**LEARNING PLAN FOR INCREASING GENDER MAINSTREAMING CAPACITY OF THE UNDP TURKEY (2019-2020)**

This learning plan provides an overview of the gender related learning needs and identify learning activities to enhance capacity of the UNDP staff in terms of understanding gender equality issues as well as gender mainstreaming approaches. The plan at hand is developed in line with the Gender Equality Strategy of the country office, which includes an objective concerning strengthening the capacity development of the country office to better achieve gender transformative results.

The firstannual learning plan for increasing gender mainstreaming capacity of the CO have been developed in 2016 within the process of participation to the Gender Equality Seal 2015-2016 Round. In the context of gender mainstreaming a “Rapid Assessment for Capacity and Learning Needs on Gender Equality” tool was developed. 2017-2018 Learning Plan have been formulated upon the findings of this rapid assessment exercise, which was conducted at the end of 2016.

The Assessment was repeated in 2019 for the purpose of understanding the level of progress in terms of capacities and newly emerged needs. The findings of the assessment are referred as the basics of the learning plan or 2019-2020.

To create better results in gender equality on the basis of the developed understanding and willingness, it is quite important to provide continuous learning opportunities on basic knowledge and skills for UNDP Staff should be continued in 2019-2020.

The 2019-2020 Learning Plan continues to focus on the following three key learning objectives which were set in 2016.

* *Awareness raising in gender equality*
* *Gender equality approach within UN System*
* *Gender analysis and gender mainstreaming within the project development and implementation*

**OBJECTIVES**

***Awareness Raising in Gender Equality***

Any gender equality mainstreaming process points out a clear and common understanding and commitment on gender equality and by nature refers to awareness raising activities within the office. The learning needs assessment also indicates a strong need for various topics related with gender equality including the basic concepts.

For the realizing the objective of Awareness Raising in Gender Equality in a more systematic and structured way, UNDP Turkey, introduces the UNDP Gender Academy (see Annex 1) within the scope of 2019-2020 learning plan. The Gender Academy will serve as a structured source to build a collective approach and create ownership and consent among staff through presentations within all staff meetings on gender equality strategy.

***Competency in Gender Equality Approach within UN System***

While working within the UN system, our awareness and knowledge of gender relations should be accompanied by the adequate information and understanding of the commitment of UN for gender equality. In that sense the legislative body that sets norms and standards including UN Tools/Conventions for Gender Equality also addressed within this learning plan. Besides, a specific focus on the documents that sets the norms of standards of in-house relations and project implementation such as social and environmental standards, code of conduct, ethical standards are considered as a learning subject.

In the Country Office level, to create a strong ownership of the “Gender Mainstreaming”, it is important to give information on and promote referral to the

* International norms and standards on gender equality
* References to gender equality and women’s empowerment within the strategic framework of UNDP
* UNDP’s corporate gender equality and women’s empowerment policies and strategies
* Tools and mechanisms for gender mainstreaming developed for the use of country office staff.

***Capacity for Gender Analysis and gender mainstreaming within the project development and implementation:***

Having the knowledge on main concepts and normative framework on gender equality do not guarantee the effective gender analysis on the project design and implementation in the short run. To increase ability to integrate gender equality perspective into projects needs, knowledge and information as well as practical techniques should be provided to enhance colleagues’ abilities for introducing gender related activities into the project and connecting different issues like energy efficiency or toxic chemicals with gender specific strategic needs. For this third objective there will be two purposes of learning,

1. Increase gender analysis capacity of the project teams through subject based trainings focusing on various issues specific to the implementation areas, such as women in rural development, gender responsive climate change, migration.

2. Integrate gender sensitive perspective into project development and implementation through gender screening.

**Results of rapid assessment of Capacities and Learning Needs on Gender Equality**

To be able to identify the most appropriate subjects and methods for capacity building activities, a "Rapid Assessment for Capacity and Needs" survey have been conducted in March 2019. In the survey we tried to understand

* if and to what extend we find gender equality related to our work,
* if capacity development on gender equality is needed,
* on which subjects we should focus,
* by what kind of activities this need should be met.

Findings of the assessment reveals that colleagues are very well aware of the importance of considering gender equality within all their actions. 38% of the respondents finds gender equality is very relevant to their work, while 44 % of the respondents thinks that it is relevant to a certain extend. Those ratios are considerably different then the rations gathered in 2016. The main difference is the fact that in 2019 all the respondents finds gender issues are relevant, while in 2016 9,09 % of the respondents thinks that gender related issues are not relevant and 3.03% thinks that it is not applicable for the project subject they are working in. Although those results may vary depending on the respondent’s profile, they still indicate a level of increase in gender responsive implementation in projects programmes and operations.

Table 1: Perception on Relevance of Gender Equality with Projects

|  |  |  |
| --- | --- | --- |
|  | 2019 | 2016 |
| not relevant | 0% | 9,09% |
| relevant to a limited degree | 44% | 45,45% |
| very relevant | 38% | 36,36% |
| gender is the main focus | 18% | 6,06% |
| not applicable | 0% | 3,03% |

The following two tables are related with the level of skills and knowledge of the country team on gender equality related issues as well as gender responsive implementation.

Firstly, the assessment focuses on the level of knowledge on some specific issues regarding gender equality. As can be seen in the below table, in UNDP Turkey CO colleagues either know about or find themselves confident enough to refer issues mentioned in the below table in their everyday work. However they rarely find themselves confident enough to lead work and provide substantive inputs. Although the number of staff who finds themselves confident enough to refer, lead work, provide substantive inputs is still low, there is a certain increase compare to the 2016 results which indicates an increase within the capacity of CO to better respond gender inequalities within their development assistance.

