
| Activity 1.2.1 Provide technical support to the EOC to develop and implement a tool for monitoring the implementation of gender equality legislation | | | | | | 50,000 |
| | | | | | | 10,000 |
| Results | Indicators | Baseline | Target | Means of Verification/Source s of Information | Assumptions/Risks | Budget |
| A1.2.1: Support the preparation of Gender Responsive Budget (GRB) Implementation Guideline in cooperation with relevant bodies of the TGNA (EOC, Strategic Development Department, Budget and Planning Committee) | | | | | | |
| Activity 1.2.2 Provide training for relevant parliamentary staff on gender analysis of legislation, policies and budget cooperation with EOC and external experts | | | | | | 50,000 |
| A1.2.2: Promotion and dissemination of GRB Guideline, support the organization of the launch event including line ministries, TGNA, CSOs and academia | | | | | | 30,000 |
| Activity 1.2.3 Train the trainers: Develop and implement a training curriculum for parliamentary staff to conduct gender responsive analysis of legal and policy frameworks (the legislation experts will be the | | | | | | 100,000 |
| | | | | | | 50,966.44 |

trainers to deliver trainings to other legislation experts.)

A1.2.3: Support the organization of workshop on legislative analysis with laws and research department in TGNA

A1.2.4 Support the organization of workshop on gender budget analysis with the Strategic Development Department, KEFEK and Plan and Budget Committee

51,000

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|--|--|------------------|--|--|--|--------|
| OUTCOME 2 | | | | | | |
| <u>Women’s leadership and participation in politics is promoted by gender responsive measures (parliamentary mechanisms, processes and services)</u> | <u>2.a # gender responsive internal policies, budgets, tools and practices (including training curricula) adopted and /or revised by TGNA (or its bodies and administration units)</u> | 0 2018: 1 | 2016: 1 2019: 1 2020:1 | | Assumptions: iii) <u>The Parliament continues to support policy actions and decision-making process that are gender responsive and aimed at advancing gender equality.</u> Risks -Significant turn-over of membership in TGNA leadership and/or EOC membership as results of (early) election | |
| | <u>2.b % of leadership positions in parliamentary bodies and the administration of parliament held by women</u> | 13% 2018: 11% | 2014: 15% 2015: 18% 2016: 23% 2019: 13% 2020:17% | | <u>-Resistance on the part of political parties to advance women’s role in parties</u> <u>-Limited interest and capacities of political parties to collaborate.</u> | |

| | | | | | | |
|--|---|---|----------------------------|-----------------------------------|--|--|
| Output 2.1 <i>Strengthened capacity of the Committee on Equality of Opportunity for Men and women (EOC) to ensure Turkish Grand National Assembly (TGNA) adopts policies, legislation and procedures that promote gender equality and women’s empowerment.</i> | <i>2.1.a # of internal policies reviewed from gender perspective</i> | 0 | 2017: 1 | TGNA ‘s internal policy documents | | |
| | <i>2.1.b # of activities organized in cooperation with EOC in support of gender equality in the current TGNA Strategy are implemented</i> | 0 | 2014:0 2015:2 2016:3 | | | |

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|---|------------|----------|--------|--|-------------------|---------|
| Activity 2.1.1 Support EOC in ensuring the gender sensitive implementation of current TGNA Strategy (2013-2017) | | | | | | 20,000 |
| Activity 2.1.2 Support the implementation of EOC’s strategic action plan and development of a gender policy through provision of consultancy and organizing retreats | | | | | | 100,000 |
| Activity 2.1.3 Support EOC review of existing TGNA internal policies from gender perspective and address any identified weakness, including by adopting new/ revising policy through provision of consultancy and holding meetings | | | | | | 50,000 |
| Activity 2.1.4 Support EOC in establishing and maintaining an in- | | | | | | 100,000 |

house resource kit on gender sensitive legislation, building on the checklist developed during the first phase of the project through provision of technical expertise

Activity 2.1.5 Foster EOC exchanges and cooperation with other parliamentary committees in TGNA through joint meetings and activities, invitations to other committees' members to participate in EOC meetings, and other interventions aimed to establish linkages and promote EOC in parliament

