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Resilient nations.*

UNDP TURKEY
GENDER EQUALITY
STRATEGY
2017-2020

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Introduction

Gender equality is an essential part of human rights, which is one of the main pillars of the United Nations (UN) System, in addition to human security and sustainable development.

Gender equality is also an important part of development progress and a prerequisite to advance human development. It is central to the mandate of the United Nations Development Programme (UNDP); intrinsic to its development approach; increasingly recognized both as an essential development goal on its own and as vital to accelerating sustainable development overall.

Human development approach requires expanding the human welfare and cannot be reduced into economic welfare. Attaining human development requires multifaceted approaches that will encompass not only economic prosperity but also improve people's well-being by ensuring an equitable, sustainable and stable planet and which aims to greater wellbeing for all. In this approach gender equality becomes one on the main target as well as a cross cutting issue for all targets.

Strategic Settings:

UNDP Turkey Gender Equality Strategy, is developed in accordance with the Global strategic context of SDGs, UNDP Strategic Plan, UNDG Gender Equality Strategy and Gender Parity Strategy for the periods of 2014-2017 and 2018-2021.

I. Leaving no one behind; Sustainable Development Goals

As a holistic and inclusive development perspective, the global targets sets the agenda until 2030 that is for everyone and must be implemented in a way that responds to the needs of the most disadvantaged within society by including all individuals regardless of geographical location, cultural background, ability, race, language, religion and age. “Universality”, “equality” and “leaving no one behind” are the central principles of, transformative promises of the 2030 Agenda for Sustainable Development.

In this context, gender equality becomes one of the three cross cutting issues, the other two of which are, intergenerational justice and protection of the planet. Although, gender equality is integrated within all goals as a cross cutting issue, there is one dedicated Sustainable Development Goal for gender equality.

In this context UNDP commits to work for a significant increase in investments to close gender gaps and strengthen support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels. To be able to achieve this commitment, the systematic mainstreaming of a gender perspective in the implementation of the Agenda” is crucial. ¹

¹ From outcome document of the United Nations Summit for the adoption of the post-2015 development agenda: “Transforming our World” (para 20. *The new agenda*)

Gender Sensitive Targets/Indicators in Sustainable Development Goals

Goal 1. End poverty in all its forms everywhere

1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

Goal 3. Ensure healthy lives and promote well-being for all at all ages

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

Goal 5. Achieve gender equality and empower all women and girls

5.1 End all forms of discrimination against all women and girls everywhere

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Goal 6. Ensure availability and sustainable management of water and sanitation for all

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Goal 10. Reduce inequality within and among countries

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Goal 13. Take urgent action to combat climate change and its impacts

13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.1 significantly reduce all forms of violence and related death rates everywhere

16.2 end abuse, exploitation, trafficking and all forms of violence and torture against children

16.3 promote the rule of law at the national and international levels, and ensure equal access to justice for all

16.b promote and enforce non-discriminatory laws and policies for sustainable development

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

II. UNDP Strategic Plan: Implementing within Gender Equality and Women's Empowerment Perspective

UNDP's Strategic Plan 2014-2017 ² promotes engagement principles to development and explicitly states that sustainable human development will not be fully achieved unless women and girls are able to contribute on an equal basis with men and boys to their societies. Following that approach, UNDP's Strategic Plan 2018-2021, underlines UNDP's commitment for mainstreaming gender and women's empowerment across all development outcomes, and supporting stand-alone gender interventions. Challenges that make women and girls face with particular vulnerabilities are emphasized across 3 development settings. Signature solutions that are introduced to respond those development settings have gender equality and women's empowerment perspective. Signature solution 6 is dedicated to gender mainstreaming and women's empowerment. As a critical component across the solution pathway gender equality and women's empowerment, is also mentioned among the thematic priorities in the common chapter of the Plan.

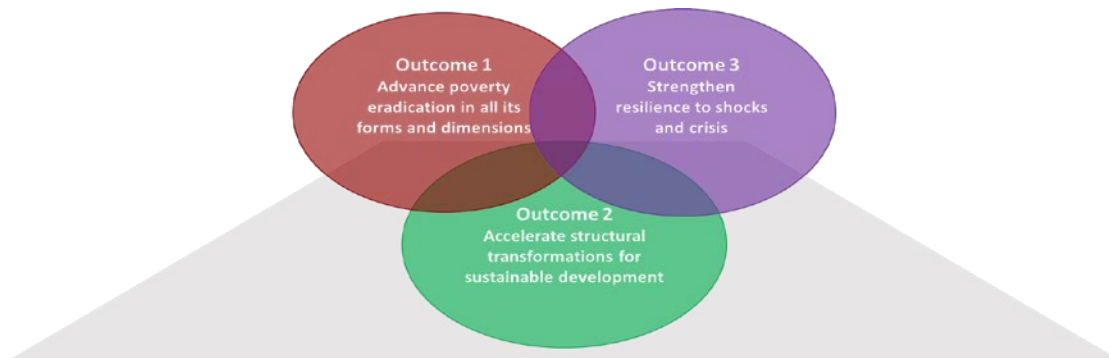
Theory of change for the UNDP strategic plan states that "Achieving gender equality requires direct, targeted interventions to empower women and girls economically, politically and socially, and to build networks, collectives and civil society organizations that support them and bring their voices into policy making processes"³. It is also mentioned that, for transformative changes legal, policy and institutional reforms are essential to cope with challenges considered under the Outcomes of the strategic plan for 3 development settings that are:

- structural barriers to women's empowerment and gender equality,
- social norms that lead to gender based exclusion and discrimination,
- sexual and gender based violence, high risk of unwanted pregnancy,
- sexually transmitted infections,
- maternal mortality during humanitarian emergencies,
- leadership, political participation and participation in the decision making processes,
- access to resources and finance, and
- the burden of unpaid care

² UNDP Strategic Plan, Output 7: "Faster progress is achieved in reducing gender inequality and promoting women's empowerment"

³ Annex 4 UNDP Strategic Plan 2018-2021 Theory of Change

Figure1: 3 Strategic Plan Results Architecture: 3 Outcomes, 27 Outputs embodied within 6 cross-cutting Signature Solutions⁴



1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions	2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth	3.1.1 Core government functions and inclusive basic services ⁴ restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities
1.1.2 Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.	2.1.2 Capacities developed for progressive expansion of inclusive social protection systems	3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities
1.2.1 Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services.	2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions	3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities
1.2.2 Enabling environment strengthened to expand public and private financing for the achievement of the SDGs	2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability	3.2.2 National and local systems enabled and communities empowered to ensure the restoration of justice institutions, redress mechanisms and community security
1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication	2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups	3.3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies
1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis	2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict	3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies
1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains	2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation	3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery
1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy	2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation	3.5.1 Energy access re-established for crisis-affected populations, with a focus on gender-sensitive, risk-informed and sustainable recovery
1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment	2.6.1 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment	3.6.1 Women's leadership and participation ensured in crisis prevention and recovery planning and action
1.6.2 Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV)		

Signature solutions

Keeping people out of poverty	Strengthen effective, inclusive and accountable governance	Enhance national prevention and recovery capacities for resilient societies	Promote nature-based solutions for a sustainable planet	Close the energy gap	Strengthen gender equality and the empowerment of women and girls
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⁴ Source: Annex 4 UNDP Strategic Plan 2018-2021 Theory of Change, pp. 4

III. UNDP Gender Equality Strategy 2018-2021

Along with the Strategic Plan 2018-2021, UNDP introduced third Gender Equality Strategy that covers the same period and provides detailed guidance for UNDP business units on how to mainstream gender perspectives in operationalizing 6 signature solutions for 3 development challenges and the signature solution 6.

UNDP Gender Equality Strategy for 2018-2021 guides country offices in implementation of the commitment of UN and UNDP on gender equality and women's empowerment as formulized within the 2030 agenda and the signature solution 6.

Recognizing that gender equality is a precondition and accelerator for achieving the Sustainable Development Goals, the strategy emphasizes the following issues:

- the importance of viewing all women and men as active agents of change;
- targeting the human rights based approach;
- addressing multiple and intersecting forms of discrimination, such as those based on poverty, geographic location, migration, identity, ethnicity, age, race, religion, disability and other characteristics;
- transforming gender and power relations for achieving gender equality and sustainable development;
- strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness and recovery.

The strategy also call attention to the role of institutional transformation to achieve gender equality results as well as the importance of working in partnership with other un agencies, civil society, academia, media, think tanks, private sector.

VI. UNDP Gender Parity Strategy 2018-2021

UN system takes gender parity as a strategic priority for the organization. Im line with this approach UNDP also put achiving gener parity as an organizational target. The aim of having gender parity is not merely related with the equal numbers between women and men. Yet, in the UNDP Gender Parity Strategy 2018-2021 gender parity is seen as the means of establishing "a working environment where men, women and persons with other gender identities have equal opportunities to contribute to UNDP's mission and advance within the organization in the atmosphere of dignity and respect" and "a working environment that fully embraces equality, eliminates biases and discrimination, and is fully inclusive of all personnel." UNDP Gender Parity strategy has 3 Key objectives:

(1) attain tangible progress in transforming its culture and the quality of its working environment, namely in:

- eradicating any forms of gender bias, discrimination, and harassment in its workplace;
- narrowing the gap in employee experiences across the organization, with a particular focus on eliminating a gender gap; and
- ensuring true equality in opportunities and, as such, addressing specific needs of personnel working in different environments.

(2) maintain full gender parity among all staff at the total UNDP level and attain full parity among all senior management roles and at each grade level (from GS to ASG) by 2021;

(3) reach at least 47% of women among Service Contract holders engaged by UNDP, and UNV working in the organization by 2026⁵

V. Updated policy on Harassment, Sexual Harassment, Discrimination, and Abuse of Authority

Since the issues of Harassment, Sexual Harassment, Discrimination, and Abuse of Authority are closely related with gender discrimination and inequalities within an organization, UNDPs related policies are also considered as a part of corporate strategic settings that underlines UNDP Turkey CO gender equality strategy. Within the “Updated policy on Harassment, Sexual Harassment, Discrimination, and Abuse of Authority” it is mentioned that “every person working for UNDP has the right to be treated with dignity and respect, and to work in a safe environment free from harassment, sexual harassment, abuse, and discrimination. UNDP does not, and will not, tolerate harassment, sexual harassment, discrimination, and abuse of authority in any form. Such conduct is contrary to the Charter of the United Nations, the UN Staff Regulations and Rules and the Standards of Conduct for the International Civil Service, and will be dealt with promptly, justly and effectively in accordance with this policy”.⁶

Development Challenge

I. The Country Profile

Turkey has displayed important progress regarding women’s rights since 1990s. As a result of a strong women’s movement and efforts of women’s organizations as

⁵ UNDP Gender Parity Strategy 2018-2021, pp. 7

⁶ Updated policy on Harassment, Sexual Harassment, Discrimination, and Abuse of Authority: https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/HR_Workplace%20Harassment%20and%20Abuse%20of%20Authority%20Guidelines.docx&action=default

well as international monitoring activities on gender equality in Turkey, important progress has been achieved though still below expected levels.

Over the past decades, Turkey established the Parliamentary Committee on Equal Opportunity for Women and Men, introduced incentives to promote women's employment, passed legislation to eliminate discrimination against women; and organized campaigns to combat gender based violence. In specific terms, there had been important revisions in the penal code's provisions that constitute major steps towards gender equality and protection of women's human rights in terms of bodily and sexual autonomy; provisions of the civil code that abolish the supremacy of men in marriage and thus establishes full equality of men and women in the family; provisions for combatting violence against women and protection of the family in line with Istanbul Convention (law no 6284).

At the international level, Turkey ratified the "Convention on Elimination of All Forms of Discrimination Against Women" (CEDAW) 1985 and Optional Protocol to CEDAW in 2000. Turkey submitted the 7th National CEDAW Report to the CEDAW Committee in 2014. The report was prepared by the Ministry of Family and Social Policies of the Republic of Turkey General Directorate on the Status of Women (KSGM) and gives a detailed picture of the progress, with specific reference to the concluding remarks/recommendations (2010 and 2013) of the Committee. CEDAW UNCT Turkey Confidential Report has been prepared and submitted in 2015.