Table 2: Level of Skills and Knowledge on Gender Equality Issues: To What Extend We Know

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **CAPACITIES: TO WHAT EXTEND WE KNOW** | | | | | | |
|  |  | don’t know about this | know about this | confident enough to refer | confident enough to refer, lead, provide inputs | total number |
| Basic conceptual knowledge on gender equality and gender mainstreaming | 2016 | %3,03  1 | %45,45  15 | %45,45  15 | %6,06  2 | 37 |
|  | 2019 | %2,7  1 | %37,8  15 | %35,1  15 | %27,3  2 | 37 |
| UNDP policies and organizational framework on gender equality (e.g. Gender equality strategy and other guidelines; gender equality experts, focal team, gender equality focal points) | 2016 | %6,06  2 | %57,58  19 | %36,36  12 | %0,00  0 | 33 |
|  | 2019 | %10,8  4 | %54,5  20 | %32,4  12 | %2,7  1 | 37 |
| Respectful and gender-equal work environment; (e.g. identify and address discriminatory behaviours in work units.) | 2016 | %9,09  3 | %51,52  17 | %33,33  11 | %6,06  2 | 33 |
|  | 2019 | %11,11  4 | %44,44  16 | %33,33  12 | %11,11  4 | 37 |
| Gender-responsive project implementation | 2016 | %33,33  11 | %42,42  14 | %24,24  8 | %0,00  0 | 33 |
|  | 2019 | %16,67  6 | %55,56  20 | %19,44  7 | %8,33  3 | 36 |
| Basics of gender analysis to identify priorities related to gender equality. | 2016 | %12,12  4 | %66,67  22 | %21,21  7 | %0,00  0 | 33 |
|  | 2019 | %18,9  7 | %40,4  15 | %32,4  12 | %8,11  3 | 37 |
| Gender-responsive project design | 2016 | %33,33  11 | %45,45  15 | %21,21  7 | %0,00  0 | 33 |
|  | 2019 | %18,92  7 | %54,05  20 | %16,22  4 | %10,81  4 | 37 |
| Gender-sensitive reporting | 2016 | %30,30  10 | %48,48  16 | %21,21  7 | %0,00  0 | 33 |
|  | 2019 | %35,14  13 | %35,14  13 | %24,32  6 | |  | | --- | | %5,41 |   2 | 37 |
| Gender-sensitive communications (images, publications, language) | 2016 | %15,15  5 | %60,61  20 | %21,21  7 | %3,03  1 | 33 |
|  | 2019 | %22,22  5 | %41,67  15 | %33,33  12 | |  | | --- | | %5,56  2 | | 36 |
| Resources developed by UNDP (tools, practical guidelines, online resources) | 2016 | %9,38  3 | %71,88  23 | %18,75  6 | %0,00  0 | 32 |
|  | 2019 | 16,2 | 59,4 | 18,9 | 5,4 | 37 |
| International and national legal framework on gender equality (e.g. CEDAW, İstanbul Convention, 6284 Law on Protection of family and prevention of violence against women) | 2016 | %36,36  12 | %51,52  17 | %12,12  4 | %0,00  0 | 33 |
|  | 2019 | %37,88  14 | %39,17  14,5 | %10.8  4 | %12,15  4.5 | 37 |
| Basics of gender-responsive monitoring and evaluation | 2016 | %36,36  12 | %51,52  17 | %12,12  4 | %0,00  0 | 33 |
|  | 2019 | %40,54 | %35,14 | %21,62 | %5,41 | 37 |
| Gender-responsive monitoring, programme evaluation and /or audit | 2016 | %42,42  14 | %45,45  15 | %12,12  4 | %0,00  0 | 33 |
| |  |  |  |  | | --- | --- | --- | --- | |  |  |  |  | | 2019 | %40,54  15 | %43,24  16 | %8,11  3 | %8,11  3 |  |
| Basics of gender-responsive budgeting and tracking of resources allocate for gender equality | 2016 | %45,45  15 | %45,45  15 | %9,09  3 | %0,00  0 | 33 |
|  | 2019 | %40,54  15 | %35,14  13 | %21,62  8 | %2,70  1 | 37 |
| Gender mainstreaming in operations: i.e. strategic planning processes,  and other directives on finance / procurement / IT / Human Resources / admin / security | 2016 | %42,42  14 | %48,48  16 | %9,09  3 | %0,00  0 | 33 |
|  | 2019 | %43,24 | %35,14 | %16,2 | %5,41 | 37 |

Secondly the assessment refers to the capacities regarding the gender responsive implementation. This question was asked on the purpose of understanding the issues that needs to be supported for gender responsive implementation. Below table indicates our level of capacities in various practical areas of work:

Table 3: Level of Skills and Knowledge on Gender Equality Issues: How We are Doing

