

<b>UNFPA Management response</b>	<b>UNFPA Country Programme Evaluation Turkey (2011-2015)</b>
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Note: The following management response lists the recommendations as they appear in the evaluation report. Please refer to the report for more details on each recommendation. Recommendations may be organized by clusters, e.g.: strategic recommendations, recommendations associated with the country programme. Within each cluster, recommendations should be ranked by priority levels (**High, Medium, Low**).

Instructions for completing the management response:

1. Boxes in white to be completed upon receiving the present request
2. Boxes in grey to be completed one year later.

Cluster 1: Strategic-level recommendations				
Recommendation 1	To UNFPA country office		Priority level: High	
<p><b>UNFPA should focus more strategically in this country programme and in planning the 6<sup>th</sup> country programme on identifying, prioritizing and targeting the most vulnerable, marginalized and high risk people and groups. The strategy should emphasize prevention of sexual and reproductive health issues and gender-based violence and should clearly target the most vulnerable and marginalized with strategies to reach them. Integration of the programmatic areas and mainstreaming gender and youth should underpin the strategy.</b></p> <ul style="list-style-type: none"> <li>▪ In this country programme and the next, UNFPA should conduct and/or consolidate assessment exercises to prioritize and illustrate the prioritization for planning purposes, of vulnerable and high risk groups and individuals, their characteristics and locations.</li> <li>▪ UNFPA should design strategies and interventions to reach the most vulnerable and high risk people to help improve indicators and reduce disparities, including regional ones. In order to do this, UNFPA should consider expanding interventions at the local level.</li> <li>▪ UNFPA should plan more joint programmes with other UN agencies, Ministries such as the Ministry of Health, and Universities, targeting the vulnerable groups, using effective coordination mechanisms such as the Resident Coordinator system, and the Thematic and Working Groups to create synergies and promote resource sharing.</li> <li>▪ UNFPA should ensure that youth and gender equality are integrated to the extent possible in all interventions to improve efficiency through integrated planning, implementation, and monitoring.</li> <li>▪ UNFPA should intensify efforts to reach more youth, especially girls, through the Women Friendly Cities (WFC) programme, as planned. The WFC initiative provides a relevant basis for the inclusion of the specific needs of young women into programming processes, particularly through the Local Equality Action Plans (LEAPs) that are prepared by the participant cities.</li> <li>▪ UNFPA should plan effective monitoring methods to report on results, including changes in behavior and knowledge, such as through periodic surveys and collection of evidence in monitoring visits.</li> </ul>				
<b>Management response - ACCEPTED</b>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
<b>1.1 Development of new (6<sup>th</sup>) Country Programme Document of Turkey targeting most vulnerable, marginalized, high risk people and groups</b>	<b>March 2015</b>	<b>Representative &amp; Assistant Representative</b>	<b>COMPLETED</b>	CPD sent to PRC by RO on 7 April 2015. RO comment 15 March 2015: <i>"The CPD prioritizes the special needs of vulnerable population groups and refugees in view of the Syrian and Iraqi crises, and proposes multi-facet interventions to address</i>

				<p>human rights issues. The CPD has a strong gender mainstreaming and rights language. “</p> <p>PRC review gave a satisfactory rating to the CPD.</p>
1.2 Development of programme on people at risk of HIV-AIDS with support of RO (Truck drivers programme)	Dec 2015	RH Programme Analyst	ONGOING	<p>Concept note developed. Partner selection continuing. Research will be initiated before Sept.</p>
1.3 Sex workers empowerment programme	Dec 2015	RH Programme Analyst	ONGOING	<p>Research completed. Empowerment programme will cover 5 cities.</p>
1.4 Strengthen monitoring system of UNFPA Country Programme as well as humanitarian programme taking into consideration the revised Policy and Procedures on Programme and Financial and Monitoring and Strategic Information System Guidelines	July 2015	M&E Focal Point	ONGOING	<p>SIS training has recently been conducted. A tailor-made monitoring system has been prepared for humanitarian programme.</p>