In 2011 Turkey ratified the Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence in İstanbul and the convention internationally known as İstanbul Convention. İstanbul Convention was entered into force in August 2014. In light with the requirements of the Convention the Law 4320 was revised with the enactment of law 6284. 1st National Report was submitted to GREVIO ⁷ in 2017, the baseline evaluation report for Turkey was released in October 2018⁸

Considering above mentioned developments it is possible to conclude that legislative progress concerning gender equality has come a long way. However, despite this strong legislative structure, in Turkey, actual transformative results are

⁷ GREVIO is the independent expert body responsible for monitoring the implementation of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) by the Parties.

⁸ For national reports, shadow reports and evaluation is available here: <https://www.coe.int/en/web/istanbul-convention/turkey>

hardly achieved and women's subordinated positions within the society remains. Yet, the below mentioned ratios and ranking about gender inequality in Turkey indicate that the implementation remains limited and problematic in various fields.

Turkey ranks **69 out of 160 countries**, according to the 2018 Gender Inequality Index⁹, which reveals gender disparities in reproductive health, empowerment and labor market participation.

According to the World Economic Forum's Gender Gap Index in 2018¹⁰ Turkey ranks **130th among 149 countries**. Such international indicators reveal that in general there are considerable inequalities. Turkey is doing relatively well with regards to closing gender gaps in health and education, but it scores lower in the area of economic empowerment and has the least progress towards closing gender gap in women's political participation.

Women's economic participation remains to be an area for development. According to the 2018 Gender Gap index, Turkey country ranks 131st for women's economic participation and opportunity. In Turkey, recent statistic shows women's low levels of economic participation. According to 2018 Turkstats statistics women's labour force participation rate 34,2 % while women's ratio in employment is 29,4 %.¹¹

The Gender Gap Index shows that in terms of women's political empowerment Turkey ranks 113th among 149 countries. In Turkey the level of political participation in the Parliament (**17,29 per cent**)¹² is below the global average of 22% and the 30% target set by the United Nations Economic and Social Council in 1995.¹³ In the Constitution and national legislation, Turkey guarantees the right to political participation regardless of any discrimination including gender¹⁴. However, temporary measures and policies are not recognized in the Constitution and no provisions are set forth in the Law on Political Parties and the Law on Parliamentary Elections¹⁵.

⁹ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/TUR.pdf , also see: and see: <http://hdr.undp.org/en/composite/GII>

¹⁰ <https://www.weforum.org/reports/the-global-gender-gap-report-2018>

¹¹ [TUIK İşgücü İstatistikleri](#)

¹² https://www.tbmm.gov.tr/develop/owa/milletvekillerimiz_sd.dagilim

¹³ <http://www.un.org/documents/ecosoc/cn6/1995/ecn61995-3add6.htm> see also, <http://www.ipu.org/wmn-e/world.htm>

¹⁴ The Seventh Periodic Report Of Turkey Prepared To Be Submitted To The Cedaw Committee

¹⁵ Shadow NGO Report On Turkey's Seventh Report To The Committee On The Elimination Of Discrimination Against Women For Submission To The 64th Session Of Cedaw July 2016

According to the Gender Gap index Turkey's ranking in educational attainment is 106nd. In Turkey, although gender parity has been achieved in enrollment to primary level education, there are considerable gender inequalities within education. Based on 2016 data, illiteracy ratios for the age bracket 25 and above were 1,6 % for men and 8,5 % for women in Turkey ¹⁶.

To this end, the barriers for effective implementation of this legal framework should be acknowledged in Turkey and the localization of international commitments as well as implementation of new laws that are introduced as requirements of international commitments need be improved and supported. Strategy and Action Plan for Women's Empowerment (2018-2023), Action Plan for combating violence against women (2016-2020), and Draft Action plan against early and force marriages are introduced to ensure better implementation.

Yet, in Turkey, effective implementation is particularly restricted because of the ideological structure that determines gender relations and gender based structures of the society. The dominant gender ideology in Turkey is patriarchal as it is in most countries in the world. However patriarchal gender ideology is embedded in the current political context, which is very much dominated by an increasing conservatism.

Increasing conservative approach within the political discourse strengthens the already existing patriarchal gender stereotypes, which have a negative impact on gender equality in many spheres of life. Women's participation in decision-making mechanisms is also very limited. Women's participation to the labor force is structured around deep gender inequalities, most of which are mainly related with household responsibilities and family care. Within the traditional patriarchal families, girl children are more likely to bear household responsibilities including care of young children, so they are more likely to enter distant learning and/or dropout without graduating and illiteracy is still an issue for women.

Although the Parliament adopted **two important legislative pieces** in 2012 on combating domestic violence against women ¹⁷, sexual and gender based violence including early and forced marriages appears to be major problems in

¹⁶ <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=27594>

¹⁷ Ratification of the **Istanbul Convention** on preventing and combating violence against women and domestic violence, the **Law No. 6284 on Protection of Family and Prevention of Violence against Women**.

Turkey. *National Domestic Violence against Women Research* ¹⁸ indicates a devastating picture in terms of sexual and gender based violence, service provision for survivors remain limited¹⁹. Heterosexist understanding excludes LGBTI individuals and various forms of discrimination in various realms including sexual and gender based violence are directed towards them.

Due to patriarchal social and political conditioning and strong gender stereotypes, which subordinate women and femininity and prioritize masculinity, women's enjoyment of their social and political rights, reproductive rights, access to legal services are limited. This devastating picture points out the importance of legal aid and access to justice and the significance of considering strategic gender needs while providing legal services.

Oppressive relations within the gender-based inequalities in the family sometimes restrict women's access to public services and labor market, education, decision-making positions and politics. Women's labor force participation is an issue for both the lower and higher levels of occupational hierarchy. This recalls the significance of increasing equal opportunities for employability through educational support, occupational training and job creating. In other word, interventions targeting the labor force, the market and educational sectors become crucial.

Moreover, within a conservative patriarchal approach sexual orientation and gender identities have been ignored. Turkey avoids referring to gender identity and sexual orientation within legislative framework as well as in action plans and strategies and fails to prevent discrimination and violence based on sexual orientation and gender identity. The terms "sexual orientation" and "gender identity" should be included in the constitutional clauses on equality as well as in hate crimes legislation"²⁰.

The ongoing conflict close to Turkey's east borders and the forced migration of Syrians to Turkey resulted in an increase of existing social and economic problems within both refugees and the host communities. Refugees, whose vast majority are

¹⁸ Domestic Violence Against Women in Turkey Report, 2014
http://www.hips.hacettepe.edu.tr/ING_SUMMARY_REPORT_VAW_2014.pdf

¹⁹ As of 2019, total of 144 shelters with a total capacity of 3,454 operate in Turkey. The capacity seems extremely low in comparison with the overall population of women, which is app. 39 million.

²⁰ Shadow NGO Report on Turkey's Seventh Report to the Committee on The Elimination of Discrimination Against Women For Submission To The 64th Session of CEDAW July 2016

Syrian people, bear the traumatic effects of war and forced migration as well as gender based violence and sexual crimes.

II. UNDP Turkey's response

In line with the corporate strategic settings, UNDP in Turkey prioritizing, gender equality and women's empowerment within all its interventions. This commitment has been well reflected within UNDP Turkey's key documents.

The UN Development Cooperation Strategy (UNDCS) covering 2016-2020 has two dedicated Outcomes focusing on gender equality and women's empowerment: *Outcome 3.1. "Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020."* and *Outcome 3.2. "Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and reduce all forms of Sexual and Gender Based Violence by 2020"*. Yet, different from the previous UNDCSs, a twin track approach is applied and gender is both mainstreamed into all interventions but also remains as a standalone outcome of the strategy.

Similarly, UNDP Turkey Country Programme Document (CPD), covering 2016-2020, applies the same approach as the UNDP Strategic Plan and gender mainstreaming is seen as a crosscutting issue: a sole output is dedicated to gender equality but it is also mainstreamed within all other CPD outputs. In line with the UNDP Strategic Plan, CPD for Turkey prioritizes women's participation to labor market, women's participation in decision-making processes and elimination of Sexual and Gender Based Violence (SGBV).

With a macro level approach, UNDP mainstreams gender equality and women's empowerment within all its interventions. Reducing discrimination and enhancing gender-sensitive policy-making through development of inclusive gender-responsive tools are the main goals of the UNDP Turkey CPD. In this respect, strengthening national gender equality machinery and its extension to the local level, targeting regions of greatest inequality are main goals.

Various needs in the field of gender equality and women's empowerment are introduced in the CPD. It addresses reduction of sexual and gender based discrimination through supporting legal and policy reforms for gender equality,

anti-discrimination, women's and LGBTI individuals' human rights; providing legal aid for subordinated groups including, displaced women, LGBTI individuals and girl children and increase their equal access to justice. It also highlights the need for strengthening gender-sensitive policy-making, the national gender machinery and gender mainstreaming for local authorities. Empowerment of women is also considered as an inevitable dimension. Within the context of development, CDP highlights the following intervention areas: reducing women's poverty; providing equal participation in decision making; making interventions for women's greater economic empowerment.

UNDP Turkey is well aware of the importance of gender equality mainstreaming within the organization in order to realize and achieve the above-mentioned areas of intervention. This strategy is therefore prepared to ensure that UNDP Country Office in Turkey has the relevant and adequate capacity, systems and focus of its programme that would allow that the gender equality related interventions are met and UNDP makes substantive and transformative contribution to gender equality in Turkey.

As indicated within the UNDP Gender Equality Strategy 2018-2021, UNDP country offices are expected to follow a contextualized and country-driven approach to advance gender equality and women's empowerment in the context of achieving the 2030 Agenda. The strategy calls country offices to develop a gender equality strategy and implementation plan, which translates the corporate strategy into concrete actions and budget allocations relevant to the country programme²¹. In line with this suggestion, UNDP Turkey Country office has developed its first gender equality strategy in 2017 and revised through the new Strategic Plan and Gender Equality Strategy covering the period of 2018-2021.

²¹ UNDP Gender Equality Strategy 2018-2021, pp21.

UNDP Turkey Gender Equality Strategy

I. The Scope

This strategy is an internal corporate settlement that supports and guides the integration of gender equality perspectives in all CO programme activities and helps to strengthen the contribution of UNDP Turkey to gender equality and women's empowerment in Turkey.

A human development approach with a gender perspective requires to focus on people and their opportunities and choices, whilst considering the power structures of gender relations. Gender equality needs to be addressed for economically, social and environmentally resilient societies, strong democracies and for inclusive and sustainable growth.

This strategy is a tool for and an indicator of how we understand and internalize gender equality and make gender equality targets an indispensable part of our programme interventions. It aims to move the "gender equality mainstreaming" from theory to practice. The strategy at hand guides to create tools and mechanisms for the CO both to build a gender sensitive approach, to develop a gender-responsive implementation and to reach better results in terms of gender equality in Turkey.

The Gender Equality Strategy helps us to go beyond **gender-targeted results** that only count the number of men and women who participated in or benefited from a programme or a project. We aim for **gender-responsive results** that are addressing the different needs of women and men and bring equitable distribution of benefits. Our ultimate aim is to create **gender-transformative results** that address the root causes of inequalities and power imbalances.

The Strategy also aims to facilitate UNDP dialogue with stakeholders, such as the government, civil society, donors and other stakeholders. It helps the Country Office to describe and negotiate the intentions, motivations, underlying principles and commitments on gender equality and thus creates a better understanding of a gender responsive approach and active engagement of UNDP. The Strategy is a living document that can be changed based on the changing context of the Country and the CO itself. It guides the CO on how to mainstream gender equality of policies, structures and processes of the Country Office; enhance the capacity on gender analysis, increase the effectiveness in promoting and advocating for

gender equality and women's empowerment in Turkey. As a living document to be used in daily work of staff, it prioritizes and coordinates actions for gender equality mainstreaming, thereby helping to identify targeted funds, actions and impacts.

Knowing that building a gender sensitive institutional structure and implementing gender responsive operations are essential for sound gender mainstreaming, UNDP in Turkey develops its Gender Equality Strategy that focuses on the both realms. It brings together actions for gender mainstreaming in structuring and programming of the CO and is a reference to monitor gender related results, specifically the progress and setbacks in gender mainstreaming.

The Strategy at hand is developed as a part of the Gender Equality Seal process and in a consultative manner within UNDP. It points out the key issues related to gender inequalities in Turkey, defines strategies for UNDP engagement as well as the actions for a more gender sensitive organization.