50,000

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|---|---|----------|----------------------------------|--|-------------------|---------|
| Activity 2.1.6 Support development and implementation of the EOC's communications and advocacy strategies through provision of consultancy, technical expertise, public relations activities and organizing retreats | | | | | | 200,000 |
| Activity 2.1.7 Support EOC/TGNA to exchange good practices in with other parliaments through study visits | | | | | | 304,489 |
| Output 2.2 <u>Strengthened capacity of parliament to enhance women's increased participation in politics, including in leadership positions</u> | <i>2.2 a: development of a road map to increase women's participation in the parliament in the lead up of the 2023 Centennial of the Republic of Turkey</i> | 0 | The Road Map is in place by 2016 | | | |

| | | | | | | |
|--|---|---------|--------------------|---|--|--|
| | <i>2.2.a: # of updated draft bills submitted to relevant committees for review and approval</i> | 2018: 0 | 2019: 1 2020: 1 | TGNA Activity reports, Committees reports, UN Women’s progress report | | |
|--|---|---------|--------------------|---|--|--|

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|---------|--|--------------|--|--|-------------------|--------|
| | <i>2.2.b # of newly elected women MPs that benefited from capacity development interventions</i> <i>2.2.b: Gender sensitive self-assessment of TGNA</i> | 0 2018: 1 | 2014: 0 2015: 25 2016: 50 2019: 1 | | | |
| | <i>2.2.c # of men and women MPs and staff that applied the knowledge gained in their work on gender equality</i> <i>2.2.c: Joint statement of women’s political participation</i> | 55 | 2014: 20 2015: 40 2016: 60 | | | |

Activity 2.2.1 Support TGNA /EOC to draft and implement a road map to increase women’s participation in parliament in the lead up to the 2023 Centennial of the Republic of Turkey through provision of consultancy and organizing retreats 120,000

A2.2.1: Support the EOC in cooperation with relevant bodies of the TGNA in updating the legislation reviews carried out in 2013, prioritizing election law, political parties’ law, budget law and violence against women and organize a workshop including MPs and CSO to share conclusions and recommendations, to support the preparation of relevant amendments 40,000

| Results | Indicators | Baseline | Target | Means of Verification /Sources of Information | Assumptions/Risks | Budget |
|---------|------------|----------|--------|---|-------------------|--------|
|---------|------------|----------|--------|---|-------------------|--------|

Activity 2.2.2 Support newly elected women parliamentarians to effectively discharge their mandate and navigate parliamentary environment through targeted trainings 80,000

A2.2.2: Support TGNA to carry out a gender-sensitive self- assessment as a follow up to the self-assessment carried out in 2012. 30,000

Activity 2.2.3 Provide training and capacity development activities to men and women MPs and staff, on gender equality concepts and their relevance for parliamentary work 111,000

30,000

A2.2.3: Support the organization of a workshop on enhancing women’s political participation and influence, to identify existing challenges and devise tailored strategies to advance women’s participation in political life.

A2.2.4: Support the organization of a regional (with other countries in Europe and Central Asia Region) knowledge management workshop on women’s political participation 80,000

| <p>Output 2.3 Strengthened capacities of newly elected municipal council members in gender equality issues, the staff in equality units in municipalities and potential women community leaders</p> | <p><i>2.3.a # of women members in the municipal councils and the administration of local authorities held by women</i> <i>2.3.b # of visibility materials</i></p> | <p>2018: 10,7%</p> <p>2018:10</p> | <p>2019: 15%</p> <p>2019: 4 2020: 4</p> | | | |
|--|---|-----------------------------------|---|--|-------------------|--------|
| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |

| | |
|--|---------|
| <p>Activity 2.3.1 Support capacity building and dialogue events with local political actors, including elected women, women in local administrations and women's CSOs to address key gender equality and empowerment issues in selected 4 pilot provinces including neighbouring provinces.</p> | 140,000 |
| <p>Activity 2.3.2 Provide media training to potential media members and communication expert for eliminating discrimination language for women</p> | 24,800 |
| <p>Activity 2.3.3 Provide capacity assessment of local gender sensitive governance</p> | 10,000 |
| <p>Activity 2.3.4 Support organization of workshop for equality units under municipalities</p> | 60,000 |
| <p>Activity 2.3.5 Provide visibility materials (promotional materials about local women trainings, informative brochures about gender equality and women's empowerment</p> | 35,000 |
| <p>Activity 2.3.6 Provide long term consultancy for municipal level engagement</p> | 36,400 |