Recommendation 2	To UNFPA country office, regional office and headquarters	Priority level: High
<p><b>In view of the pressing reproductive health and gender equality needs of the refugees (Syrian and others, i.e. Iraqi), UNFPA should expand its humanitarian team and create strategies, preferably jointly with other UN agencies, to raise additional resources in order to cover capacity development and service needs, expand operations as required, and to address emerging critical issues.</b></p> <ul style="list-style-type: none"> <li>UNFPA should expand its humanitarian team, particularly to hire or second a reproductive health and rights expert with continuous presence in the South East to assist the present coordinator to promote reproductive health and family planning inputs and to offer technical advice and coordination around these issues</li> <li>UNFPA should develop a fund raising strategy that takes into account the middle income country status of Turkey, to focus on receptive donor countries and foundations in partnership with other UN agencies. UNFPA response should use all available networks, including the Syria Response Group and the UN Task Force on Syria, regional offices and coordination groups, and multi-agency working and thematic groups to find possibilities for sharing of resources and potential funding sources.</li> <li>The strategy should build upon lessons from UNFPA response with the MISIP and explain how UNFPA will take steps to use the human resources, including the knowledge and skills existing within the refugee community, and to expand and strengthen partnerships.</li> <li>Depending on availability of funds and human resources capacity, UNFPA should: <ul style="list-style-type: none"> <li>Provide Reproductive Health and Rights kits (containing contraceptives and medical supplies) to the Ministry of Health for both Turkish host and refugee populations according to the numbers provided by the Ministry with monitoring and follow-up.</li> <li>Provide a minimum of four Minimum Initial Services Packages (MISP) trainings until the end of 2014, in accordance with needs assessments.</li> <li>Provide additional courses to Syrian service providers regarding Reproductive Health and Rights and negotiate with the Ministry of Health to allow refugee health workers to practice at the Turkish health facilities under the supervision of Turkish service providers.</li> <li>Support the opening of four Women’s Health counselling centers to provide Public Health Center services to Syrian women, including referral to secondary and tertiary levels, and collect</li> </ul> </li> </ul>		

reproductive health and gender based data.

- Promote UNFPA planning for expansion of assistance to cities such as Istanbul, Izmir, Adana, Mersin, and Antalya with UN, NGOs and the Government to provide services to the out of camp population.
- Work more closely with the Ministry of Family and Social Policies, specifically on the issue of early and forced marriages to develop a programme which focuses on advocacy and awareness-raising to prevent high risk pregnancies and promote women's reproductive rights.
- Support the well-developed gender-based violence intervention in the humanitarian assistance programme.

**Management response - ACCEPTED**

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
2.1 Increased fund raising for Humanitarian Programme in Turkey	April 2015	Representative, Assistant Representative, Humanitarian Officer & Hub in Amman	COMPLETED	\$ 1.2 million raised from US BPRM for Syrians in Turkey \$ 1 million in pipeline from US BPRM for Iraqis in Turkey
2.2 Increased fund raising for Humanitarian Programme for cross-border	April 2015	Representative, Assistant Representative, Humanitarian Officer & Hub in Amman	COMPLETED	\$ 1 million raised from DFID BPRM for cross-border activities
2.3 Expansion of Humanitarian Team in Turkey (Ankara and Gaziantep Offices via new posts: Data Analyst and Reporting, HR-Finance, Field officers for GBV and RH programmes, Logistics)	June 2015	Representative, Assistant Representative, Humanitarian Officer	ONGOING	P4 GBV Specialist hired for Cross-border programme. P5 RH Advisor post will be re-advertised. ToR's are being drafted for field posts.
2.4 Expansion of service delivery to refugees out of camp via establishment of four women's health counselling units	Dec 2015	Humanitarian Officer	ONGOING	2 new centers established (Hacettepe in Ankara, Harran University-Urfa). Call for grant applications made for new centers.
2.5 Development of comprehensive SOP for GBV response with MoFSP	Dec 2015	Humanitarian Officer & Gender Coordinator	ONGOING	Gender Coordinator will be spending 50% of staff time to lead the process.
2.6 Provision of RH kits to MoH local branches and NGOs	June 2015	Humanitarian Officer	ONGOING	Order has been placed to PSB for RH kits to be delivered to Urfa region.
2.7 MISP, RH/FP and Emoc trainings for service providers	Dec 2015	Humanitarian Officer	ONGOING	3 trainings planned with MoH, AFAD and NGOs until end of the year targeting Syrian service providers