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| DIFFERENT CAPACITIES – HOW WE ARE DOING | | | | | |
|  | Excellent | Adequate | Less than adequate | Not at all | total number |
| Aware of and able to explain organizational framework for gender mainstreaming (global and local gender strategy and policies). | %8,57  3 | %48,57  17 | %34,29  12 | %8,57  3 | 35 |
| Aware of and can explain key gender issues related to your work | %22,86  8 | %57,14  20 | %17,14  6 | %2,86  1 | 35 |
| Able to analyze gender inequalities and identify priorities related to gender equality in your work | %20,00  7 | %48,57  17 | %25,71  9 | %5,71  2 | 35 |
| Able to provide oversight and substantive inputs for gender mainstreaming in your unit (e.g. data, information and resources on relevant gender issues) | %17,14  6 | %31,43  11 | %40,00  14 | %11,43  4 | 35 |
| Able to Identify and prioritize relevant gender equality concerns in programme development including strategic planning, setting up of Annual Work Plan, design of indicators. | %17,14  6 | %31,43  11 | %37,14  13 | %14,29  5 | 35 |
| Able to integrate gender equality concerns in programme / project implementation | %14,29  5 | %51,43  18 | %28,57  10 | %5,71  2 | 35 |
| Able to integrate gender mainstreaming in operations: i.e. strategic planning processes, policies, administrative instructions and other directives on finance / procurement / IT / Human Resources / admin / security (ToRs, vacancy announcements, action plans, reports, orientation hand book etc.). | %8,57  3 | %34,29  12 | %40,00  14 | %17,14  6 | 35 |
| Able to consistently use gender-sensitive indicators to monitor track changes in programme/project implementation and gender relations of targeted population. | %11,43  4 | %25,71  9 | %48,57  17 | %14,29  5 | 35 |
| Able to effectively advocate the gender equality with government counterparts and other stakeholders | %14,29  5 | %40,00  14 | %40,00  14 | %5,71  2 | 35 |
| Able to discuss and promote relevant gender equality issues in conferences, workshops, press conferences, media events and official functions. | %14,29  5 | %34,29  12 | %40,00  14 | %11,43  4 | 35 |
| Able to ensure a respectful and gender-equal work environment; identify and address discriminatory behaviours in the unit. | %34,29  12 | %40,00  14 | %17,14  6 | %8,57  3 | 35 |

Within the assessment, respondents were asked to choose among some obstacles that may hinder the incorporation of a gender analysis in project planning, implementation and evaluation/reporting.

The most important obstacles behind building a gender responsive structure are as follows:

* Lack of paying attention gender issues;
* Lack of expertise on gender equality;
* Lack of tools and mechanisms to refer;
* Lack of financial resources for gender equality programming and
* Low office priority for gender issues

All of those obstacles are identified almost equally important by the respondents. These findings indicate that there needs to be continuous informative activities for disseminating of the existing structures, tools and mechanisms on gender equality and making gender equality perspective as a priority issue.

Within the scope of this learning strategy, CO will take the following actions to respond the above-mentioned obstacles:

* Integration of gender related concerns into the induction processes,
* Organizing portfolio specific gender screening workshops
* Organizing a dedicated session for UNDPs approaches on gender equality and women’s empowerment within annual trainings
* Including gender related indicators within PMDs
* Including gender screening and gender analysis within the various steps of project management cycle

Below table summarizes preferences of colleagues in terms of resources, tools, methods and contents of the learning activities.

Table 4: Resources, Tools, Methods and Contents

|  |  |
| --- | --- |
| RESOURCES, TOOLS, METHODS AND CONTENTS | |
| Preferred sources of learning | * Mandatory online courses * Gender awareness trainings |
| Preferred methods for learning are: | * Face to face trainings and courses * Self-paced online courses * On the job/learning by doing with follow up by specialist |
| Preferred fields of learning | * Conceptual framework (gender equality, sexuality, patriarchy, discrimination, gender and development etc.) * International norms and standards on gender equality (CEDAW, İstanbul Convention) * Gender responsive project implementation * Gender sensitive grant programme design and management * UNDP’s gender equality and women’s empowerment policies and strategies * Basic Steps for gender mainstreaming * Gender sensitive communications and language use |
| Learning objectives | * To get familiar with the key gender equality concepts * Developing specific skills such as design and implementation of gender responsive and transformative programme activities. |
| Specific needs | * Orientation programme including basic principles of the gender equality * Creating native language documents and information on gender equality |

Learning needs appears in various areas that can be classified under two:

* Gender aware policy making, implementation, monitoring and evaluation;
* Gender aware project design, implementation, monitoring and evaluation

In addition to that gender responsive budgeting was mentioned, which underlines all implementations in policy and project level and very much related with the procurement processes within UNDP.

***The overall findings of the assessment indicates that, colleagues in UNDP Turkey country office are very much aware of the importance of mainstreaming gender equality, know about the resources and basic framework, use them for their own work, ready and willing to learn more on gender equality to build gender responsive approach and implementation.***

# ANNEX 1.

# UNDP Gender Academy

# A Training Programme for UNDP Country Team

# Concept Note

# Background and Context

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.

UNDP Turkey is aware of the importance of gender mainstreaming within the organization in order to realize and achieve the areas of intervention. A comprehensive Gender Equality Strategy is therefore prepared to ensure that UNDP Country Office in Turkey has the relevant and adequate capacity, systems and focus of its programme. This strategy is an internal corporate settlement that supports and guides the integration of gender equality perspective in all CO programme activities and helps to strengthen the contribution of UNDP Turkey to gender equality and women’s empowerment in Turkey.

It is a tool for and an indicator of how UNDP Turkey Country team understand and internalize gender equality and make gender equality targets an indispensable part of UNDPs programme interventions. It aims to move the “gender mainstreaming”[[1]](#footnote-1) from theory to practice and 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.