| Results | Indicators | Baseline | Target | Means of Verification/Source s of Information | Assumptions/Risks | Budget |
|---------|------------|----------|--------|---|-------------------|--------|
|---------|------------|----------|--------|---|-------------------|--------|

| | | | | | | |
|--|--|-------------------------|---|--|---|--|
| <p>OUTCOME 3:</p> <p><u>Legal frameworks and policies to increase women’s leadership and political participation are influenced by gender equality advocates</u></p> | <p>3.a Number of national dialogues, legal and /or policy reforms, informed by evidence generated by women’s rights advocates.</p> <p>3.a: # of targeted civil society organizations with increased capacity to advocate for gender equality and women's empowerment</p> | <p>0</p> <p>2018: 0</p> | <p>By 2017: 2</p> <p>2019: 1</p> <p>2020: 2</p> | <p><u>Media reports</u></p> <p><u>UN Women’s reports</u></p> | <p>Assumptions:</p> <p>iv) Women with political aspiration in high level positions within political parties will collaborate with political parties</p> <p>v) Political party alliances aimed at addressing low political participation of women are possible across parties</p> <p>vi) <u>Willingness of experienced women in politics to network with and share experience in peer-guided-mentoring towards newly elected women.</u></p> <p>Risks:</p> <p>-Lack of women aspiring to high level politics</p> <p>-Resistance on the part of political parties to advance women’s role in parties</p> <p>-Reluctance of experienced women politicians to liaise on network with newly elected women MPs.</p> <p>-Limited interest and capacities of political parties to collaborate.</p> | |
| <p>Output 3.1.</p> <p><u>Strengthened dialogue mechanisms and enhanced policy space to enable gender equality advocates and civil society to promote gender equality and women’s political participation</u></p> | <p>3.1.a # of meetings that fostered informal networking of Women MPs across the political spectrum</p> <p>3.1a # of initiatives that organized jointly by CSOs for monitoring local elections</p> | <p>0</p> <p>2018: 0</p> | <p>2014: 1</p> <p>2015: 2</p> <p>2016: 3</p> <p>2019: 1</p> | <p>CSO’s reports, UN Women’s reports, media reports</p> | | |

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|---------|---|----------|-------------------------------|--|-------------------|--------|
| | <i>3.1.b # of meetings with CSPs that have led to recommendations on women’s political participation</i> | 0 | 2014: 1 2015: 2 2016: 3 | | | |
| | <i>3.1.b # of targeted trainings organized jointly by CSOs and local women candidates</i> | 2018: 2 | 2019: 2 | | | |
| | <i>3.1.c.: # of trainings that strengthen women’s political participation at local level and increase the monitoring capacity of CSOs</i> | 2018: 0 | 2019: 4 | | | |

| | |
|--|-----------|
| Activity 3.1.1 Pursue cooperation with civil society through joint activities, consultations | 60,000 |
| A3.1.1: Support women’s organizations to monitor the local elections | 67,316.13 |
| Activity 3.1.2 EOC to hold public hearings on gender equality issues | 30,000 |
| A3.1.2: Provide trainings to local women candidates together with CSOs in selected 4 provinces including neighbouring provinces | 52,665.29 |
| A3.1.3 Provide media monitoring. | 4,502.46 |

| Results | Indicators | Baseline | Target | Means of Verification/Sources of Information | Assumptions/Risks | Budget |
|---|--|--|---|--|-------------------|--------|
| Output 3.2. <u>Strengthened capacity of gender equality advocates to promote gender equality, women’s leadership and political participation.</u> | 3.2.a # of targeted advocacy initiatives organized jointly by parliament, CSOs and political parties 3.2.a Turkey’s gender profile report | 0 2018: 0 | 2014: 1 2015: 2 2016: 2 2019: 1 | | | |
| | 3.2.b # of High-level meetings aimed at exploring appropriated special measures for enhancing women’s political participation 3.2.b: # of events that organized with CSOs | 0 2018: 7 | 2014: 1 2015: 2 2016: 2 2019: 8 2020: 4 | | | |
| | 3.2.c # of trainings of women candidates | 0 | 2014: 1 2015: 2 2016: 2 | | | |