Recommendation 3	To UNFPA country office, headquarters	Priority level: Medium		
<p><b>UNFPA should ensure sustainability of results in the identification, formulation and planning of interventions, including foreseeing potential difficulties, challenges and mitigation measures. As an integral part of the country programme design and implementation, an exit strategy should be developed during the inception phase.</b></p> <ul style="list-style-type: none"> <li>As an integral part of the country programme and design, UNFPA should develop an exit strategy that addresses sustainability issues with the main government partners, such as the high turnover of government personnel.</li> <li>The formulation stage of interventions should go beyond the understanding of sustainability as the capacity developed and sustained by the partners and stakeholders. Sustainability should also include measures to ensure alignment with international norms and with a rights-based approach. Therefore, quality and content assurance should be part of sustainability.</li> <li>In cases where different levels of ownership and sustainability are observed within the same intervention, best practices should be developed and disseminated as examples to the less successful.</li> </ul>				
<b>Management response – ACCEPTED</b>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
3.1 Theory of change (ToC) developed for the 6 <sup>th</sup> CPD / Interventions and indicators of 6 <sup>th</sup> CPD formulated based on sustainability (ownership of government and NGOs)	March 2015	Assistant Representative	COMPLETED	<i>RO comment received on 15 March: “Logical result chain is clear; RBM language used consistently; ToC very well presented”</i>
3.2 Development of exit strategies for non-core programmes (during inception stage)	Dec 2015	Gender Programme Analyst, WFC Programme Coordinator	ONGOING	<i>Two applications will be made to SIDA: Women friendly cities phase 3 and Women friendly businesses</i>

Recommendation 4	To UNFPA country office	Priority level: High
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**UNFPA should increase its advocacy effort and capacity building role in reproductive health and rights and gender-based violence prevention and protection through the UN thematic groups on gender-based violence and youth and coordinating mechanisms at regional level, promoting pro-active joint planning and follow-up. Advocacy should be stronger for resource sharing with donors, partners and UN agencies working on similar issues. Since gender equality is already a government priority, advocacy can take place through women's empowerment interventions, research, and studies demonstrating the benefits of investing in women and girls, especially within the government.**

- UNFPA should use its expertise and technical assistance to provide support for mainstreaming gender and youth sexual and reproductive health into national policies, utilizing its excellent relationship with national counterparts and in collaboration with UNCT in order to underline a joint UN position on the issue.
- Building on its cordial relations with national NGOs and women's movement, UNFPA should encourage them to take a more active role in the implementation of interventions as well as in advocacy activities, particularly focusing on gender-based violence and particularly those targeting the Turkish government.
- An important area for advocacy concerns the implementation of the Istanbul Convention. For this purpose, UNFPA should collaborate with NGOs working with rights-based approaches and promote advocacy for the realization of the rights and establishment of mechanisms envisaged in the Convention.
- UNFPA should augment efforts to create joint advocacy work emanating from the UN thematic groups for gender-based violence and youth to address sensitive issues such as need for stronger youth sexual and reproductive services and finding ways to confront the cultural barriers to reducing gender-based violence. It should also work to improve the outputs of the thematic groups with follow-up actions on discussions that have taken place.
- UNFPA should disseminate its already well-developed training material not only within the country, but also across the wider region including the Middle East, Europe and Central Asia, by bringing together the training material prepared for the Presidency of Religious Affairs, Security Forces, Turkish Armed Forces, etc. and by re-evaluating and revising its content with the help of the Regional Office. This material should then be disseminated within the wider region with the help of organizations such as the OIC. This will definitely increase the visibility of UNFPA country office interventions in the area of GBV.

**Management response - ACCEPTED**

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
4.2 Member in UN Gender Thematic Group	2017	Gender Programme Analyst	ONGOING	<i>Partnership with UNwomen in Women's day events</i>
4.3 Member in UN Human Rights Thematic Group	2017	Assistant Representative	ONGOING	<i>Inclusion of RH, Gender and Youth issues in to Turkey UPR 2015</i>
4.4 Member in Sustainable Development Thematic Group	2017	RM Associate	ONGOING	<i>Concept note on UNJP for Rural Women in progress with FAO and ILO</i>
4.5 Member in UN Communication Group	2017	Assistant Representative	ONGOING	
4.5 Development of	Feb 2015	Representative	ONGOING	<i>Draft discussed with RO</i>

advocacy Strategy for CO				
4.6 Development of a Compendium of Best Practices of UNFPA Turkey	Dec 2015	Assistant Representative	ONGOING	<i>Subject to availability of funds</i>
4.7 Inclusion of UNFPA mandate and interventions into UNDCS (2016-2020)	May 2015	Representative & Assistant Representative	ONGOING	<i>UNFPA has reflected its interventions under three outcomes of the new UNDCS (1.2, 3.1, 4.1)</i>