II. Objectives

As mentioned above, the overall objective of the UNDP Turkey Gender Equality Strategy (2017-2020) is mainstreaming gender equality perspectives in all development activities through a gender sensitive organizational structure, increased capacity of gender analysis and effective partnership.

Gender equality mainstreaming is a holistic process that needs to be instituted within different levels and areas of work. In this respect, the specific objectives of the Gender Equality Strategy are as follows:

- Building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas
- Promoting gender parity and creating an enabling environment for both women and men to realize their full potential
- Ensuring gender responsive implementation to achieve better results in addressing the above mentioned gender inequalities related to inclusive and sustainable growth, inclusive and democratic governance, climate change and environment, Syria crises response and social stability.
- Providing a roadmap to strengthen partnership and collaboration in the field of gender equality and women's empowerment

In order to achieve the above mentioned objectives, UNDP CO prioritizes 4 main areas of interventions which are organizational structure, gender parity, implementation and partnership in its Gender Equality Strategy.

1. Building a Gender Sensitive Organizational Structure

A gender sensitive organization is a prerequisite for creating more effective gender equality results in operations. Thus building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas are basics of the Gender Equality Strategy of UNDP in Turkey. The organizational culture needs to be strengthened in terms of sensitivity, knowledge, collaboration and advocacy capacity regarding gender equality. The UNDP People Strategy (2019-2021) acknowledges the importance of having “the ability to develop a shared culture based on teamwork and collaboration guided by our shared UN values”²² in which gender equality is one on the main and the cross cutting issue. Yet, a gender sensitive organization is prerequisite for building “an open, respectful, non-discriminatory and inclusive work environment across the organization which enable UNDP to foster innovation, increase productivity and demonstrate our impact and credibility as a development leader and partner”²³ as indicates within the UNDP Peoples Strategy (2019-2020).

As suggested within the UNDP Peoples Strategy (2019-2020) “building and supporting an inclusive working environment and culture where personnel from all backgrounds can participate fully, and effectively tackle all forms of discrimination and abuse (e.g. gender discrimination, homophobia and transphobia) in the workplace”²⁴ should be a considered as responsibility mainly for management.

In line with those corporate objectives and suggestions this strategy aims to make all staff internalize the importance of gender equality and women’s empowerment to reach SDGs in which gender sensitive implementation and more effective gender equality results can be possible. Gender equality mainstreaming is the responsibility of the entire Country Office as a well-planned, long-term process. As

²² <https://www.undp.org/content/dam/undp/library/corporate/jobs/People-for-2030.pdf>, pp.4

²³ Ibid. pp 13

²⁴ Ibid. pp13

suggested within the UNDP Global Gender Equality Strategy, UNDP Turkey CO will work to ensure that gender equality and the empowerment of women will be integrated into the core values and/or competencies for **all staff**, particularly those at P-4 level and above²⁵.

The responsibility and ownership of integrating gender mainstreaming into UNDP Turkey CO's operations falls under all staff with the overall monitoring by senior management.

In order to develop certain mechanisms and facilitate the process for enhancing staff commitment and ownership to mainstream gender equality both in programming and organizational structures, UNDP Turkey established Gender Equality Focal Team (GEFT) in October 2015 which consists of an interdisciplinary gender group comprising of staff members from different areas of work. (see annex 1). In line with the suggested structure for focal teams within the country offices²⁶, GEFT in UNDP Turkey is composed of staff, both women and men working in different fields and dedicated to realize gender equality mainstreaming both within specialized areas of work and interpersonal relations in the office.

The GEFT is chaired by the Country Director and Gender Equality Focal Point provides coordination support and acts as point of liaison between the CO and the Gender Equality Seal team. In addition, a dedicated the gender expert provides technical level expertise to the work of GEFT, as suggested within the global gender equality strategy²⁷.

The Gender Equality Focal Point and the Gender Equality Focal Team are not the only bodies responsible for issues related to gender. They coordinate the work done inside and outside the Organization. Enhancing gender equality is perceived as a corporate responsibility which concerns all staff. A participatory approach needs to be adopted to build a gender sensitive organizational structure and the Gender Equality Focal Point and the Gender Equality Focal Team are the driving forces to

²⁵ UNDP Gender Equality Strategy 2018-2021 pp. 16 para: 43

²⁶ UNDP requires all country offices to have multidisciplinary gender focal teams led by senior management (deputy resident representative/country director). These teams will bring together operations and programme staff to ensure gender mainstreaming in the programme portfolio; monitor and evaluate gender equality results; and address institutional issues including gender parity, enabling environment and gender-sensitive communications. These capacities will not supplement but rather complement dedicated gender expertise.

²⁷ UNDP Gender Equality Strategy 2018-2021, pp.17 para:44 "In addition to the gender focal teams, it is recommended that country offices have a dedicated gender specialist who can provide technical backstopping to programme and operational units, as well lead on developing and implementing gender-focused and women-specific programmes, building partnerships with women's movements and shaping the country office's advocacy on gender."


move it forward. In that respect, each and every staff member are leaders in their own work, standing at the center of learning and change, and ultimately taking responsibility. It is crucial that staff understands gender mainstreaming as a collective responsibility. To this end, the following actions are planned to be taken within the timespan of this Strategy:

- Evaluate the capacity of staff in term of gender equality and gender sensitivity through a capacity assessment tool that will be developed.
- Conduct continuous capacity development and awareness raising sessions on Gender mainstreaming to all UNDP Turkey CO Staff.
- Provide for at least 10% of learning budget earmarked for gender related trainings.
- Rotate membership of gender equality focal team as a mechanism to enhance the entire staff's collective responsibility for the process of gender mainstreaming.
- Define gender related activities as a performance criterion and ensure that Performance Management and Development (or Performance Evaluation reports for SC holders) for GFT members reflect their dedicated gender-related work.
- Prepare relevant guidelines to build a gender sensitive work environment such as non-sexist language manual.
- Make existing tools such as Gender Equality Strategy 2013-2017 more effectively used, understood and accepted through the establishment of platforms for exchange of views and experiences at UNDP Regional and HQ level.
- Promote work ethics and code of conduct with active engagement of staff association to ensure an enabling environment for all staff to have honest and open discussion with all levels.
- Create a CO policy and action points against sexual harassment
- Collectively select a man and a woman among the staff as focal points for any case of harassment. Notify all staff on policy on prevention of workplace harassment, sexual harassment and abuse of authority.
- Ensure all staff have completed sexual harassment and abuse of authority online course, and monitoring of its implementation by HR.
- Organize an event to present work life policy for all staff in order to ensure the effective implementation of the policy. Organize a meeting on work life

- balance policy with staff association. Conduct a survey for the staff to assess their level of understanding and perception on work-life balance.
- Introduce and adopt gender sensitive recruitment processes, and reflect this in all terms of references, including the ones that are not exclusively for gender-related positions, respect to human’s rights and anti-discriminatory behavior as well as basic gender knowledge are required. (see annex 3).
 - Develop/update the guideline for interviews to prevent any action or questioning during the recruitment process that leads to gender related discrimination. During the interview stage, avoid questioning candidate’s marital or family status, or intimate, personal matters and/or female or male descriptions of the type of work to be done.
 - Develop guideline to identify steps for gender responsive procurement.

2. Promoting Gender Parity

UNDP Turkey Country office, in line with the corporate gender parity strategy, reflects gender parity and works to create an enabling environment for both women and men and persons with other gender identities to realize their full potential and have equal opportunities to contribute to UNDP’s mission and advance within the organization in the atmosphere of dignity and respect.

As suggested within the UNDP People Strategy (2019-2021) Turkey CO works for Ensuring “the objectives of the Gender Parity Strategy (2018-2020) are fully achieved, both as they relate to representation targets as well as the quality of the working environment”²⁸. 

UNDP Turkey Country office HR strategy is based on the fact that all staff are assigned to work regardless of their age, gender, sexual orientation, gender identity, disability or any other status.

Gender parity is a target for all panels, committees and teams. The parity serves as a tool to enable women to equally participate in decision-making bodies. Besides its organizational structure UNDP Turkey also prioritizes gender parity within project

²⁸ <https://www.undp.org/content/dam/undp/library/corporate/jobs/People-for-2030.pdf>, pp. 13

implementation where applicable. The following actions are planned to be taken within the timespan of this Strategy:

- Ensure Gender parity is the constant of interview panels and recruitment processes.
- Ensure that there is at least 50% representation of women in key committees and decision-making and advisory bodies including Compliance Review Panel (CRP) and Contracts, Assets and Procurement Committee (CAP).
- Ensure gender parity/balance in the composition of the management team, enabling the participation of women managers to participate on a rotational basis
- Ensure gender parity in project implementation including selection of project staff, consultants, vendors and target groups.
- Ensure that implementing partners are well aware of the fact that UNDP, aligned with gender parity principle, encourages balance between number of men and women in project/programme implementation.

3. Gender Sensitive Approach in Programme/Project Management

The third priority area for the Gender Equality Strategy is to ensure gender responsive approach in the design and implementation of programmes and projects.

The aim is to ensure that all UNDP programmes and policies should be attentive to appointing women as agents of change and active citizens and all focus areas to more strategically identify and target the root causes of inequalities, structures of unequal power, participation and relations, and to addressing and transforming unequal norms, values and policies as well as to understand whether the development assistance of UNDP with individual projects and programmes serves to reduce gender gaps. Gender responsiveness of the implications of any planned action, including legislation, policy and plans developed under UNDP programs in all areas and at all levels should be assessed and addressed in early stages of program design and continue on to the implementation, monitoring and evaluation phases. The ultimate goal is thereby to ensure that men and women benefit equally from development interventions and gender equality is achieved.

Under the intervention areas of UNDP in Turkey, there are four different issues of development: i) Inclusive and Democratic Governance; ii) Climate Change and Environment; iii) Inclusive and Sustainable Growth; iv) Syria Crises Response and

Resilience. There are certain needs for mainstreaming gender in all intervention areas as well as gender specific interventions where severe inequalities exist and some distinctive measures specific to the needs of the specialized areas are needed.

Below are the planned actions to be taken for the improvement of gender responsive programs and projects:

- Tools and methods to guide practitioners in ensuring gender responsive implementation and monitoring processes will be developed and promoted.
- Increasing the ability to better analyze gender discrimination and inequalities as well as different needs, statuses and roles of women and men for understanding gender inequality and gendered power relations within the society.
- Develop gender sensitive communication, advocacy and dissemination strategies and implementation tools,
- Ensure gender responsive knowledge production for all projects and programmes
- Encourage creating more knowledge products on gender equality in the context of the working realms of portfolios and programmes.
- Enhance to capacity for “gender responsive reporting” as well as “reporting for gender equality” ,
- Ensure that the project, programme and portfolio level monitoring has gender indicators,
- Ensure that the TORs for Outcome Evaluations in specified fields include an assessment of gender results,
- Ensure that all knowledge products are gender sensitive,
- Increase capacity of project staff through dedicated capacity building programmes
- Promote inclusion of gender expertise in subject specific manner,
- Production and analyses of gender disaggregated data in project identification, design, implementation and evaluation stages,
- Incorporate the gender approach in the project development process,
- Prepare a basic guide to incorporate gender into project cycle,
- Ensure that all project proposals are reviewed through a gender lens at the project design stage including the involvement of Gender Advisor in pre-

Project Appraisal Committee (Pre-PAC) and Local Project Appraisal Committee (LPAC)s, (see annex 4),

- Make gender more visible in the project document format (i.e. a section within the project document body, with supportive budget etc.) and encourage gender equality mainstreaming,
- Generate replicable and scalable models towards gender equality in three portfolios,
- Establishing mechanisms and platforms for inter-portfolio synergies on gender equality.

3.1. Inclusive and Sustainable Growth

Under the topic of Inclusive and Sustainable Growth (ISG) the CO aims to address structural issues critical to national competitiveness, growth, local socio-economic development, social policies and services, and resilience-based interventions giving full focus to inclusiveness and sustainability.

An inclusive approach requires consideration of differentiated needs and interests of different gender positions. For instance, the impact of poverty is different for women than for men, or the employment opportunities have special restrictions for LGBTI people. Gender based inequalities appear to be a cross cutting issue both for regional disparities and disparities between various populations. Women and men are affected differently by crises or conflicts and their vulnerability differs due to their gender. Therefore, every UNDP action for inclusive and sustainable growth at all levels ranging from national to grassroots must include the gender approach. Advocacy for more equitable social policies, inclusive business models and community-based empowerment will be among the key aspects of inclusive and sustainable growth portfolio, building on human development, gender responsive and rights based approaches towards contributing to transformational change. The followings are aimed for mainstreaming gender into interventions in inclusive and sustainable growth:

- Incorporate the gender perspective into National Human Development Reports with a specific methodology, specialized personnel, specific chapters or sections and a budget to address gender analysis.