In doing so UNDP Turkey Coutry team aims 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 and to create **gender-transformative results** that address the root causes of inequalities and power imbalances within a  **gender-responsive approach** in which we can **identify and address the different needs of women and men** and bring equitable distribution of benefits. We intend to mainstream gender as a collective responsibility of the entire Country Office as a well-planned, long-term process.

As a first step for realizing the above-mentioned intentions it is crucial to internalize the importance of gender equality and women's empowerment. 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 practicing areas are basics of the UNDP Turkey Gender Equality Strategy.

In this respect, UNDP Turkey Gender Equality Strategy (2017-2020) integrates the “capacity building” as one of the four specific objectives. According to this, UNDP Turkey works for “Building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas”. The organizational culture needs to be strengthened in terms of sensitivity, knowledge, collaboration and advocacy capacity regarding gender equality.

# Objectives

In line with the UNDP Turkey Gender Equality Strategy and its objectives related to capacity building UNDP CO introduces “UNDP Gender Academy” which consist of comprehensive trainings and other capacity building activities for the benefit of the country team in which the staff will increase their knowledge and awareness on gender equality and women’s empowerment approach as a main strategy of implementation and development assistance.

UNDP Gender Academy is a frame for the interventions and actions to build an adequate in-house capacity for gender mainstreaming.

General and specific objectives of the UNDP Gender Academy can be listed as below:

* Increase the capacity of staff in term of gender equality and gender sensitivity through a capacity development programme,
* Conduct continuous capacity development and awareness raising sessions on gender mainstreaming for all UNDP Turkey CO Staff,
* Increase staff engagement to the gender equality and women’s empowerment approach as a main strategy of implementation and development assistance,
* Understanding the historical context regarding gender equality within the UN system from 1948 onwards,
* Familiarizing with critical concepts such as sex versus gender, gender equality, discrimination/multiple discrimination, sexism, segregation and its results, strategic and practical needs for gender mainstreaming (gender analysis and data),
* Increase awareness of the existing situation regarding gender equality in Turkey with respect to different fields of intervention including but not limited to education, employment, health, political participation, violence, urban space, rural development and agriculture, migration and displacement,
* Develop the methodology for an annual training programme for UNDP Turkey CO staff,
* Better identify possible intervention fields of UNDP to achieve gender transformative results,
* Enhance the capacity to make gender analysis while preparing the project documents mainly within the situation analysis and increase the capacity to introduce gender responsive implementation and planning of the projects within all fields of development,
* Support the platform way of working within UNDP with a strong understanding of gender Equality as a cross cutting issue of SDGs.

# Trainings

As the main way of developing gender competencies of the country team, several gender equality trainings will be organized within the scope of the UNDP Gender Academy.

The regular trainings on the main issues and basics of gender equality as well as the adhoc trainings on specific issues will be provided by the senior experts who have high standards of teaching abilities; personal and professional experience within the realm of the gender equality and women’s empowerment; high professional/academic standing and experience in delivering training programs on gender equality; high professional/academic background and proven experience in analyzing faces of gender inequalities in Turkey in response to various social, economic, ideological and cultural issues; good knowledge on international human rights framework, as well as national legal and institutional structure on gender equality.

Trainings will be held within an interactive and participatory method. The trainings will be organized in a way to provide the best conditions for active participation of the trainees and with respect to the adult learning principles. GEFT will be the main responsible for the organization and operation of the training programme. The impact of each training will be assessed by the GEFT through a basic assessment survey questionnaire.

## Regular trainings:

Within the scope of UNDP Gender Academy, a regular training programme will be organized on yearly bases. This training program will be completed in five weeks. Each week half day training sessions will be held. Each session will be consisting of two 75 minutes sessions and 15 minutes brake.

The sessions will be conducted by a senior expert, who are knowledgeable in national and international issues regarding gender relations and gender equality. Trainings can be in Turkish in order to familiarize the participants with Turkish versions of all concepts and discussions widely used in international arena and particularly in UN system. Sessions will mainly focus on the existing structure and internal processes as well as the framework on gender mainstreaming and gender equality within UNDP. Session will be coordinated in collaboration with the Gender Equality Focal Team (GEFT). The trainer(s) may assign readings for the participants prior to each week.

The content of this regular training will be repeated each year, additional issues can be considered regarding the daily needs. Each year the training material that will be developed by the senior expert will be updated after the completion of the training programmes based on the feedback of the participants and their needs.

|  |
| --- |
| **Curriculum for the regular gender equality training programme:**  **Session 1 Introduction**: Introducing historical context of UN for gender equality and different motives of UNDP in GE  **Session 2 Familiarizing with critical concepts:** Sex versus gender; gender equality; discrimination/multiple discrimination; sexism; segregation and its results; strategic and practical needs; gender mainstreaming; women’s empowerment; gender analysis and data  **Session 3 Gender inequalities in Turkey:** education; employment; health; political participation; violence; urban space; rural development and agriculture; migration and displacement etc.  **Session 4. Working with partners:** Institutional framework in Turkey; Engagement with academy and other civil bodies; UNDPs possible role in Gender Equality in Turkey  **Session 5. Gender equality framework within UNDP’s development assistance:** In-house tools and mechanisms; |

## Ad-hoc trainings

In addition to the regular training programme on the conceptual and political issues regarding the basics of gender equality in UN system and in Turkey, several other training sessions can be organized to regarding the emerging issues and specific topics within the national and international context of development.

Those trainings can focus either on cross cutting issues such as gender responsive management, gender responsive communication, gender responsive monitoring and evaluation, or on specific subjects regarding the working areas of different portfolios as well as units within the office such as gender in climate chance, gender based results of migration and displacement, gender in rural development.