<b>Recommendation 5</b>	<b>To UNFPA country office, regional office and headquarters</b>	<b>Priority level: High</b>
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**UNFPA should champion the issue of investing in youth development and the need for incorporating youth rights and needs into national policies and programmes.**

- UNFPA should continue to advocate and support inclusion of sexual and reproductive rights in the national youth policy and explore partnership opportunities with the Ministry of Education and Ministry of Youth and Sports on efforts to raise awareness on gender-based violence among the youth.
- UNFPA should ensure youth mainstreaming in the other programmatic areas and interventions through planning to that objective with benchmarks and monitoring of the progress.
- UNFPA should work towards a strong youth thematic group to create effective synergies among UN organizations to promote reproductive health and rights through youth networks and generally increase visibility and youth mainstreaming among the UN Country Team.
- UNFPA should extend the youth peer education network and awareness raising efforts (using, for example, informal trainings, and or sports interventions) on reproductive health and rights and gender-based violence to create effective models for reaching more marginalized and underserved groups, such as the refugees in communities, Roma population, lesbian, gay, bi-sexual and transgender (LGBT), sex workers, men having sex with men (MSM), among others, and especially adolescent youth and girls.
- UNFPA should strengthen outreach interventions in collaboration with more NGOs with previous experience in working with those groups.
- UNFPA should build the evidence base on youth, including knowledge, attitudes and practices, through periodic data collection such as sample surveys and the promotion of studies focusing on the key issues affecting youth sexual and reproductive health such as sexually transmitted infections (STI) incidence, sexual behaviors, feedback on best means of prevention, education, etc. UNFPA should enhance collaboration with Ministries, donors and other UN agencies to advocate for the conduct and use of these studies.
- UNFPA should continue work to develop formal and non-formal education curricula for integrating SRH, by building very close and technical collaboration with the Ministry of National Education and the Ministry of Health. GBV prevention activities should continue and be expanded particularly through interventions targeting young male students in secondary schools.
- Prevention interventions should be coupled with media advocacy, so that greater visibility of UNFPA and its projects can be achieved.

**Management response - ACCEPTED**

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
5.1 Lead the UN Youth Thematic Group	Dec 2015	Representative, Assistant	ONGOING	<i>Concept note on UNJP for Syrian Refugees</i>

		Representative		<i>developed</i>
5.2 Development of a Youth Mainstreaming Tool	Feb 2015	Assistant Representative	COMPLETED	<i>Tool developed and disseminated within UN, NGOs and Govnt</i>
5.3 Youth NGO issued as IP to expand peer education network and outreach to vulnerable youth	Dec 2015	RH Programme Analyst	ONGOING	<i>Community Volunteers Foundation</i>
5.4 Advocacy on youth mainstreaming during elections	June 2015	RH Programme Analyst	ONGOING	
5.5 Young refugees programme developed in partnership with NGOs	Sept 2015	RH Programme Analyst and Humanitarian Officer	ONGOING	
5.6 Advocacy on SRH and GE education in school (and extra) curricula	2017	RH Programme Analyst and Gender Programme Analyst	ONGOING	<i>counsellor teachers programme on SRH and Rights and GE in private schools developed in 2015</i>
5.8 Advocacy for strengthening evidence base on youth including knowledge, attitudes and practices, through data collection and the promotion of studies focusing on the key issues affecting youth sexual and reproductive health	2017	PD Programme Analyst	ONGOING	

**Cluster 2: Programmatic-level recommendations : Reproductive health and rights**

<b>Recommendation 6</b>	<b>To UNFPA country office</b>	<b>Priority level: High</b>
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**UNFPA should continue to strengthen strategic and working relationships with the Ministry of Health and other partners for more effective reproductive health services at the central and provincial levels with a focus on reducing national disparities, to promote resumption of joint capacity building, increased contraceptive supply, greater attention to youth and marginalized groups, and facilitation of reproductive health assistance to refugees.**