- Implement and monitor enabling policy suggestions for increasing women's economic empowerment and calculation of multidimensional poverty in Turkey.
- Provide better social policies and child care facilities to support economic empowerment and ensure labor force participation of women with young children.
- Introduce and implement gender equality mainstreaming tools for private sector.
- Support women's participation into relatively male dominated areas of work such as civic engineering and work with governmental institutions, private sector and professional associations to make advocacy for gender equality mainstreaming.
- Reduce development disparities in terms of human capital and public service infrastructure that leads to an uneven growth pattern across the country in which significant disparities exist between women, young men and women, urban vs. rural populations in terms of access to opportunities, affecting their participation in growth processes.
- Formulate Strategies and Plans for reducing inequalities with a gender equality approach.

3.2. Inclusive and Democratic Governance

Under the topic of Inclusive and Democratic Governance (IDG) the focus is on the advancement of governance processes and institutions that foster effective democratic governance and that are able to deliver on the public expectations for inclusiveness and participation. This objective is thematically aligned with Outcome 2.1. and 3.1. of UNDCS (2016-2020) as well as UNDP Strategic Plan's second area of work, and is guided not only by UN values, but also by the Judicial Reform Strategy and 10th National Development Plan's objectives with regards to participatory, accountable and transparent governance processes at all levels, rule of law and access to justice, fundamental rights and freedoms. Within this framework, the expected results will contribute to the followings:

- Strengthened systems for access to justice and legal empowerment of people to have their voice heard, exercise their rights, challenge discrimination or hold decision-makers accountable.

- Efficient functioning of the human rights mechanism in line with international standards.
- Enhanced anti-corruption efforts for efficient, responsive, transparent and accountable systems at local, regional and national levels.
- Strengthened accountability and open governance systems that provide effective and responsive public services to people at all levels (local, regional and national level) and in line with international standards.
- Improved border governance and management capacities, structures and means, with a view to harmonize these with the EU standards.
- Gender based discrimination and biases alleviated and awareness and sensitivity for gender equality incorporated in policies, plans and legislative frameworks.

At the heart of the work on Inclusive and Democratic Governance, there are four pillars in which women's empowerment and gender equality is both mainstreamed and a stand-alone goal:

- Rule of Law and Human Rights
- Integrated Border Management
- Women's Empowerment and Gender Equality
- Responsive and Accountable Institutions

Women's participation in decision-making and public power is the main driver for an egalitarian society in terms of gender relations and the elimination of patriarchal discriminatory power relations. Gender equality is a *sine qua non* for inclusive and democratic governance. Relatedly, interventions within the inclusive and democratic governance portfolio include strengthening National Equality Mechanisms; encouraging women's political participation; promoting laws, electoral or judicial reforms for the protection of women's human rights; lifting obstacles in the way of gender equality in access to justice and facilitating tailored and gender responsive legal aid services; and the gender equality mainstreaming of governmental bodies. The concerns of the disadvantaged and subordinated, including women in conflict situations and women who are subject to sexual and gender based violence, are specifically included in the IDG conception and design stage from the outset so that they do not fall through the cracks of reform processes. Women's perceptions of human rights and service delivery, the obstacles they face and the ways they address them are analyzed and understood, thereby preventing the risk of widening existing gaps in the field.

The following actions are planned to be taken within the timespan of this Strategy:

- Support the government capacities, especially the effective implementation of the Gender Equality Machinery at local and national levels (Ministry of Family and Social Policies, Parliament Equal Opportunities Commission for Man and Woman, local equality bodies), to translate public policies on gender equality into practice.
- Promote gender sensitive complaints handling mechanisms (National Human Rights and Equality Institution, Ombudsman, Parliament’s Human Rights Inquiry Committee, etc.).
- Support civil society in effective monitoring and advocacy of gender related policies.
- Develop technical assistance programmes addressing the preparation of gender-responsive budgeting and planning at the national and local level.
- Promote and facilitate gender and age specific access to justice mechanisms, including the design of an effective and gender sensitive legal aid system.
- Address the legal assistance needs of Syrian women and girls, including the survivors of sexual and gender based violence.
- Encourage gender mainstreaming in functioning and policies of different governmental bodies at the local, regional and national levels.
- Promote women’s participation in policy making and decision making processes at all levels.

3.3. Climate Change and Environment

UNDP Turkey’s development assistance under the topic of The Climate Change and Environment (CCE) aims to ensure the voice and participation of all stakeholders on environmental issues and enables the valuation and sharing of the benefits of ecosystem services. It focuses on strengthening the capacity to prevent and respond to environmental degradation, particularly in relation to biodiversity, forest management and chemical waste prevention and management. As stated in the UNDP Strategic plan signature solution 4 for “Promoting nature-based solutions for a sustainable planet”, addressing finance, tenure, water and land rights, with a clear understanding of the differentiated impacts, access and

contributions of women and men and also of indigenous communities will be critical.²⁹

Climate change adaptation and mitigation actions are implemented across sectors and initiatives to strengthen systems and tools for risk-centered and integrated disaster management and increase the resilience of a more equalitarian society in terms gender relations. These actions take account of differentiated gender impacts.

Owing to their gender specific needs, women and men differently effected from disasters and often women and children are among the more vulnerable groups in the face of disasters. Thus, they differently respond to and are affected from the interventions on disaster prevention.

The Chemicals and Waste Programme is also designed with respect to gender mainstreaming since levels of exposure to toxic chemicals—as well as the resulting impacts on human health are determined by social as well as biological factors. Determined by social roles, women, men, and children are exposed differently to toxic chemicals in daily life. The differences include the kinds of chemicals encountered as well as the level and frequency of such exposures. In addition, men, women, and children vary in their physiological susceptibility to the effects of exposure to toxic chemicals.

UNDP has the responsibility and the opportunity to advance the agenda on energy and gender. Yet, the relationship between poverty, environmental resources and energy shows that environmental degradation affects poor women and girl children disproportionately. The country office prioritizes the link between gender and the environment by embedding the issue in project implementation discourse as well as advocacy activities with environmental policy-making bodies.

Women’s participation in climate change and environmental sustainable solutions are essential but challenging due to their isolation from decision-making processes, lack of access to resources and trainings, and limited employment opportunities. Limited policy guidelines and established standards, are structural barriers for women to become a part of integrated solutions for climate change and environment. Such barriers are stronger for women living in rural areas.

²⁹ UNDP Strategic Plan 2018-2021, pp. 1, para: 39

In line with the UNDP Strategic plan signature solution 6 on “Strengthen gender equality and the empowerment of women and girls” CCE portfolio carries the responsibility to strengthen women’s resilience through gender-responsive and sustainable environmental policies³⁰. For gender responsive integrated solutions following actions will be undertaken:

- Ensure gender responsive perspective within the project team through providing in-house capacity building trainings.
- Ensure gender equality at all project level decision making processes.
- Ensure gender equality and women’s participation during the implementation of project activities in events, workshops, trainings etc.
- Encourage gender responsive decision making processes at the national and local level through increasing women’s literacy in environment and encouraging women’s participation.
- Support governmental organizations for including gender equality into environmental policies, plans, and programs, in line with UNDP gender equality strategy.
- Development of management plans at protected areas with a gender responsive approach at the local level.
- Provide training for local communities with special focus on women to gain technical capacity on maintaining solar panels.
- Prioritize women for micro-grants for starting up small businesses on ecotourism and non-timber forest products.
- Provide technical and administrative trainings for women initiatives to run photovoltaic power plants at forest villages.
- Build public agency capacities to produce environmental statistics with gender approach and sex disaggregated data.
- Prepare and disseminate case studies on gender sensitive environment and climate change solutions to enhance policy guidelines and standards.
- Initiate gender focused research revealing socio-economic profiles of forest villagers to enhance policy on financial support to forest villages.
- Integrate adverse effects of chemicals on women into public awareness documents.

³⁰ UNDP Strategic Plan 2018-2021, pp. 15, para: 41

- Conduct a gender impact assessment study for GEF POPs Legacy Elimination and POPs Release Reduction Project.

3.4. Syria Crises and Resilience Response:

As mentioned above, the Syria war has had considerable effects in South East Anatolia. The forced migration and the traumatic consequences of war created devastating effects on both migrants and host communities. These effects vary with respect to gender, sexual orientation, age and disability. Service delivery in terms of gender equality for increasing numbers of Syrian population in Turkey is a strong challenge considering that 75% of the Syrian refugees are women and children. Syrian refugee women and girls have barriers to access basic services (such as education, decent work, health services, justice, etc.). In some cases, they are exposed to forced labor, abusive work, or sexual harassment. Additionally, especially LGBTI people, women and children become vulnerable to human trafficking.

Refugee influx is closely related to providing equal opportunities for everyone and building peace for all globally. Yet, at the same time, it becomes a national and developmental issue for host communities. Thus it needs to be considered within a human development approach. More medium and long term interventions should be taken to increase the social, economic and environmental resilience of societies, in which social stability is secure with a gender sensitive perspective. Only within a resilient society can the humanitarian response be fully achieved. Interventions introduced to overcome the situation within the region should go beyond humanitarian response. UNDP finds it crucial to build socio-economical and infrastructural systems that are able to respond to the crisis.

UNDP in Turkey makes interventions in 3 areas of the Regional Refugee and Resilience plan: (1) livelihoods, (2) basic needs and (3) protection. Under these headings UNDP in Turkey concentrated on medium and long term interventions to strengthen resilience of communities. The refugee crisis and the resilience response is structured as a cross cutting program under all portfolios.

The program is targeting the below mentioned activities for concrete steps.

- Provide better services through supporting infrastructures of the municipal service areas such as waste management, transportation, housing etc. with a gender responsive approach.

- Empowerment of survivors through increasing employability of the refugees, providing vocational trainings, creating new job opportunities including women.
- Ensure better protection of gender based violence survivors through providing legal aid and better access to justice.
- Support development and implementation of national and local plans and ensure the gender responsive approach.

4. Partnership and Collaboration

The fourth priority area for UNDP Turkey's Gender Equality Strategy is to develop effective partnerships and collaboration at different levels and with different actors in the field of gender equality. As mentioned within the UNDP strategic plan for 2018-2021 "The work of UNDP in 170 countries around the world is anchored in diverse and effective partnerships, which are vital to our two critical roles at country level: (a) as an integrator across policy, programmatic and organizational silos; and (b) as an operational backbone for the United Nations and other partners" ³¹. In addition to the emerging importance of developing new approaches and methods to better respond to the needs and demands of the countries and to increase the ability to operate with more agile, innovative, and responsive approaches were promoted by the UNDP administrator in the scope of next generation way of working within UNDP³². Those needs and responses are also closely linked with partnerships and collaboration. In that respect, responding to this new way of working in UNDP at global level, in 2019, CO strengthened its integrator offer of SDG policy solutions through innovation as per the Strategic Plan and signature solutions. In practice, the integrator function of the CO will offer specific interventions on SDG thinking; delivery; investment and knowledge collaboration. In terms of SDG thinking, the Business for Goals (B4G) Platform being the first collective action of private sector to promote SDGs and establish partnerships will execute research, studies and dialogues to transform the private sector's role from the conventional approach of supporting the economic

³¹ UNDP Strategic Plan 2018-2021, pp 8, para: 10.

³² Achim Steiner statement on "Building the Next Generation UNDP: SDG Accelerator Labs", 4 December 2018.

development to more inclusive and elaborated public private partnerships for the achievement of SDGs. UNDP's engagement to deliver innovative results on SDGs has been facilitated through the SDG Accelerator Lab. One of the main roles that the Country Office must play is to build a strong policy dialogue. For gender equality, creating a common understanding that is based on a strong policy dialogue between different stakeholders including international, national governmental and non-governmental bodies is essential. UNDP in Turkey has vast experience and a privileged position to bring different stakeholders together and promote national consensus efforts in Turkey.

In order to achieve strong gender equality results, it is important to develop a participatory approach and to partner and cooperate with a broader range of stakeholders. In accordance with the Gender Equality Strategy of UNDP which states that achieving progress on gender equality requires working with others within the UN system, including UN Women, as well as with civil society and the private sector, UNDP CO is well aware of the importance of partnerships and collaboration within different levels.