Ad-hoc trainings can also be organized in collaboration with other UN agencies and under the results groups. Each portfolio and unit are expected to lead at least one training session in the period of gender equality strategy of the CO.

# Knowledge products and collective reading

Provision of relevant and up to date knowledge products for country team is another initiative under UNDP Gender Academy. At least once in the current gender equality strategy of the CO, each portfolio and unit are expected to contribute to the production of knowledge on gender related issues within their respected working areas. Reference documents and other studies developed under different UNDP programmes and projects will be considered under the scope of UNDP gender academy. Within a mutual relationship, those studies will both contribute to and be supported by the Gender Academy. The Gender Academy will be the main real in which those knowledge products will be disseminated and submitted for the information of the Country Team.

“Collective reading” as a form of dissemination of knowledge created by UNDP will be an other activity under the Gender Academy. In addition to that “collective reading sessions” happens to be an opportunity for Country Team to get familiar with recently developed strategic documents such as strategic plan, gender equality strategy, gender parity strategy etc.

# Experience sharing

Within the scope of the UNDP gender academy, experience sharing among the project teams will be considered as a tool for learning and capacity building. Gender related experience-sharing will provide with increasing the capacity of gender analysis of the project and programme staff through awareness raising and learning from their own experiences as development professionals. Specific objectives will be;

* Experience sharing and awareness raising on the role and importance of gender responsive approach
* Learning from each other’s experiences on developing gender sensitive implementation
* Create a discussion platform for the gender responsive budgeting of the projects and programmes

Through experience sharing meetings, it is expected that;

* Capacity of problem solving, and gender responsive approach will be increased;
* Collaboration and partnership between different clusters and portfolios will be enhanced;
* Inter-portfolio and inter-cluster initiatives can be developed;
* **I**ntersecting issues within the different portfolios, clusters as well as projects in terms of both target groups and interventions are defined.

Each portfolio and/or unit is expected to contribute to experience sharing activities at least one in the period of gender equality strategy of the CO.

# Target groups

UNDP Gender Academy targets all CO staff, including portfolio/programme managers, projects coordinators/cluster leads, project managers, project staff and communications unit, operations team. It will be mandatory for Gender Equality Focal Team members.

They are expected to fulfil the assignments, follow the sessions and actively participate to the discussions. The trainings can be followed by the staff of the field offices online, if the physical presence would not be possible. The number of participants should not be more than 25 in each face to face training session. Depending on the number of target groups the training should be repeated.

**UNDP Gender Academy**

**A Training Programme for UNDP Country Team**

**Concept Note**

1. **Background and Context**

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.

UNDP Turkey is aware of the importance of gender mainstreaming within the organization in order to realize and achieve the areas of intervention. A comprehensive Gender Equality Strategy is therefore prepared to ensure that UNDP Country Office in Turkey has the relevant and adequate capacity, systems and focus of its programme. This strategy is an internal corporate settlement that supports and guides the integration of gender equality perspective in all CO programme activities and helps to strengthen the contribution of UNDP Turkey to gender equality and women’s empowerment in Turkey.

It is a tool for and an indicator of how UNDP Turkey Country team understand and internalize gender equality and make gender equality targets an indispensable part of UNDPs programme interventions. It aims to move the “gender mainstreaming”[[2]](#footnote-2) from theory to practice and 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.

In doing so UNDP Turkey Coutry team aims 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 and to create **gender-transformative results** that address the root causes of inequalities and power imbalances within a  **gender-responsive approach** in which we can **identify and address the different needs of women and men** and bring equitable distribution of benefits. We intend to mainstream gender as a collective responsibility of the entire Country Office as a well-planned, long-term process.

As a first step for realizing the above-mentioned intentions it is crucial to internalize the importance of gender equality and women's empowerment. 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 practicing areas are basics of the UNDP Turkey Gender Equality Strategy.

In this respect, UNDP Turkey Gender Equality Strategy (2017-2020) integrates the “capacity building” as one of the four specific objectives. According to this, UNDP Turkey works for “Building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas”. The organizational culture needs to be strengthened in terms of sensitivity, knowledge, collaboration and advocacy capacity regarding gender equality.

1. **Objectives**

In line with the UNDP Turkey Gender Equality Strategy and its objectives related to capacity building UNDP CO introduces “UNDP Gender Academy” which consist of comprehensive trainings and other capacity building activities for the benefit of the country team in which the staff will increase their knowledge and awareness on gender equality and women’s empowerment approach as a main strategy of implementation and development assistance.

UNDP Gender Academy is a frame for the interventions and actions to build an adequate in-house capacity for gender mainstreaming.

General and specific objectives of the UNDP Gender Academy can be listed as below:

* Increase the capacity of staff in term of gender equality and gender sensitivity through a capacity development programme,
* Conduct continuous capacity development and awareness raising sessions on gender mainstreaming for all UNDP Turkey CO Staff,
* Increase staff engagement to the gender equality and women’s empowerment approach as a main strategy of implementation and development assistance,
* Understanding the historical context regarding gender equality within the UN system from 1948 onwards,
* Familiarizing with critical concepts such as sex versus gender, gender equality, discrimination/multiple discrimination, sexism, segregation and its results, strategic and practical needs for gender mainstreaming (gender analysis and data),
* Increase awareness of the existing situation regarding gender equality in Turkey with respect to different fields of intervention including but not limited to education, employment, health, political participation, violence, urban space, rural development and agriculture, migration and displacement,
* Develop the methodology for an annual training programme for UNDP Turkey CO staff,
* Better identify possible intervention fields of UNDP to achieve gender transformative results,
* Enhance the capacity to make gender analysis while preparing the project documents mainly within the situation analysis and increase the capacity to introduce gender responsive implementation and planning of the projects within all fields of development,
* Support the platform way of working within UNDP with a strong understanding of gender Equality as a cross cutting issue of SDGs.