| Results | Indicators | Baseline | Target | Means of Verification/Source s of Information | Assumptions/Risks | Budget |
|---|------------|----------|--------|--|-------------------|---------|
| Activity 3.2.1 Promotion and sharing of good practices on gender equality with other parliaments through reports, international meetings and exchanges | | | | | | 290,000 |
| A3.2.1 Development of Country Gender profile in line with UN Women corporate guidance. | | | | | | 50,000 |
| Activity 3.2.2 Carry out campaign in support of women’s political participation in cooperation with parliament, civil society and political parties | | | | | | 150,000 |
| A3.2.2 Support the participation of CSOs to CSW64/Beijing+25 under the thematic area “empowerment and decision-making”. | | | | | | 10,000 |
| Activity 3.2.3 Advocate with political party leaders to promote gender equality in candidate nomination | | | | | | 60,000 |
| Activity 3.2.4 Under high-level advocacy/exchange of information on Temporary Special Measures, including with parliament and political parties | | | | | | 50,000 |
| Activity 3.2.5 Develop and undertake contextually-specific candidate training for forthcoming general elections, in cooperation with other stakeholders involved in similar capacity development training to MPs | | | | | | 100,000 |

Legend of the table Reconstructed Results and Resources Framework (2014 & 2019):

Text in Black corresponds to the original Results and Resources Framework (2014)

Under light text in black corresponds to the text that is the same in both Results and Resources Frameworks (2014 & 2019)

Text in light blue corresponds to the amendment Results and Resources Framework (2019)

ANNEX 6: EVALUATION TOOLS

Interview Questionnaire for Semi Structured Interviews

GENERAL QUESTIONS

- Would you please specify the role and level of participation you had during the implementation of the project?
- If you were only involved in a specific period, who was the person before you and after you were involved? (in order to cover the 2014-2020 implementation period)
- What were your responsibilities with regard to the implementation and decision-making processes of the project?
- What were the main challenges that you had to face during the implementation phase? Could you please elaborate on whether those were related to the design of the project and/or the country situation?

RELEVANCE

Sub questions for UN Women staff

- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment?
- To what extent does the project reflect national and local priorities and commitments on gender equality/ women's political participation and the United Nations Development Cooperation Strategy
- To what extent is the project aligned with international agreements and conventions on gender equality and women's empowerment in the context of women's political participation, gender responsive planning and budgeting?

Sub questions for other interviewees

- Could you elaborate on to what extent the project and its activities have corresponded to your needs as a partner/beneficiary and/or to the needs of the country on women's political participation and GRB? How has this project contributed to the development of your expertise/capacity on issues related to women's political participation, GRB and or in terms of advocating for gender equality?
- Was the project aligned with the international agreements and conventions on women's political participation and gender equality in terms of its design and implementation? Were there any specific challenges to integrate the principles enshrined in those documents?
- According to you to what extent was the choice of intervention relevant to the situation of the target groups?

COHERENCE

Sub questions for UN Women staff

- To what extent is the project coherent to the UN Women's Strategic Plan and interrelated threefold mandate?
- To what extent does the project show synergies and/or interlinkages with other UN Women interventions?
- To what extent is the project achieving synergies with the work of UN Country Team?

Sub questions for other interviewees

- According to you to what extent is the project complementary and in harmonisation and/or coordination with the interventions of other actors in the same context?
- What were the main areas in the project that can be aligned with the Development Plan and the Annual Plan of the government?
- According to you to what extent does the project ensure synergies and coordination with government's and key partners relevant efforts while avoiding duplication?

EFFECTIVENESS

Sub questions for UN Women staff

- To what extent has the project expected results been achieved at both outcome and output levels? What are the reasons for the achievement or non-achievement of the project results?
- To what extent have the selected strategies and approaches achieved the project's results?
- To what extent has the project achieved any unforeseen results, either positive or negative?
- What good practices (if any) were identified during project implementation?
- Did the project face any shortcomings or obstacles? And If yes how were they addressed?
- To what extent did the intervention succeed in involving and building the capacities of rights-holders, duty-bearers as well as project partners?
- To what extent were the monitoring mechanisms in place effective in measuring and informing project management of performance and progress towards targets?