To be able to understand and analyze gender based discrimination, inequalities and patriarchal power relations and to be able to introduce the most appropriate practice, it is essential to work in close relationship with all the counterparts including different portfolios within the UNDP CO, as well as with other UN agencies, local regional and central governmental units, academia, think tanks and civil society organizations.

Effective partnership and collaboration with different stakeholders is required to realize UNDP's role as a facilitator of dialogue on gender equality in the country and a promoter of gender in national and regional meetings through programs supported by UNDP. Advocacy activities to create national consensus for gender equality, whilst integrating the government, civil society organizations, academy, other coordination agencies and international bodies is also a crucial aspect of this collaboration.

4.1. Within UNDP

UNDP CO works for gender equality with a holistic approach which requires collaboration. The Gender Equality Strategy calls for a process in which different portfolios communicate more effectively, share experience, create a relationship and synergies that is based on mutual empowerment rather than competition.

The Gender Seal process and the CO action plan is also a cross-cutting issue among portfolios. Thus it encourages and strengthens inter agency solidarity. A shift from an issue based approach towards a more transformative approach requires to be a part of a broader political standpoint. The CPD commits that UNDP will build and benefit from synergies among different programme components.

To strengthen collaborative work within UNDP, the following actions are planned to be taken within the timespan of this Strategy:

- Provide platforms for experience sharing, consciousness raising and peer to peer learning on gender sensitive programming and implementation
- Initiate gender related experience-sharing and learning platforms to increase the capacity of the project and program staff on gender analysis
- Enhance the capacity of the staff on conflict resolution from gender equality perspective
- Enhance collaboration and cooperation between different clusters and portfolios in order to increase gender related impact of UNDP interventions
- Develop inter-portfolio and inter-cluster initiatives on gender equality and women's empowerment

4.2. With Other UN Agencies

Partnership within the United Nations system has shown great value in addressing crosscutting challenges. As Stated within the UNDP Strategic Plan 2018-2021, it is essential to “work with ILO, UNFPA, UN-Women and other agencies to develop interventions to reform discriminatory laws, institutions and policies”³³. Supporting gender equality and women's empowerment offers vast opportunities for the United Nations system to work collectively. Essential for collective success is the development of effective leadership and accountability, which requires strengthened partnerships, joint programming and adequate and predictable resources.

At the global and national level, there exists a fruitful cooperation among United Nations agencies in joint gender mainstreaming initiatives. Activities have been undertaken in capacity development, policy coordination and operations support at the country level. The United Nations Development Cooperation Framework is an important opportunity to strengthen this collaboration and coordinate the

³³ UNDP Strategic Plan 2018-2021pp. 15, para:41.

monitoring of the impact of those efforts. Those initiatives have been turned into a commitment with the common chapter of the UNDP Strategic Plan for 2018-2021 which starts with the following statement: “We — the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) — commit to working better together, characterized by stronger coherence and collaboration”³⁴. Within the common chapter one of the 6 key areas of collaboration is stated as “Achieving gender equality and the empowerment of women and girls”.

In line with those global commitments UNDP in Turkey prioritize the importance of working in collaboration with other UN agencies in order to benefit from their expertise to eliminate the different dimensions of gender-based discrimination and its social, political and economic results. UNDP is the leading UN agency that has a broad mandate on development within a holistic and inclusive approach. This increases and widens its impact both geographically and contextually. In this respect UNDP’s partnership with other UN agencies most of whom have focused mandates would enable them to disseminate their interventions. On the other hand, this strategy highlights the importance of working in a close relationship with UN agencies and mainly UNWomen which is the primary coordinating agency in other UN agencies’ interventions on gender equality and women’s empowerment. To that end UNDP Turkey CO prioritizes joint programming among various bodies to avoid scattering resources, and enhance the impact of our gender interventions along with the UNDP’s prominent role in empowering inter-agency coordination mechanisms in each country office. With respect to such priority, the collaboration with other UN agencies should entail the following:

- Share information on the collaborative works within other UN agencies by relevant staff
- Develop at least one joint programme/initiative with other UN Agencies, particularly with UN Women, UNFPA, FAO and ILO on women’s empowerment and gender mainstreaming

³⁴ UNDP Strategic Plan 2018-2021 *Working together to support implementation of the 2030 Agenda Common chapter to the Strategic Plans of UNDP, UNICEF, UNFPA and UN-Women*, pp 3.

- Active participation to the work of UN Results Group on Gender and organize joint events/initiatives to enhance awareness on gender equality and cooperation with women’s movements at local and national level
- Facilitate coordination among donors operating in the country and the region to ensure synergies on gender equality and women’s empowerment related interventions.
- Ensure gender mainstreaming in UN Results Groups on Democracy and Human Rights and Inclusive Growth, in which UNDP chairs

4.3. With Governmental Bodies

As a key actor for gender equality, UNDP in Turkey has the trust and confidence of many government institutions, such as development agencies, line ministries and local authorities and the Parliament. This trust is rely on its longstanding record of success in development programmes and developing capacities of government bodies. It also has institutional knowledge and experience with a number of good practices to draw on. UNDP in Turkey prioritizes gender responsive development planning and implementation and supports governmental institutions in this respect.

UNDP’s Gender Equality Strategy highlights the role of advocacy and mentions the links between advocacy and promotion of gender equality and women’s empowerment. In line with the corporate gender Equality strategy, CO strategy also the prioritize advocating for women’s and girls’ equal rights, combatting discriminatory practices and challenging the roles and stereotypes that affect inequalities and exclusion. The relationship between UNDP in Turkey and governmental bodies and existing gender equality machinery within the country is essential for efficient advocacy for gender equality. Accordingly, collaboration with Governmental bodies should aim for the following:

- Encourage the definition of a gender equity agenda in the office, reflecting the priority areas of work on gender for UNDP, and therefore its main points of negotiation to discuss gender in the country’s policy dialogue.
- Organize high level meetings with the National Gender Equality Machinery as well as line ministries including but not limited to the Ministry of Development, the Ministry of Justice, the Ministry of Defense, the Ministry of Environment and Urbanization to agree on enhanced cooperation on

gender related issues and strengthen UNDP contribution to national documents on gender equality.

- Give information to governmental bodies about UNDP Turkey CO gender equality strategy reflecting the priority areas of UNDP’s work in the field.
- Foster improvement of a gender sensitive complaints mechanism in the Ombudsman Institution and National Human Rights and Equality Institution.
- Support the National Gender Equality Machinery in fulfillment and enforcement of international commitments and conventions, through interventions for the development of necessary legislation and implementation of CEDAW and the Istanbul Convention.
- Promote ratification of those conventions involving gender equality that have not yet been ratified by Turkey.
- Support the Government in implementation and report to the international monitoring mechanisms on gender equality, mainly the CEDAW

4.4. With Civil Society Organizations

Bearing in mind that “Civil society plays many important roles in support of the 2030 Agenda, from advocacy and planning to implementation, monitoring and accountability, UNDP will continue to partner with and advocate for the inclusion of civil society”³⁵ as suggested by the UNDP Strategic Plan for 2018-2021.

UNDP Strategy on Civil Society and Civic Engagement (2012) provides UNDP with a framework for both empowering and engaging with civil society. According to this: “UNDP should work with civil society organizations which explicitly and intrinsically recognize and practice commitment to internationally recognized human rights principles.... The engagement with civil society actors and organizations should be based on their independence (from domestic and foreign governments), accountability to their constituents and their effectiveness as agents of positive social change, from the perspective of poor and other disadvantaged groups”³⁶. UNDP Strategy on Civil Society and Civic Engagement finds essential to build greater strategic engagement with and support to women’s

³⁵ UNDP Strategic Plan for 2018-2021, pp 9, Para: 17.

³⁶ UNDP Strategy on Civil Society and Civic Engagement (2012), pp.8
http://www.undp.org/content/dam/undp/documents/partners/civil_society/publications/2012_UNDP_Strategy-on-Civil-Society-and-Civic-Engagement_EN_final.pdf

networks and institutions. To that end, within the strategy it is mentioned that UNDP must facilitate women's organizations' access to policy-making at national and international levels through its global policy services, national programmes and projects.

UNDP in Turkey gives priority to build its relationship with civil society and benefit from their knowledge and expertise as well as experiences. UNDP's Gender Equality Strategy points out the importance of partnering and collaborating with NGOs working in the field of gender equality and women's empowerment and civil movements to bring gender equality into policy (UNPD SP outcome 2). There should be a reciprocal relationship between NGOs and UNDP, meaning not only as grantees or implementing partners but also as sources of reference. For an inclusive and democratic implementation which enables women's participation and gender mainstreaming within different implementation areas of UNDP including climate change and environment, it is crucial to include NGO perspectives which allow us to reach not only the visible problems but also reach and identify the less visible problems of the society. In this respect, experiences and expectations of the rights based NGOs are sources of information for UNDP. In this sense, collaboration with relevant NGOs should aim for the following:

- Strengthen engagement with women's organizations within the scope of different projects.
- Support NGOs that are active on gender and women's human rights as implementing partners.
- Create strategic dialogue with and advocacy among women's organizations through regular meetings and consultancy.
- Create strategic dialogue and advocacy with rights based organizations to mainstream gender within their activities and developmental issues.
- Ensure the participation of related NGOs for key committees.
- Establish a civil society advisory committee that will be consulted in the design and implementation of development projects.
- Exchange knowledge and experience as well as expectations of NGOs while developing project concepts, needs assessments and situation analyses.

4.5. With Academia

UNDP in Turkey well recognizes the importance of academic knowledge and the value of strong collaboration with researchers, academics, and academic units. In this regard UNDP Turkey intends to build connections with gender and women's studies departments. To fulfill the responsibility of creating relevant information as the baseline of development interventions, the support received from academics play a significant role. Only with the help of such information, knowledge and baseline data will it be possible to create targeted interventions for humanitarian, inclusive and sustainable development. In this sense, collaboration with academia should entail the following:

- Create strategic dialogue and advocacy with relevant departments and academics through regular meetings and consultancy.
- Ensure the coordination and dialogue with relevant departments and academics for the preparation of National Human Development Reports.
- Ensure the participation of academics who can bring the gender equality concern into question and guide the team for key committees, advisory boards, steering committees etc.
- Strengthen gender analysis and fulfill the need for gender related information within a specific area of intervention, refer academic studies and academics while developing project concepts, needs assessments and situation analyses.

4.6. With Communities

Although civil society organizations and the academia provide dated and relevant information about UNDP CO's field of intervention, they also act as agents of information and change. As it is suggested within the *Thematic Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment (2008-2013)* UNDP CO avoids framing women only in the context of **vulnerability**. **Instead for all processes of** programming and policies the CO approach is towards defining **women as agents** and active citizens.

In addition, to build resilient societies both socio-economically and environmentally, it is crucial to catalyze people's engagement into and build social consent for any interventions introduced by UNDP. Especially for the intervention

concerning forced migration and displaced people, gender responsive engagement of communities will be a vehicle to build social peace and help resolve the problems that appear within both migrants and host communities. In this sense, collaboration with communities should entail the following:

- Build stronger cooperation and direct partnership with local stakeholders such as GAP RDA and Multi-Purpose Community Centres (ÇATOM) to reach people's actual needs and engagement.
- Transfer women's experience and knowledge for nature conservation and environment protection projects.
- Enable women to share their experiences and expectations and initiate participatory mechanisms within project development and implementation processes.
- Encourage and enable women migrants and refugees' active participation within project implementation in order to develop the most appropriate actions.
- Encourage the replication of neighborhood mobilization models that UNDP has developed in Turkey to enhance the participation of grassroots women in decision making processes.

4.7. With Private Sector

Based on UNDP's Strategic Plan, its medium-term priorities and its Annual Business Plans, the goal of UNDP's has a corporate strategy on working with private sector is to advance sustainable human development by deepening engagement with the private sector and supporting appropriate inclusive market-based solutions and approaches. In doing so, UNDP prioritizes integrating the three pillars of sustainable development i.e. economic growth, social development and environmental sustainability. The strategy also pays attention to inclusion and equity, with a clear emphasis on gender equality and supporting women's economic, political and social empowerment³⁷.