1. **Trainings**

As the main way of developing gender competencies of the country team, several gender equality trainings will be organized within the scope of the UNDP Gender Academy.

The regular trainings on the main issues and basics of gender equality as well as the adhoc trainings on specific issues will be provided by the senior experts who have high standards of teaching abilities; personal and professional experience within the realm of the gender equality and women’s empowerment; high professional/academic standing and experience in delivering training programs on gender equality; high professional/academic background and proven experience in analyzing faces of gender inequalities in Turkey in response to various social, economic, ideological and cultural issues; good knowledge on international human rights framework, as well as national legal and institutional structure on gender equality.

Trainings will be held within an interactive and participatory method. The trainings will be organized in a way to provide the best conditions for active participation of the trainees and with respect to the adult learning principles. GEFT will be the main responsible for the organization and operation of the training programme. The impact of each training will be assessed by the GEFT through a basic assessment survey questionnaire.

* 1. **Regular trainings:**

Within the scope of UNDP Gender Academy, a regular training programme will be organized on yearly bases. This training program will be completed in five weeks. Each week half day training sessions will be held. Each session will be consisting of two 75 minutes sessions and 15 minutes brake.

The sessions will be conducted by a senior expert (please see Annex 1: ToR for Senior Expert), who are knowledgeable in national and international issues regarding gender relations and gender equality. Trainings can be in Turkish in order to familiarize the participants with Turkish versions of all concepts and discussions widely used in international arena and particularly in UN system. Sessions will mainly focus on the existing structure and internal processes as well as the framework on gender mainstreaming and gender equality within UNDP. Session will be coordinated in collaboration with the Gender Equality Focal Team (GEFT). The trainer(s) may assign readings for the participants prior to each week.

The content of this regular training will be repeated each year, additional issues can be considered regarding the daily needs. Each year the training material that will be developed by the senior expert will be updated after the completion of the training programmes based on the feedback of the participants and their needs.

|  |
| --- |
| **Curriculum for the regular gender equality training programme:**  **Session 1 Introduction**: Introducing historical context of UN for gender equality and different motives of UNDP in GE  **Session 2 Familiarizing with critical concepts:** Sex versus gender; gender equality; discrimination/multiple discrimination; sexism; segregation and its results; strategic and practical needs; gender mainstreaming; women’s empowerment; gender analysis and data  **Session 3 Gender inequalities in Turkey:** education; employment; health; political participation; violence; urban space; rural development and agriculture; migration and displacement etc.  **Session 4. Working with partners:** Institutional framework in Turkey; Engagement with academy and other civil bodies; UNDPs possible role in Gender Equality in Turkey  **Session 5. Gender equality framework within UNDP’s development assistance:** In-house tools and mechanisms; |

* 1. **Ad-hoc trainings**

In addition to the regular training programme on the conceptual and political issues regarding the basics of gender equality in UN system and in Turkey, several other training sessions can be organized to regarding the emerging issues and specific topics within the national and international context of development.

Those trainings can focus either on cross cutting issues such as gender responsive management, gender responsive communication, gender responsive monitoring and evaluation, or on specific subjects regarding the working areas of different portfolios as well as units within the office such as gender in climate chance, gender based results of migration and displacement, gender in rural development.

Ad-hoc trainings can also be organized in collaboration with other UN agencies and under the results groups. Each portfolio and unit are expected to lead at least one training session in the period of gender equality strategy of the CO.

1. **Knowledge products and collective reading**

Provision of relevant and up to date knowledge products for country team is another initiative under UNDP Gender Academy. At least once in the current gender equality strategy of the CO, each portfolio and unit are expected to contribute to the production of knowledge on gender related issues within their respected working areas. Reference documents and other studies developed under different UNDP programmes and projects will be considered under the scope of UNDP gender academy. Within a mutual relationship, those studies will both contribute to and be supported by the Gender Academy. The Gender Academy will be the main real in which those knowledge products will be disseminated and submitted for the information of the Country Team.

“Collective reading” as a form of dissemination of knowledge created by UNDP will be an other activity under the Gender Academy. In addition to that “collective reading sessions” happens to be an opportunity for Country Team to get familiar with recently developed strategic documents such as strategic plan, gender equality strategy, gender parity strategy etc.

1. **Experience sharing**

Within the scope of the UNDP gender academy, experience sharing among the project teams will be considered as a tool for learning and capacity building. Gender related experience-sharing will provide with increasing the capacity of gender analysis of the project and programme staff through awareness raising and learning from their own experiences as development professionals. Specific objectives will be;

* Experience sharing and awareness raising on the role and importance of gender responsive approach
* Learning from each other’s experiences on developing gender sensitive implementation
* Create a discussion platform for the gender responsive budgeting of the projects and programmes

Through experience sharing meetings, it is expected that;

* Capacity of problem solving, and gender responsive approach will be increased;
* Collaboration and partnership between different clusters and portfolios will be enhanced;
* Inter-portfolio and inter-cluster initiatives can be developed;
* **I**ntersecting issues within the different portfolios, clusters as well as projects in terms of both target groups and interventions are defined.