Sub questions for other interviewees

- How would you describe the collaboration among the main partners of the project; UN Women, IPU and the EOC? What kind of impact do you think this collaboration had on the implementation of the project? Have you noticed any changes/improvements? Could you identify reasons for those changes/improvements?
- Has any other committee been approached during the implementation phase? If not why? If yes, were there any concrete outcomes of this initiative? Has there been any impact created?
- Based on the needs-analysis done in 2012 under the Joint Programme, what was the level of commitment of the members of parliament and the parliament as an institution to such a programme? Were there any efforts to engage with MPs and with

the parliament as an institution? If yes could you please describe the nature of those efforts?

- Has there been any strategy in place to manage the challenges that occurred due to the political situation? Has there been any risk assessment during the implementation of the project and/or whether the risk mitigation measures have been used to manage risks?

IMPACT

Sub questions for UN Women staff

- According to you to what extent is there evidence that the project will deliver longer-term results from its processes and benefits?
- To what extent is there evidence of potential measurable impact of empowerment due to the project intervention on the different target groups?

Sub questions for other interviewees

- According to you to what extent does the UN Women possess the comparative advantage in the programme's area of work in comparison with other UN entities and key partners in Turkey?
- According to you to what extent is there evidence that the project will change the dynamics of power in the existing relationships across the different target groups?

EFFICIENCY

Sub questions for UN Women staff

- What was the level of strategic and expertise support extended to the project team by the Un Women management during the implementation phase?
- Has the project abided by the timelines created in the plans? If not, what were the main underlying reasons for this?
- Were there any monitoring and evaluation mechanisms in place? What were the methods used to monitor and evaluate the change in the capacities/expertise of the partners in terms of mainstreaming and adapting gender equality to the policies and day to day work?
- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes and outputs?
- Were the activities implemented within the intended time frame and budget?
- To what extent did the project implementation provide value for money?
- To what extent did the management structure support efficiency in the project implementation and achievement of results?

Sub questions for other interviewees

- Were there any monitoring and evaluation mechanisms in place? What were the methods used to monitor and evaluate the change in the capacities/expertise of the trained personnel and MPs in terms of mainstreaming and adapting gender equality to the policies and day to day work?
- According to you, what has been the evolution of the UN women team involved in the implementation of this project?

SUSTAINABILITY

Sub questions for UN Women staff

- To what extent will the project benefits be maintained after the project phase out?
- To what extent did the project intervention succeed in building both individual and institutional capacities of rights-holders and duty-bearers to ensure the sustainability of benefits and more inclusive practices in the targeted organizations?
- To what extent did the establishment of partnerships with relevant stakeholders and the development of target groups' capacities ensure the sustainability of the efforts and benefits?

Sub questions for other interviewees

- Have you participated in any of the advocacy campaigns that were organized during the implementation of the project? Have you taken any active role in the design of those activities? What kind of concrete results have been achieved as a result of those activities?
- According to you, besides the capacity building what were the main results/achievements of this project? Do you think there were any results achieved that would go beyond the implementation of this project and/or any foreseen results achieved?
- What has happened to the training curriculum (material), training manual developed and delivered during the training activities? Has this training been utilized to increase the number of people trained?
- According to you to what extent has the project effectively generated national and local ownership of the achieved results?
- According to you to what extent has the project developed/reinforced partners' operational capacities?
- According to you to what extent has the project been able to develop and establish local accountability and oversight systems?

HUMAN RIGHTS AND GENDER EQUALITY

Sub questions for UN Women staff

- To what extent did the project bring gender-transformative changes that address the root causes of gender inequalities (including prevailing social norms, attitudes and behaviours, discrimination and social systems) as well as inequalities experienced by vulnerable groups such as women with disabilities within the framework of the leave no one behind principle?

Sub questions for other interviewees

- According to you to what extent were gender and human rights principles and strategies integrated into project design and implementation?