UNFPA should:

- Work more closely with Social Security Institution and Ministry of Health on legislation related with service providing and health finance mechanisms.
- Continue to advocate and support the existing laws and regulations (e.g. Law # 2827) as they effectively respect reproductive rights, as well as being gender sensitive.
- Advocate for collaboration and support the Ministry of Health to work with and influence the Ministry of National Education as well as UNICEF in regard to responsibilities to incorporate information on reproductive health and rights into school curricula.
- Advocate for the effective restoration of the Youth Friendly Health Centers or equivalents.
- Undertake joint interventions with WHO for advocacy, service providing mechanism for young people and vulnerable group and on HIV Prevention, human papilloma virus vaccination and youth friendly health services.



- Continue to advocate for and collaborate on increasing the supply of contraceptives to the provinces, through for example, partnerships with the private sector.
- Enhance collaboration to restore decentralized in-service training on reproductive health and rights and family planning including counselling (along with Ministry of Health provision of sufficient incentives for service provision).
- Include Minimum Initial Service Package training as part of the in-service and the national health service contingency planning.
- Strengthen communications and relationships with the Ministry of Health General Directorate of Emergency Health Services to promote collaboration for the humanitarian response and support for MISP training and RHR inputs provided by UNFPA.
- Include refugees with medical training in capacity development interventions so that they may serve their communities.
- Advocate at provincial level for increased attention by the Public Health Agency of Turkey Community Health Centers and Family Physicians to the Seasonal Migrant Agricultural Workers as a special needs group through increased visits to fields and use of mobile clinics.
- Work more closely with Ministry of Development and Regional Development Agencies on improving health services in rural areas.
- Work more closely with the Ministry of Interior to increase coordination capacity of local administrators, for example, regarding coordination of empowerment of public health and primary health care service mechanisms in collaboration with Ministry of Health especially for vulnerable groups.
- Focus on religious leaders and staff to empower male involvement in reproductive health and rights. Create policy advocacy network through NGOs to advocate and partner with woman NGOs to strengthen sexual and reproductive rights for women and young girls.

**Management response - ACCEPTED**

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
6.1 Strengthening partnership with Ministry of Health, Ministry of Labour and Social Security on increasing access to health services of underserved populations including emergencies	2017	Representative, Assistant Representative, RH Programme Analyst, Humanitarian Officer	ONGOING	As a result of UNFPA's partnership with MoH to increase access of SMAWs to health services, MoH updated the legislation for primary health care provision and included seasonal migrant agricultural workers as a specific target group.
6.2 Collaboration with NGOs and professional associations on SRH rights such as sex workers associations, LGBT associations, etc	2017	Representative, RH Programme Analyst	ONGOING	
6.3 Working with MoNE at province level on training of counsellor teachers and develop a training module for	2017	Representative, RH Programme Analyst	ONGOING	CO will work with local directorates in selected provinces



national in service training programme				
6.4 Support National HIV&AIDS Commission in updating the national strategic plan and strengthening data collection and reporting system	2017	RH Programme Analyst	ONGOING	National AIDS Commission will be re-established including active participation of relevant NGOs
6.5 Collaboration with MoH and Social Security Institution to increase supply of contraceptives to the provinces	2017	RH Programme Analyst	ONGOING	A national consultation workshop conducted with all stakeholders
6.6 Strengthening capacity of MoH in MISIP through trainings and monitoring	2017	RH Programme Analyst and Humanitarian Officer	ONGOING	The team started to work with MoH
6.7 Design the 6 <sup>th</sup> Country Programme in collaboration with national stakeholders to focus on needs of special groups, particularly woman at rural and underserved populations	2015	Representative, Assistant Representative and RH Programme Analyst	ONGOING	
6.8 Establish partnerships with the regional development agencies on improving health services in rural areas	2017	RH Programme Analyst and RM Associate	ONGOING	
6.9 Establish partnership with Ministry of Interior on coordination of primary health care services at local level	2017	RH Programme Analyst	ONGOING	A new training module piloted for local governors on management of primary health care services
6.10 Scale-up the piloted training module on SRH for religious leaders and staff in collaboration with MoH	2017	RH Programme Analyst	ONGOING	