Each portfolio and/or unit is expected to contribute to experience sharing activities at least one in the period of gender equality strategy of the CO.

1. **Target groups**

UNDP Gender Academy targets all CO staff, including portfolio/programme managers, projects coordinators/cluster leads, project managers, project staff and communications unit, operations team. It will be mandatory for Gender Equality Focal Team members.

They are expected to fulfil the assignments, follow the sessions and actively participate to the discussions. The trainings can be followed by the staff of the field offices online, if the physical presence would not be possible. The number of participants should not be more than 25 in each face to face training session. Depending on the number of target groups the training should be repeated.

**Annex 1.**

**Terms of Reference (ToR)**

**SENIOR EXPERT ON GENDER EQUALITY**

**Gender Trainings for United Nations Development Programme (UNDP) Turkey CO**

1. **Background and Context**

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.

UNDP Turkey is aware of the importance of gender mainstreaming within the organization in order to realize and achieve the areas of intervention. A comprehensive Gender Equality Strategy is therefore prepared to ensure that UNDP Country Office in Turkey has the relevant and adequate capacity, systems and focus of its programme. This would allow that the gender equality related interventions are met, and UNDP makes substantive and transformative contribution to gender equality in Turkey. This strategy is an internal corporate settlement that supports and guides the integration of gender equality perspective in all CO programme activities and helps to strengthen the contribution of UNDP Turkey to gender equality and women’s empowerment in Turkey.

It is a tool for and an indicator of how UNDP Turkey Country team understand and internalize gender equality and make gender equality targets an indispensable part of UNDPs programme interventions. It aims to move the “gender mainstreaming”[[3]](#footnote-3) from theory to practice and 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.

It also aims to make all staff to 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 mainstreaming is the responsibility of the entire Country Office as a well-planned, long-term process.

Gender mainstreaming is a holistic process that needs to be instituted within different levels and areas of work. The 1997 agreed conclusions of ECOSOC defined gender mainstreaming as “The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetrated. The goal is to achieve gender equality.”

In this respect, capacity building is one of the four specific objectives of the UNDP Turkey Gender Equality Strategy (2017-2020). According to this, UNDP Turkey works for “Building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas”

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 practicing 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.

In this regard UNDP Turkey Country Office will provide five-week training programme for the benefit of the country team in which the staff will increase their knowledge and awareness on gender equality and women’s empowerment approach as a main strategy of implementation and development assistance. This training programme will be conducted under the UNDP Gender Academy.

1. **Objective and Scope**

The program will provide with better understanding for the context regarding gender equality within the UN system and familiarizing with critical concepts as well as the existing situation regarding gender equality in Turkey.

General and specific objectives of the assignment are:

* Increase the capacity of staff in term of gender equality and gender sensitivity through a capacity development programme.
* Understanding the historical context regarding gender equality within the UN system from 1948 onwards.
* Familiarizing with critical concepts such as sex versus gender, gender equality, discrimination/multiple discrimination, sexism, segregation and its results, strategic and practical needs for gender mainstreaming (gender analysis and data).
* Increase awareness of the existing situation regarding gender equality in Turkey with respect to different fields of intervention including but not limited to education, employment, health, political participation, violence, urban space, rural development and agriculture, migration and displacement.

This training program will be organized under the UNDP Gender Academy as its first training activity.

The programme will be completed in five weeks.

The trainings will be half day and two sessions for each week.

The trainings that are conducted by the senior expert, will be in Turkish in order to familiarize the participants with Turkish versions of all concepts and discussions widely used in international arena and particularly in UN system.

The trainer may assign readings for the participants prior to each week

The programme will start in early April.

The programme will be organized by the GEFT training and capacity building subgroup

The leading contributor will be the senior expert.

Internal processes and UNDPs approach will be presented by UNDP Gender Advisor and GEFT.

The impact of the trainings will be assessed by the basic assessment survey questionnaire.

1. **Duties and Responsibilities of the Individual Consultant**

The Consultant will work closely with Gender Equality Focal Team and CO Gender Advisor. The Consultant will be responsible for the following:

* Preparing the curriculum and necessary materials for trainings.
* Preparing the assessment tools for trainings.
* Providing suggestions for developing an annual training program regarding the timing, period, duration, participants, places, content etc.
* Conducting training programs to the relevant staff of UNDP Turkey CO. ​

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

* Human rights and gender equality are 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 is 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 created;
* Necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

1. **Duration and Deliverables**

The Assignment is expected to start in early 9 April 2019 and be completed on 31 December 2019. The table below outlines the number of working days that are allocated to the Consultant to carry out the assignment.

In order to fulfill required tasks for the development of deliverables as defined and listed in the table below, the **estimated** number of days to be invested are also provided. The number of days presented as ‘estimated number of man days to be invested’ are **indicative**. The IC may invest less/more than the estimated number of days in each month and finalize the respective deliverable.