³⁷ UNDP Strategy for Working With Private Sector, 2012, pp. 10
<http://www.undp.org/content/dam/undp/library/corporate/Partnerships/Private%20Sector/UNDP-Private-Sector-Strategy-final-draft-2012.pdf>

For UNDP in Turkey, taking gender into consideration is the main issue of concern while working with the private sector.

Such an approach puts gender equality into the agenda of Private sectors. In this sense, collaboration with the private sector should entail the following:

- Develop private sector led prototypes for inclusive and sustainable economic growth in the services and manufacturing sectors that will benefit gender equality mainstreaming.
- Contribute to long-term transformational change for gender sensitive organizational structure of the private sector through gender mainstreaming studies.
- Enable women’s participation within non-traditional sectors of the private sector through gender mainstreaming activities.
- Ensure effective coordination with the work of the UN Global Compact to mainstream gender equality in private sector.

Monitoring and Evaluating The Gender Equality Strategy

The strategy at hand sets the main principles and priority areas of UNDP in Turkey. Thus it builds the basis for which gender evaluation of the Programmes will be held in the coming operation period. The evaluation will also reveal the level of implementation of the Gender Equality Strategy 2017-2020 and provide the CO a baseline. The gender evaluation will be repeated once in CPD implementation period.

Such an evaluation will serve as a baseline for drafting subsequent gender equality and mainstreaming policies and strategies, at UNDP in Turkey. Aligned with the CPD, the strategy at hand is to be referred to any reporting and monitoring bodies, including Gender Steering and Implementation Committee (GISC) and ROAR.

Within the country office the “gender related experience sharing process” will be the executing agency for the strategy. (see annex 2).

In addition, progress towards achieving the results of the Gender Equality Strategy will be measured through semi-annual reports against the objectives and activities specified under each objective and summarized within the activity plan by the Gender Equality Focal Team and will be shared with the whole country team. The

report will be submitted to the Country Director and actions for improvement in several areas will be identified in consultation with the staff.

ACTIVITY PLAN:

OBJECTIVE 1. Building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas	
Building capacity	<ul style="list-style-type: none"> - Evaluate the capacity of staff in terms of gender equality and gender sensitivity through a capacity assessment tool to be developed. - Conduct continuous capacity development and awareness raising sessions on Gender mainstreaming to all UNDP Turkey CO Staff. - Provide at least 10% of learning budget earmarked for gender related trainings. - Make existing tools such as Gender Equality Strategy 2013-2017 more effectively used, understood and accepted through the establishment of platforms for exchange of views and experiences at UNDP Regional and HQ level.
Establishing effective and inclusive gender equality body within the CO structure	<ul style="list-style-type: none"> - Rotate membership of gender equality focal team as a mechanism to enhance the entire staff's collective responsibility for the process of gender mainstreaming. - Define gender related activities as a performance criteria and ensure that PMDs (or Performance Evaluation reports for SC holders) for GFT members reflect their dedicated gender-related work
Providing an enabling work environment	<ul style="list-style-type: none"> - Prepare relevant guidelines to build a gender sensitive work environment such as non-sexist language manual. - Promote work ethics and code of conduct with the active engagement of the staff association to ensure an enabling environment for all staff to have honest and open discussion at all levels. - Assign a man and a woman among staff as focal points for any case of harassment. Notify all staff on policy on prevention of workplace harassment, sexual harassment and abuse of authority. Ensure all staff have completed sexual harassment and abuse of authority online courses, and monitoring of their implementation by HR. - Organize an event to present work life policy for all staff in order to ensure the effective implementation of the policy. Organize a meeting on work life balance policy with staff association. Conduct a survey for staff to assess their level of understanding and perception on work-life balance.
Recruiting people who are respectful for and confident in gender equality issues	<ul style="list-style-type: none"> - Introduce and adopt gender sensitive recruitment processes, integrated to all terms of references, including the ones that are not exclusively for gender-related positions, respect to human's rights and anti-discriminatory behavior as well as basic gender knowledge are required. (See annex 2). - Develop/update the guideline for interviews to prevent any action or questioning during the recruitment process that leads to gender related discrimination. During the interview stage, avoid questioning candidate's marital or family status, or intimate, personal matters and/or female or male descriptions of the type of work to be done.

OBJECTIVE 2. Promoting gender parity and creating an enabling environment for both women and men to realize their full potential	
	<ul style="list-style-type: none"> - Ensure gender parity is the structure of interview panels within the recruitment processes. - At least 50% representation of women in key committees and decision-making and advisory bodies including CRP and CAP. - Ensure gender parity/balance in the composition of the management team, enabling the participation of women managers to participate on a rotational basis. - Ensure gender parity in project implementation including selection of project staff, consultants, vendors and target groups.
OBJECTIVE 3. Ensure gender responsive implementation to achieve better results addressing the above mentioned gender inequalities related with inclusive and sustainable growth, inclusive and democratic governance, climate change and environment, Syria crises response and social stability.	
Ensure better gender analysis	<ul style="list-style-type: none"> - Incorporate the gender approach in the project development process. - Prepare a basic guide to incorporate gender into project cycle. - Ensure that all project proposals are reviewed through a gender lens at the project design stage including the involvement of the Gender Advisor in pre-PAC and LPACs.
Strengthen human resources with gender competency	<ul style="list-style-type: none"> - Promote inclusion of gender expertise in subject specific manner. - Increase capacity of project staff through dedicated capacity building programmes (i.e. practical training workshops on gender analysis and gender responsive activity design etc.)
Gender responsive communications and knowledge production for all projects and programmes	<ul style="list-style-type: none"> - Develop gender sensitive communication, advocacy and dissemination strategies. - Ensure that all knowledge products are gender sensitive. - Make gender more visible in the project document format (i.e. a section within the project document body, with supportive budget etc.) and encourage gender equality mainstreaming. - Production and analysis of gender disaggregated data in project identification, design, implementation and evaluation stages.
Monitoring and evaluation of all projects and programmes	<ul style="list-style-type: none"> - Improve tools for gender responsive reporting. - Ensure that the project and portfolio level monitoring (ROAR) have gender indicators. - Ensure that the TORs for Outcome Evaluations in the specified field include an assessment of gender results.
Integrated approach and cross practices	<ul style="list-style-type: none"> - Generate replicable and scalable models towards gender equality in three portfolios. - Establish mechanisms and platforms for inter-portfolio synergies on gender equality.

<p>Gender responsive approach in Inclusive and Sustainable Growth</p>	<ul style="list-style-type: none"> - Incorporate the gender perspective into National Human Development Reports with a specific methodology, specialized personnel, specific chapters or sections and a budget to address gender analysis. - Implementation and monitoring of enabling policy suggestions for increasing women's economic empowerment and measurement of multidimensional poverty in Turkey. - Reduce development disparities in terms of human capital and public service infrastructure that lead to an uneven growth pattern across the country where significant disparities exist between women, young men and women, urban vs. rural populations in terms of access to opportunities, affecting their participation in growth processes. - Formulate Strategies and Plans for reducing inequalities with a gender equality approach. - Provide better social policies and child care facilities to support economic empowerment and ensure labor force participation of women with young children. - Introduce and implement gender equality mainstreaming tools for private sector. - Support women's participation into relatively male dominated areas of work such as civic engineering and work with governmental institutions, private sector and professional associations to make advocacy for gender equality mainstreaming.
<p>Gender responsive approach in Inclusive and Democratic Governance</p>	<ul style="list-style-type: none"> - Support government capacities, especially the Gender Equality Machinery at local and national levels (Ministry of Family and Social Policies, Parliament Equal Opportunities Commission for Man and Woman, local equality bodies), to translate public policies on gender equality into practice. - Promote gender sensitive complaints handling mechanisms (National Human Rights and Equality Institution, Ombudsman, Parliament's Human Rights Inquiry Committee, etc.). - Support civil society in effective monitoring and advocacy of gender related policies. - Develop technical assistance programmes addressing the preparation of gender-sensitive budgeting and planning at the national and local level. - Promote and facilitate gender and age specific access to justice mechanisms, including the design of an effective and gender sensitive legal aid system. - Address the legal assistance needs of Syrian women and girls, including the survivors of sexual and gender based violence. - Encourage gender mainstreaming in functioning and policies of different governmental bodies within local, regional and national levels.
<p>Gender responsive approach in Climate Change and Environment</p>	<ul style="list-style-type: none"> - Ensure gender equality at all project level decision making processes. - Ensure gender equality and women's participation in the implementation of project activities in events, workshops, trainings. - Encourage gender responsive decision making process at national and local levels. - Support governmental organizations to include gender equality into environmental policies, plans, and programs, in line with the UNDP Gender Equality Strategy.

	<ul style="list-style-type: none"> - Development of management plans at protected areas with a gender responsive approach at the local level. - Provide training for local communities with special focus on women to gain technical capacity on maintaining solar panels. - Prioritize women for micro-grants for starting up small businesses on ecotourism and non-timber forest products. - Provide technical and administrative trainings for women initiatives to run photovoltaic power plants at forest villages. - Build public agency capacities to produce environmental statistics with a gender approach and sex disaggregated data. - Prepare and disseminate case studies on gender sensitive environment and climate change solutions to enhance policy guidelines and standards. - Initiate gender focused research revealing socio-economic profiles of forest villagers to enhance policy on financial support to forest villages. - Integrate adverse effects of chemicals on women into public awareness documents. - Conduct a gender impact assessment study for GEF Persistent Organic Pollutants (POPs) Legacy Elimination and POPs Release Reduction Project.
<p>Gender responsive interventions concerning in Syria Crises Response and Social Stability</p>	<ul style="list-style-type: none"> - Provide better services through supporting infrastructures of the municipal service areas like waste management, transportation housing etc. with a gender responsive approach. - Empowerment of the survivors through increasing employability of the refugees, providing vocational trainings, creating new job opportunities including women. - Ensure better protection of the gender based violence survivors through providing legal aid and better access to justice. - Support development and implementation of national and local plans and ensure the gender responsive approach.
<p>OBJECTIVE 4. Provide a road map to strengthen partnership and collaboration in the field of gender equality and women's empowerment</p>	
<p>Partnership and collaboration within UNDP</p>	<ul style="list-style-type: none"> - Provide platforms for experience sharing and consciousness rising on the role and importance of gender responsive approach and learning from each others experiences of developing gender sensitive implementation - Initiate gender related experience-sharing meeting to increase the capacity of gender analysis of the project and program staff through awareness rising and learning from their own experiences as development professionals. - Our capacity of problem solving and gender responsive approach is increased. - Enhanced collaboration and partnership between different clusters and portfolios - Develop inter-portfolio and inter-cluster initiatives.

	<ul style="list-style-type: none"> - Identify Intersecting issues within the different portfolios, clusters as well as projects in terms of both target groups and interventions concerning gender equality.
Partnership and collaboration with other UN agencies	<ul style="list-style-type: none"> - Share information about the collaborative works within other UN agencies with relevant staff. - Develop at least one joint programme with other UN Agencies, particularly with UN Women, UNFPA, FAO and ILO on women's empowerment and gender mainstreaming. - Active participation to the work of UN Results Group on Gender and organize joint events/initiatives to enhance awareness on gender equality and cooperation with women's movements. - Facilitate coordination among donors operating in the country and the region. - Ensure gender mainstreaming in UN Results Groups for Human Rights and Inclusive Growth.
Partnership and collaboration with governmental institutions	<ul style="list-style-type: none"> - Encourage the definition of a gender equity agenda in the office, reflecting the priority areas of work on gender for UNDP, and its main points of negotiation to discuss gender in the country's policy dialogue. - Organize high level meetings with the National Gender Equality Machinery as well as with line ministries including but not limited to the Ministry of Development, the Ministry of Justice, the Ministry of Defense and the Ministry of Environment and Urbanization to agree on enhanced cooperation on gender related issues and strengthen UNDP's contribution to national documents on gender equality. - Give information to governmental bodies about UNDP Turkey CO Gender Equality Strategy reflecting the priority areas of work on gender equality for UNDP. - Foster improvement of a gender sensitive complaints mechanism in the Ombudsman Institution and NHREI. - Support the National Gender Equality Machinery in fulfillment and enforcement of international commitments and conventions, through interventions in development, necessary legislation and implementation regarding CEDAW and Istanbul Convention. - Promote ratification of conventions involving gender equality that have not yet been ratified by countries.
Partnership and collaboration with NGOs, CSOs and other civil bodies	<ul style="list-style-type: none"> - Strengthen Engagement with women's organizations within the scope of different projects. - Support NGOs that are active in gender and women's rights as implementing partners. - Create strategic dialogue and advocacy with women's organizations through regular meetings and consultancy. - Create strategic dialogue and advocacy with rights based organizations to mainstream gender within their activities and developmental issues. - Ensure the participation of related NGOs to key committees. - Establish a civil society advisory committee that will be consulted in the design and implementation of development projects. - Refer to the knowledge and experience as well as expectations of NGOs while developing project concepts, needs assessments and situation analyses.