Programmatic-level recommendations : Population and development		
Recommendation 7	To UNFPA country office	Priority level: Medium
<p>Within the forthcoming 6<sup>th</sup> country programme, UNFPA should further improve both its advocacy role and its role in data availability and analysis on population and development issues, particularly sexual and reproductive health and rights, adolescent and youth and gender equality, while having a specific focus on the most vulnerable and disadvantaged groups such as women, youth, and migrant people, including humanitarian refugees.</p> <ul style="list-style-type: none"> <li>▪ The advocacy role of UNFPA on population and development, with specific reference to the ICPD Beyond 2014 and post 2015 Development Agenda, needs to be continued and enhanced to support policy and decision making for further actions. Both ICPD and MDGs call for unrestricted and universal access to sexual and reproductive health care in addition to the gender equality with a right-based approach. Advocacy interventions will contribute to mobilisation of political will and resources for population based development programmes.</li> <li>▪ Concurrently, UNFPA needs to further enhance its role in contributing to the availability and analysis of development data to reflect the population dynamics considering the significant regional and local</li> </ul>		

socio-economic disparities in the country. This role should continue to be at two levels: (1) collecting and producing statistical and disaggregated demographic data and information, and (2) using these data and information in the socio-economic policies and development plans. UNFPA should also continue to support building national capacities in population and development data collection, research and analysis to contribute to the policymakers for setting strategies and actions and making population based strategic planning not only at central level but also at the regional and local level.

- In performing these roles, the focus needs to be on population and development issues which are specific to the most vulnerable and disadvantaged groups, such as gender equality, youth reproductive health, aging, internal displacement, migration and humanitarian refugees.
- To achieve these roles, UNFPA should continue and enhance its cooperation with the main public partners (such as Ministry of Family and Social Policy, Ministry of Development, Regional Development Agencies and local governorates who are responsible for national planning and setting regional and local development plans, strategies and action plans, respectively), as well as the private and civil society partners including the specialised NGOs (such as Population Association, women’s associations, ICPD Cairo+20 platform) and universities.

**Management response** - Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation: **ACCEPTED**

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
7.1 Support to the ICPD+20 Platform to build their capacity on advocacy on universal access to sexual and reproductive health care in addition to the gender equality with a right-based approach	2017	Representative, Assistant Representative, PD Programme Analyst	ONGOING	
7.2 Conduct studies, research, surveys to contribute to the availability of data for informed policy development on population dynamics, sexual and reproductive health, youth and gender focusing on most vulnerable and disadvantaged groups	2017	PD Programme Analyst, RH Programme Analyst	ONGOING	
7.3 Strengthen national capacity and partnerships (Ministry of development, Ministry of Family and Social Policies, NGOs, universities, etc.) on population and development data analysis for evidence based policy making	2017	Assistant Representative, PD Programme Analyst	ONGOING	

**Programmatic-level recommendations : Gender equality**

<b>Recommendation 8</b>	<b>To UNFPA country office</b>	<b>Priority level: Medium</b>
<p>UNFPA should continue to work towards establishing an enabling environment for women and combating gender-based violence. Areas for further development include establishing gender equality indicators at regional and local level and expanding its partnership base.</p>		

- UNFPA should maintain its leading role in the programmatic area of gender equality, so as this accumulation is sustainable and is used effectively to contribute to the capacity development of national partners.
- The accumulated know-how and expertise of UNFPA, particularly in the area of gender-based violence, should now be deployed to build the monitoring capacity of NGOs, as well as to develop gender equality indicators to monitor progress in this field and to promote comparability across cities and regions. These indicators should then be disseminated to local governments through the Women Friendly Cities programme in order to provide the participant cities with the possibility of comparing their performance with each other. This would also prepare the grounds for dissemination of best practices and providing a competitive environment for the participant cities.
- Considering the importance of partnership with NGOs in terms of advocacy, UNFPA collaboration with NGOs, particularly at the national level, should develop further in the upcoming programme cycle.
- More possibilities for partnership with the private sector need to be explored, as this has proven to generate additional resources for, and increase the visibility of, the programmes implemented under the gender equality programmatic area. Since a few companies have shown interest in the issue of gender-based violence, it is considered advisable for UNFPA to develop a broader range of partnerships.