The payment for each deliverable will be made on the basis of the actual number of days invested for that respective deliverable; however, the overall number of days to be invested for all deliverables cannot exceed **10 days throughout the contract validity**. The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

The deliverables expected from the consultant are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Deliverables** | **Estimated Number of Man/Days to be Invested** | **Estimated Due Dates** |
| Preparing the content and the curriculum for the training programme | Final training programme Report | 1w/d | 09 April 2019 |
| **Session 1 Introduction:**  Introduction and warm up for the training.  Introducing Historical context of UN for gender equality and different motives of UNDP in GE | Presentation for Training Program | 2 w/d | April 2019 –  September 2019 |
| **Session 2 Familiarizing with critical concepts:**  Sex versus gender; gender equality; discrimination/multiple discrimination; sexism; segregation and its results; strategic and practical needs; gender mainstreaming; Women’s empowerment; gender analysis and data | Presentation for Training Program | 2 w/d | April 2019 –  September 2019 |
| **Session 3 Gender inequalities in Turkey:**  education; employment; health; political participation; violence; urban space; rural development and agriculture; migration and displacement etc. | Presentation for Training Program | 2 w/d | May 2019 –  October 2019 |
| **Session 4 Working with partners**  Institutional framework in Turkey  Engagement with academy and other civil bodies  UNDPs possible role in Gender Equality in Turkey  Overview of the training and conclusion | Presentation for Training Program | 2 w/d | May 2019 –  October 2019 |
| Suggestions for the UNDP Gender Equality Academy | Suggestion Report | 1w/d | May 2019 |
| **Total Days Allocated for the Assignment** | | 1. **/d** | |

1. **Timing and Duration**

The assignment is expected to start on 09 April 2019 and it is expected to be completed by 31 December 2019. Total number of days to be invested for all deliverables cannot exceed **10 days throughout the contract validity**.

1. **Institutional Arrangement**

UNDP Turkey CO will;

- Provide the Consultant with relevant documents,

- Provide the Consultant with full support in every steps of the training,

- Facilitate rooms and tools for training as well as ensure the participation of the staff.

The consultant will be under the direct supervision of the Assistant Resident Representative (Programme) and work in close collaboration with the UNDP Turkey CO Gender Advisor.

1. **Minimum Qualification Requirements**

**General Qualifications**

* Advanced university degree in gender studies, political science, public administration, economics, and/or human rights is required
* Fluency in English is required;
* Full computer literacy is required

**General professional experience**

* 15 years of professional experience in the fields of gender equality and women’s empowerment is required.
* At least 5 years of international experience in gender equality and women’s empowerment is required
* Proven academic experience in gender equality and women’s empowerment.

**Specific professional experience**

* High professional/academic standing and experience in delivering training programs on gender equality
* High professional/academic background and proven experience in analysing faces of gender inequalities in Turkey in response to various social, economic, ideological and cultural issues.
* Good knowledge on international human rights framework, as well as national legal and institutional structure on gender equality

**Competencies**

* Proven experience in participatory training programmes on gender equality
* Proven experience and knowledge in adult learning
* Displays cultural, gender, religion and age sensitivity and adaptability.

1. **Place of Work**

Place of work for the assignment is Ankara. Travels with respect to UNDP’s various projects needs and the duties and responsibilities of the consultant stated; travel, accommodation and living expenses (inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in place of residence will be borne by the consultant. In case of travel need, travel related costs will be covered by UNDP. The cost and terms of reimbursement of any travel authorized by UNDP for Individual Contractors must be negotiated prior to travel. Assignment-related travel and accommodation costs, which are pre-approved by UNDP, outside of the Duty Station will be borne by UNDP in line with UNDP’s corporate rules and regulations and arranged through the travel agency UNDP works with. During the travels the respective travels of the consultant may either be;

1. Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC or
2. Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item subject to following constraints/conditions provided in below table;
3. covered by the combination of the above options

The following guidance on travel compensation is provided per UNDP practice.

|  |  |  |
| --- | --- | --- |
| **Cost item** | **Constraints** | **Conditions of Reimbursement** |
| Travel (intercity transportation) | Full-fare economy class tickets | 1. Approval of UNDP before the initiation of travel 2. Submission of the invoices/receipt, etc. by the consultant with the UNDP’s F-10 Form 3. Approval of UNDP |
| Accommodation | Up to 50% of the effective DSA rate of UNDP for the respective location |
| Breakfast | Up to 6% of the effective DSA rate of UNDP for the respective location |
| Lunch | Up to 12% of the effective DSA rate of UNDP for the respective location |
| Dinner | Up to 12% of the effective DSA rate of UNDP for the respective location |
| Other Expenses (intra city transportations, transfer cost from /to terminals, etc.) | Up to 20% of effective DSA rate of UNDP for the respective location |

1. **Payments**

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverable by UNDP on the basis of actual number of days invested in that respective deliverable and the pertaining Certification of Payment document signed by the consultant and approved by the responsible Assistant Resident Representative (Programme). The total amount of payment to be effected to the Consultant within the scope of this contract **cannot exceed** **equivalent of** **10 man/days**.

If the deliverables are not produced and delivered by the consultant to the satisfaction of UNDP as approved by the responsible Project Manager, no payment will be made even if the consultant has invested man/days to produce and deliver such deliverables.

The expert shall be paid in USD if he/she resides in a country different than Turkey. The payment shall be realized in USD through conversion of the TRY amount by the official UN exchange rate valid on the date of money transfer. The amount paid to the consultant shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

Tax Obligations: The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC.

1. Gender mainstreaming is a holistic process that needs to be instituted within different levels and areas of work. The 1997 agreed conclusions of ECOSOC defined gender mainstreaming as “The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetrated. The goal is to achieve gender equality.” [↑](#footnote-ref-1)
2. Gender mainstreaming is a holistic process that needs to be instituted within different levels and areas of work. The 1997 agreed conclusions of ECOSOC defined gender mainstreaming as “The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetrated. The goal is to achieve gender equality.” [↑](#footnote-ref-2)
3. [↑](#footnote-ref-3)