Partnership and collaboration with academia	<ul style="list-style-type: none"> - Create strategic dialogue and advocacy with relevant departments and academics through regular meetings and consultancy. - Ensure the coordination and dialogue with the relevant departments and academics for the preparation of National Human Development Reports. - Ensure the participation of academics who can bring the gender equality concern into the agenda and guide the team for key committees, advisory boards, steering committees etc. - Strengthen the gender analysis and fulfill the need for gender related information within a specific area of intervention, refer to academic studies and academics while developing projects concepts, needs assessments and situation analyses.
Partnership and collaboration with communities	<ul style="list-style-type: none"> - Build stronger cooperation and direct partnership with local stakeholders such as GAP RDA and ÇATOM's to reach people's actual needs and engagement. - Refer women's experience and knowledge for nature conservation and environment protection projects. - Enable women to share their experiences and expectations; initiate participatory mechanisms within project development and implementation processes. - Encourage and enable women migrants and refugees' active participation in project implementation in order to develop the most appropriate actions. - Encourage the replication of neighborhood mobilization models that UNDP has developed in the context of Turkey to enhance the participation of grassroots women in decision making processes.
Partnership and collaboration with private sector	<ul style="list-style-type: none"> - Development of private sector led prototypes for inclusive and sustainable economic growth in the services and manufacturing sectors that will benefit gender equality mainstreaming. - Contribute to long-term transformational change for gender sensitive organizational structures of the private sector through gender mainstreaming studies. - Enable women's participation within non-traditional sectors of the private sector through gender mainstreaming activities. - Ensure effective coordination with the work of UN Global Compact to mainstream gender equality in private sector.

Annex 1. UNDP Turkey Gender Equality Seal Initiative (2015-2016)

1. Gender Equality Focal Team Terms of Reference

Purpose of the Gender Focal Team

The Gender Equality Focal Team (GFT) has a primary role of ensuring that an effective gender mainstreaming mechanism is in place in a country office. The Gender Equality Focal Team will assist with the coordination of the office gender initiatives, provision of strategic leadership and management, advocacy, policy support and capacity enhancement, resource mobilisation, planning, programming and gender budgeting to ensure gender equality and women's empowerment are achieved.

The Gender Equality Focal Team will also promote organizational learning at individual and work unit levels on how to practically and effectively mainstream gender into policies, programmes, operations and structures of UNDP Turkey country office and the implementing partners within the framework of existing programmatic support.

Composition

The composition of the Gender Equality Focal Team is 7 members drawn from the Country Office Staff/Units. The GFT is multidisciplinary and include staff members from both operations, programme and communication teams. The Human Resources Associate is a natural member of GFT and in charge of monitoring and evaluation and/or accountability.

The Gender Equality Focal Team is chaired by Country Director as this is also a requirement of the UNDP Gender Equality Strategy 2014-2017.

Summary of duties and responsibilities

The specific tasks of the Gender Equality Focal Team will be:

- To coordinate, guide and facilitate the development and/or implementation of the Office gender equality strategy, and its plan of action.
- To ensure that all Units report regularly in relation to the implementation of intended actions indicated in the Gender Strategy action plan and that relevant reports of senior managers, including RBM ones, includes adequate and concise information on progress on the country office work on gender. The GFT will ensure that a gender sensitive monitoring and evaluation plan is implemented and will recommend improvements when necessary.

- To provide guidance and closely coordinate with the learning focal point for systematic orientation and learning of all UNDP staff and implementing partners on gender mainstreaming to enhance their capacity to fully integrate gender dimension in policies, programs and projects.
- To promote that programme managers share their work when appropriate with community of practices knowledge platforms.
- To support the Human Resource unit and senior managers in ensuring workplace policies such as sexual harassment and work life are implemented and staff members are aware of these policies.
- To work with HR unit to ensure gender sensitive recruitment processes and gender parity is promoted at all levels.
- To promote and ensure that partnerships as defined in the country office Gender Equality Strategy are implemented with government, gender machinery, key line ministries and civil society organizations (in particular women's organizations).
- To strengthen the gender dimension of inter-agency activities and promote gender networking between government, UN agencies and civil society organizations.
- To ensure the monitoring for adequate integration of gender perspective in programmes and projects, and gender screening in PAC processes is well followed by staff responsible for these tasks.
- To monitor the Gender Marker, promoting its use and ensuring an improvement of the gender Marker scores in the Country Office.

Implementation of action Plan

- The Gender Equality Focal Team should be guided by an action plan specifying activities and responsibilities of each member regarding the above mentioned tasks and responsibilities.
- The Gender Equality Focal Team will hold meetings at least every three weeks to update on progress, share experiences and plan activities. The chairperson/facilitator of the team could call additional meetings to address emerging issues.
- The chairperson/facilitator will brief the senior management meetings every three months to update the management committee and raise gender issues that need attention. Update on the implementation of the strategy will also be included at the Country Office retreats.

2. Code of Conduct for Gender Seal Focal Team

This document is prepared to set norms and principles for the Gender Seal Focal Team (GFST) members, as a complementary to the team's Terms of Reference (ToR). These norms and principles are collectively discussed and agreed in the first meeting of the second phase of Gender Equality Seal Program on 25 November 2015.

GSFT have agreed to meet in every two weeks and organize subgroup meetings when necessary upon the observance of principles below:

Be democratic and open:

- Adopt democratic rules in your leadership within the team
- Actively listen to your teammate
- Give value to your teammates' contribution
- Encourage your teammates to share their ideas
- Encourage bringing in different opinions to the discussion
- Ensure open discussion
- Actively engage with the colleagues in the Office; tell what you are doing in the GFST

Share the work equally and take responsibility

- Each team members facilitates a meeting in rotation
- The facilitator ensures democratic participation based on the above-mentioned principles
- Notes for each meeting is taken by a team member in rotation
- A summary of discussions and agreements is put in writing and shared
- The facilitator of the next meeting is decided at the end of each meeting

Do care and do respect

- Respect your teammate and care for him/her
- Respect each other's work and time
- Inform the team about your participation or reasons for absence for meetings
- Be cautious to set a fair work share
- Be well prepared before the meeting
- Timely respond and pay attention to the needs and requirements of your teammates
- Empower each other through sharing experience and knowledge mutually.
- Share selected and targeted information with your team
- Report each of your activity related with gender equality seal and gender mainstreaming

Annex 2. Gender Related Experience Sharing Meetings: Concept Note

Main objective:

The objective of the Gender related experience-sharing meeting is to increase the capacity of gender analysis of the project and program staff through awareness rising and learning from their own experiences as development professionals.

Specific objectives:

- Experience sharing and Consciousness rising on the role and importance of gender responsive approach
- Learning form each others experiences of developing gender sensitive implementation
- Create a Discussion platform for the gender responsive budgeting of the projects and programmes

Expected results:

- Our capacity of problem solving and gender responsive approach is increased.
- Collaboration and partnership between different clusters and portfolios are enhanced.
- Inter-portfolio and inter-cluster initiatives are developed.
- Intersecting issues within the different portfolios, clusters as well as projects in terms of both target groups and interventions are defined.

Target Group:

- Field staff
- Project associates
- Cluster Leads
- Portfolio Admins
- Portfolio Managers

Methodology:

The GRES meetings will follow 4 steps. Those steps will be repeated annually. It is important to situate the meetings as a traditional part of project. In this connection GRES is expected to be included by the project cycle SOP of the country office.

Step 1 – Meeting: Identify projects for GRES with portfolio managers and cluster leads

Step 2 – Workshop: Share experience among projects on GE with project staff

Step 3 – Workshop: Identify commons between projects in terms of GE with project staff and cluster leaders

Step 4 – Meeting: GE actions to be monitored, portfolio managers and portfolio administrators.

Annex 3. Gender-Sensitive Guidelines for Recruitment and Selection of Candidates: Assessment of Gender-Related Competencies

1. Objective:

As part of the recruitment and selection process, UNDP uses a **competency-based interview** technique process to assess the candidates. Such interviews are based on the concept that past behavior and experience is the best indicator of future performance. During the recruitment phase, the competencies that a suitable candidate should possess are determined by those competencies outlined in the job description. Candidates are later evaluated through a comparison against these competencies, using a competency based interviewing.

The promotion of gender equality and the notion of “empowerment of women” is central to the mandate of UNDP and intrinsic to its development approach. These efforts include development of institutional framework for ensuring gender equality results and assurance of capacities to bring gender analysis into all areas of its work. Within the context of the Gender Equality Seal and in view of UNDP Turkey focus on building CO capacity in gender mainstreaming, all staff, project personnel and consultants recruited by UNDP should have basic understanding, adequate technical capacity and experience in gender mainstreaming. To ensure that staff and consultants have gender equality core and functional competencies, the CO has developed these guidelines for the assessment of gender equality competencies. These guidelines should ensure that all new staff and consultants possess the basic understanding, skills, experience and commitment required to work in a gender sensitive manner.

In this context, at least one technical/managerial gender competency/experience should be integrated in both the ToR of the position and the evaluation criteria against which the candidates are assessed in terms of the gender equality dimensions of the job as well as the requirements of the concerned position.

2. Preparation of the Terms of Reference:

- 1) Emphasizing the gender equality dimension of the job.
- 2) Integration of gender related requirements into the relevant sections of the ToR.
- 3) Identification of the technical/functional competencies to perform the duties and the responsibilities as required by the concerned position.
- 4) Identification of the skill set and experience as required by the concerned position.

Gender related competencies/experience should also be evaluated during the technical assessment of candidates, ie. short-listing process and/or written examination, if applicable.

The TORs for all positions should include the following:

The incumbent of the position should avoid any kind of discriminatory behavior including gender discrimination and ensure that

- human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with “Social and Environmental Standards of UNDP”;
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production;
- differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is create;
- necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

3. Preparation of the Panel:

- 1) Define those competencies to be assessed during the interview (refer to the Job Description).
- 2) Create competency-based questions for each of the competencies (including the competency of gender analysis)
- 3) Ensure that at least one member of the Interview Panel is familiar with gender issues
- 4) All members of the interview panel should understand the guidelines prior to the interview and agree on which questions they will give priority to. This is particularly advisable where interview time is limited.
- 5) Ensure that interviewing panels and interviewee pool are gender balanced.
- 6) Ensure that applicants are questioned on their gender sensitive knowledge and experience, probing as appropriate to ensure that the responses are adequate.
- 7) All candidates being interviewed should be assessed against the same competencies.

4. Suggestions for Preparation of the Interview (and/or written exam) Questions:

- ✓ Please explain why you think gender is important in the context of the job advertised. Identify what you see as priority issues. How would you go about addressing these issues on the job?
- ✓ Please give us an example of your experience in working/ in promoting on gender equality. This would include:
 - What tasks/duties were involved?
 - What results/deliverables were achieved?
 - What difficulties they encountered and lessons learned?
- ✓ Are you aware of UNDP's Corporate Gender Equality Policy, and national/international framework on Gender Equality? Or, Are you aware of a key gender inequality issues? Please provide a brief overview (if necessary)
- ✓ Tell us about your understanding of gender mainstreaming?
- ✓ What does gender diversity mean to you professionally?
- ✓ Describe how you have addressed gender mainstreaming in programme management and planning. Briefly explain how you would go about enhancing these efforts in the future.

5. Guiding Principles:

- Within all recruitment process, mention that UNDP is an employer committed to equal opportunities and gender equity within the recruiting documents.
- Avoid any element in the description that could discriminate against men or women.
- Introduce affirmative actions in place to achieve better gender balance.
- Avoid discrimination in recruiting persons of either sex through female or male descriptions of the type of work to be done or would it be impossible.
- Avoid using Sexist language.
- Include basic gender knowledge within terms of references that are not specifically for gender-related work or experience, especially for staff being hired for projects or programs.
- Avoid questioning candidates about their marital or family status, or intimate, personal matters.
- Create an environment in the room where candidates are interviewed that would be pleasant for both women and men.
- Respect gender parity in the selection process.