Management response – ACCEPTED				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
8.1 Strengthening programmatic partnership with Ministry of Family and Social Policies on building GE and GBV response capacity, including emergencies with line ministries	2017	Representative, Gender Programme Analyst	ONGOING	Capacity development of Turkish Armed Forces, Religious Affairs and MoFSP's provincial directorates ongoing. Humanitarian Response and Ministry of Education programmes to be developed.
8.2 Develop and implement a programme to promote gender equality at the local level in collaboration with other actors and donors	2017	Gender Programme Analyst, WFCS Programme Coordinator	ONGOING	A concept note for third phase of Women Friendly Cities Project has been developed and submitted to SIDA
8.3 Strengthen partnerships with NGOs for enhancing advocacy efforts on gender equality and combating gender-based violence	2016	Gender Programme Analyst	ONGOING	Partnership meetings held with women's, youth and LGBTI and human rights NGOs working with rights based approach.
8.4 Expansion of partnerships with private sector	2017	Gender Programme Analyst, RM Associate	ONGOING	Women Friendly Businesses project proposal developed. Proposal will be developed for Boyner for a new project. Project proposal on rural women to Toros will be developed.
8.5 Work with public institutions and NGOs to support development of gender equality indicators to build the national monitoring capacity on gender equality and GBV	2017	Gender Programme Analyst, PD Programme Analyst	ONGOING	

<b>Recommendation 9</b>	<b>To UNFPA country office</b>	<b>Priority level: High</b>
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**UNFPA should push for a policy level intervention for gender mainstreaming in the strategic plans and activities of local governments.**

- Advocacy at the national level is necessary, particularly in the Parliament, for the adoption of a new law making local gender equality mechanisms obligatory. This law should also ensure that strategic documents, including budgets, are gender mainstreamed. The promotion of gender-sensitive budgeting may provide a good instrument towards this end.
- Drawing on the new Metropolitan Municipality Law and benefiting from the increased budgets and capacities of metropolitan municipalities, gender mainstreaming should be incorporated into the strategic plans of municipalities through the Local Equality Action Plans (LEAPs) in order to enhance their ownership and capacity.
- In order to provide the legal basis for local equality action plans (LEAPs), the Committee on Equality of Opportunity for Women and Men (KEFEK), national and local NGOs, as well as women’s branches of political parties should be further motivated and convinced for this purpose. This should be further expanded through lobbying activities and, possibly, efforts to involve the EU in this process.
- The most important first step in any policy level intervention is the collection of sex-disaggregated and gender-sensitive data. This is an important basis for revealing the existing inequalities to the community and for determining effective allocation of resources. Therefore, the coordinators of the Women Friendly Cities should carefully follow up data collection, and use the guidance of Local Gender Empowerment Index report. This will enable the generation of gender equality indicators and provide a comparative and competitive medium for the participant cities.
- Efforts should be made to enhance the visibility of the Women Friendly Cities programme so that the achievements are more widely recognized.
- A roster of best practices developed through the experiences of the different Women Friendly Cities interventions should be filled. This would provide examples to be emulated by the other cities and for dissemination in the media.

**Management response - ACCEPTED**

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
<b>9.1 National level advocacy on legislative change for establishment of gender machinery</b>	<b>2017</b>	<b>Representative, Assistant Representative, WFC Programme Coordinator</b>	-	<i>Subject to initiation of third phase. A strong advocacy component included in the concept note.</i>
<b>9.2 Local level advocacy for inclusion of LEAPs into local plans and budget allocation for LEAPs</b>	<b>2017</b>	<b>WFC Programme Coordinator</b>	-	<i>Subject to initiation of third phase. A strong advocacy component included in the concept note.</i>
<b>9.3 Monitoring of Local Gender Equality Indexes</b>	<b>2016</b>	<b>WFC Programme Coordinator, PD Programme Analyst</b>	<b>ONGOING</b>	<i>Subject to initiation of third phase. Data collection is included in the concept note. Efforts will be built on the TEPAV index report.</i>
<b>9.4 Increase visibility of WFC Programme via advocacy component</b>	<b>2016</b>	<b>Representative, WFC Programme</b>	<b>ONGOING</b>	<i>Subject to initiation of third phase. Advocacy and visibility is included in the submitted project concept</i>

		<b>Coordinator</b>		<i>note.</i>
<b>9.5 Development of a Compendium on WFC Best practices</b>	<b>May 2015</b>	<b>WFC Programme Coordinator</b>	<b>ONGOING</b>	