Source: Raquel Lagunas and Neus Bernabeu, How to prepare a gender strategy for a country office, United Nations Development Programme San Salvador, 2004

GENDER COMPETENCIES/EXPERIENCE REQUIREMENTS

Some of the competencies / experience requirements to be incorporated in the TOR and the evaluation criteria are listed below.

Technical/Functional Competencies:

- Substantive knowledge and understanding of gender and development as well as more broadly, in line with the area of expertise, i.e. climate change, water management with an emphasis on the provision of coordinated support and management of strategic programmes to advance gender equality and women's rights
- Ability to analyze differentiated needs and interests of men and women as well as with a specific emphasis and respect to sexual orientation, region, ethnicity, age, disability, language etc.
- Ability to consider that men and women are effected differently from different interventions and needs to be approached differently.
- Demonstrated analytical work on gender economic development, gender in public administration, climate change, environment programming etc.
- Substantive knowledge and experience in management of rights based programmes
- Ability to carry out gender-related economic, environmental, public research and analysis, to contribute to the formulation of policies, programme interventions, procedures, guidelines and tools.
- Strategic thinking and building partnerships to promote Gender Equality
- Advocacy skills to promote gender equality approaches, to achieve the UNDP Gender Equality agenda or national gender equality agenda with internal and external partners
- Promoting gender equality accountability framework and Gender equality Results Based management in CO: RCA, ATLAS initiative, ROAR reporting, etc.
- Implementing human resources policies for gender sensitive approach in the CO
- Promoting a change in organizational culture for gender equality
- Effective leadership and coordination of management for gender equality results based on team work, Gender Equality Focal Team setting, goal setting including development of gender action plan, effective work share, horizontal and reciprocal relationship
- Promoting organizational learning and knowledge sharing in gender analysis and gender mainstreaming

Knowledge Management and Learning:

- Possesses in-depth practical knowledge of gender responsive planning, gender responsive policy making etc
- Strong skills on gender and development research, analysis and writing policy and programme documents.
- Promotes knowledge management on gender equality issues
- Promotes gender sensitive environment in the office through leadership and personal example.

Job Knowledge and Experience:

- Theoretical and/or practical knowledge of gender equality and women's empowerment in development programming
- Demonstrated interest in women's empowerment and gender equality
- Experience in research on gender equality issues

Core competencies:

- **Conflict resolving skills** to manage gender barriers and gender blind behaviors within the CO and with our partners
- **Communication skills** to exchange information, and key ideas in a manner that engages the audience and helps others to understand and retain messages about gender equality and parity
- **Team and partnership building:** Working in teams and empowering CO staff to create an enabling gender equality environment on non-hierarchical bases.
- **Development and operational effectiveness:** Effective leadership and process management for gender equality (team work, goal setting, time management, priority setting, meeting management, etc.)

Annex 4. LPAC Checklist

A Checklist for Use by the Project Appraisal Committee (PAC) in their Review of Project Documents

Note: In general, please use I. Checklist for Quality Programming above as applicable in the review of draft project documents. Other key questions which relate to project document format are highlighted below.

QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
1. Cover Page (to be signed by the Government, UNDP and Executing Entity)				
Is the RRF consistent with the programme priorities and strategy given in Part 3?				
Does the cover page contain all elements (e.g. expected outcomes and indicators, etc.) outlined in the standard project document format?				
2. Situation Analysis				
Has a capacity assessment been conducted?				
Is the RRF consistent with the programme priorities and strategy given in Part 3?				
Does the cover page contain all elements (e.g. expected outcomes and indicators, etc.) outlined in the standard project document format?				
Does the Situation Analysis provide a convincing rationale for the proposed project?				
Is it analytical and substantiated (or hyperlinked) by data/measurable indicators?				
Does the Situation Analysis articulate the project's link to the country programme document (CPD) and Country Programme Action Plan (CPAP) in the case of harmonized countries/global programme document (GPD)/regional programme document (RPD)? Does it state the problem to be addressed (e.g. in terms of needs for capacity development) and provide a reference to the relevant outcome in the CPD+CPAP/GPD/RPD?				
Does it explain the national institutional and legal framework and the intended beneficiaries of the project?				
Does it mention references to the findings of relevant reviews or past evaluations?				
Are different needs, roles, and access to/control over resources of women and men fully considered and appropriate measures to address these when relevant taken.				
3. Strategy				
Does the project include clear capacity development strategy, programme components, outcomes and outputs?				

QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
Does the project include strategies, programme components, outcomes, or outputs to address gender equality and women's empowerment? Does the project have a South-South cooperation component?				
Does the project strategy link to the CP/GP/RP and UNDAF, as well as corporate and country level Gender Equality Strategy to the greatest extent possible (i.e. should outline the global/national strategy including the national commitment to achieving the outcome and UN niche)?				
Does the project strategy provide explicit links to the broader country programme and UNDAF strategies?				
Does the strategy explain how UNDP will support policy development, strengthen national capacities, and build partnerships to ensure that there are lasting results?				
For cost sharing projects, does the project strategy describe the rationale for donor assistance and how they support the outcomes?				
4. Results and Resources Framework (RRF)				
Does the RRF reflect the desired outcome and indicators as stated in the CPD?				
Are the outputs well defined? Do they correspond to products or services delivered by the project? Does each output include baseline and indicators?				
Does the RRF include annual output targets where necessary to clarify the scope and timing of the outputs?				
Are activities defined as results that can be measured?				
Have Atlas considerations been reviewed when defining the RRF? Will the RRF be easily transferable to the Atlas project management module?				
5. Annual Work Plan				
Are the outputs well defined? Do they correspond to products or services delivered by the project? Does each output include baseline and indicators?				
Are activities defined as results that can be measured?				
Have Atlas considerations been reviewed when defining the AWP? Is the AWP output/activity structure consistent with the Atlas project setup?				
6. Management Arrangements				
Does the section on management arrangements explain the roles and responsibilities (including clarification on the accountability for resources) of the parties in carrying out, and oversight over, the project activities?				
Has a project Board (or equivalent) been defined with clear responsibilities? Are beneficiaries represented in the Board? Is the Project Assurance role properly defined? Is the role independent of the Project Manager?				

QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
Are annexes (e.g., project cooperation agreements, TORs for staff or contracts if necessary) included?				
Does the section note the results of capacity assessments of the partners and how resources will be transferred (e.g., advances, reimbursement, direct payment, country office support services)?				
Does the section indicate measures for strengthening capacities where they are weak?				
7. Monitoring Framework and Evaluation				
Does the section on Monitoring and Evaluation describe how the key corporate principles for monitoring, measurement and evaluation will be applied? Does it refer to gender sensitive approach? Are gender sensitive, sex-disaggregated indicators used when appropriate?				
Is there a Communication and Monitoring plan (C&M plan) that describes how activities and outputs will be monitored, reviewed and evaluated, and by whom? Is it gender responsive?				
Is the C&M plan developed as part of overall Country Programme monitoring and evaluation within the context UNDAF M&E plan?				
Is there a Quality Management table that describes how activities will be monitored and reviewed?				
Does the section articulate the types of communications and associated scheduling required during the project, as well as reporting requirements with stakeholders?				
8. Legal Context				
Have the standard legal clauses been applied in this project?				
9: ANNEXES				
Has the Risk Analysis been completed using the standard format?				
Have additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the implementing partner) been attached to the project document?				
Is gender screening of the project carried out?				

Annex 5. Some Indicators on Gender Inequality in Turkey

Subject	number / ratio /percentage ³⁸	
	Women	Men
Average activity time per person by type of activity, sex and age group(25-34), 2014-2015 ³⁹	5 hours 38 minutes	50 minutes
Labor force participation by gender (based on 2016 data) ⁴⁰	31 % (of total female population)	70.8% (of total male population)
Proportion of employment in agriculture ⁴¹	26% (of total female employment)	15% (of male employment)
Percentage of unpaid family labourers by gender(based on 2014 data) ⁴²	71.8%	28.2%
Percentage of textile workers (based on 2013 data) ⁴³	43,6 % (270.000)	56,4 % (349.000)
Proportion of high level female contract officers (based on 2015 data) ⁴⁴	9.4 %	
Proportion of high level female civil servants (based on 2015 data) ⁴⁵	9.0%	
Percentage of members in ministerial cabinet by gender ⁴⁶	3.7 %	96.3 %
Percentage of prosecutor and judges by gender ⁴⁷	25.23% %	74.77%
Women's political participation in the Parliament ⁴⁸	14.73 %	85.27%
Percentage of women's political participation in the ruling party ⁴⁹	10.73 %	89.27%
Proportion of ever-married women who reported having been subjected to physical violence ⁵⁰	36 %	
Percent of ever-married women reported having been subjected to lifetime sexual violence ⁵¹	12 %	
Percent of women married before the age of 18 ⁵²	26 %	

³⁸ For figures mentined in the table please see: <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=18627>
 Labor Force Statistics, 2015 , Turkstat, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=16015>
<http://www.dpb.gov.tr/tr-tr/istatistikler/kamu-personeli-istatistikleri>
https://www.tbmm.gov.tr/develop/owa/milletvekillerimiz_sd.dagilim
<http://kadininstatusu.aile.gov.tr/uygulamalar/turkiyede-kadin>. See also Shadow NGO Report On Turkey's Seventh Report to The Committee On The Elimination of Discrimination Against Women for Submission to The 64th Session Of CEDAW July 2016 ; Domestic Violence Against Women in Turkey Report, 2014, available here:
http://www.hips.hacettepe.edu.tr/ING_SUMMARY_REPORT_VAW_2014.pdf
<http://webcache.googleusercontent.com/search?q=cache:rznIEJ3g1AJ:www.tuik.gov.tr/PdfGetir.do%3Ffid%3D21519+&cd=1&hl=tr&ct=clnk&gl=tr&client=safari>
³⁹ http://www.tuik.gov.tr/PreTablo.do?alt_id=1009
⁴⁰ <https://biruni.tuik.gov.tr/medas/?kn=72&locale=tr>
⁴¹ <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=21570>
⁴² http://www.tuik.gov.tr/basinOdasi/haberler/2015_25_20150505.pdf
⁴³ http://www.tuik.gov.tr/basinOdasi/Tekzipler/Tekzip_20150301.pdf
⁴⁴ <http://www.dpb.gov.tr/tr-tr/istatistikler/kamu-personeli-istatistikleri>
⁴⁵ This figure indicates the parcentage of Undersecretary, deputy undersecretary, governor, presidential advisor, related head of the institution, related deputy head of the institution, director-general, deputy directory-general, head of the council, mebers of the council, president of the institution, head of the department, regional director, deputy regional director, provincial director, The heads of the Supreme Judicial.
⁴⁶ http://www.basbakanlik.gov.tr/forms/_global/_government/pg_cabinet.aspx
⁴⁷ <http://www.dpb.gov.tr/tr-tr/istatistikler/kamu-personeli-istatistikleri>
⁴⁸ https://www.tbmm.gov.tr/develop/owa/milletvekillerimiz_sd.dagilim
⁴⁹ https://www.tbmm.gov.tr/develop/owa/milletvekillerimiz_sd.dagilim
⁵⁰ http://www.hips.hacettepe.edu.tr/ING_SUMMARY_REPORT_VAW_2014.pdf pp.7
⁵¹ http://www.hips.hacettepe.edu.tr/ING_SUMMARY_REPORT_VAW_2014.pdf pp.7
⁵² http://www.hips.hacettepe.edu.tr/ING_SUMMARY_REPORT_VAW_2014.pdf pp.14

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UN Development Cooperation Strategy (UNDCS) covering 2016-2020

UNDP Gender Equality Strategy 2014-2017, available here:

<http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-equality-strategy-2014-2017.html>

UNDP Gender Parity Strategy, available here:

<http://www.undp.org/content/dam/undp/library/gender/Annex%20%20UNDP%20Gender%20Parity%20Strategy%202013-2017.pdf>

UNDP Strategic Plan 2014-2017

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UNDP Strategy for Working With Private Sector, 2012, available here:

<http://www.undp.org/content/dam/undp/library/corporate/Partnerships/Private%20Sector/UNDP-Private-Sector-Strategy-final-draft-2012.pdf>

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http://www.undp.org/content/dam/undp/documents/partners/civil_society/publications/2012_UNDP_Strategy-on-Civil-Society-and-Civic-Engagement_EN_final.pdf

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