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Sida Decentralised Evaluation

NIRAS Sweden AB

Evaluation of An Opportunity for Every Woman Project in Türkiye

Final Report

Evaluation of An Opportunity for Every Woman Project in Türkiye

**Final Report
October 2024**

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2024:19

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Abbreviations and Acronyms

AOFEW	An Opportunity for Every Women Project (project)
CSO	Civil Society Organisation
DV	Domestic Violence
EU	European Union
EQ	Evaluation Question
ET	Evaluation Team
GBV	Gender-Based Violence
GDPR	General Data Protection Regulation
GEF	Global Environment Facility
HQ	Headquarter
HRBA	Human Rights Based Approach
ICT	Information and Communication Technologies
IDP	Internally Displaced Persons
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MFA	Ministry of Foreign Affairs
MTE	Mid-Term Evaluation
PwD	Persons with Disabilities
QA	Quality Assurance
RBM	Results based management
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
SWOT	Strengths, Weaknesses, Opportunities, and Threats
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UfE	Utilisation-focused Evaluation
UN	United Nations
UNFPA	United Nations Population Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence against women
VfM	Value for Money

Preface

This report documents the mid-term evaluation of the An Opportunity for Every Woman Project (AOFEW), facilitated by the KAMER Foundation under the auspices of Sida's enduring support since 2005. The evaluation is pivotal as it aligns with Sweden's strategy for reform cooperation with Türkiye, focusing on enhancing gender equality and strengthening the capacities of civil society organisations to promote democratic development and respect for human rights. The AOFEW project aims to bolster KAMER's impact across southeastern and eastern Turkey, fostering societal and governmental advancements in gender equality, while addressing the broad needs of women affected by violence and socio-economic disadvantages.

The evaluation yielded comprehensive insights, detailing 11 key findings and conclusions based on the criteria of relevance, efficiency, effectiveness, sustainability, and cross-cutting issues, along with specific recommendations all aimed at guiding future development of the partnership between Sida and KAMER. As the current funding agreement approaches its conclusion in 2024, these findings are intended to deepen Sida's understanding of the project's impact, facilitating informed dialogue with KAMER, and helping to shape a strategic approach for continued collaboration. This collaborative effort seeks to effectively address the ongoing and complex challenges faced by women in Türkiye, reinforcing commitments to enhance gender equality and empower women within the region.

The evaluation was conducted, quality assured and managed by an evaluation team from NIRAS Sweden AB.

Executive Summary

Introduction

Sweden's international development strategy for 2021–2027 with the Western Balkans and Türkiye aims to support democratic development, respect for human rights, and poverty reduction. This strategy outlines specific goals to create a more open and democratic society, particularly emphasising gender equality. Key areas of focus include reducing gender discrimination, enhancing women's economic empowerment, supporting women human rights defenders, increasing participation in political processes, and addressing sexual and gender-based violence and societal norms¹.

In this context, Türkiye has faced significant challenges, including a marked erosion of women's rights and a rise in violence against women. Türkiye ranks 129th among 146 countries in the Global Gender Gap report by the World Economic Forum. This backdrop of increased gender-based violence is compounded by Türkiye's withdrawal from the Istanbul Convention, a move that has significantly hampered efforts to combat violence against women.

Amid these challenges, Sida has commissioned this mid-term evaluation of the An Opportunity for Every Woman Project (AOFEW) implemented by KAMER Foundation. KAMER, established in 1997, focuses on empowering women and combating violence against women in Türkiye's most disadvantaged regions. The foundation aims to foster societal peace and avoid political polarisation by promoting human rights and democracy. The Project operates in 20 cities, particularly in regions with low income, high unemployment, significant conflict, and a substantial presence of Syrian refugees. Additionally, these areas have experienced natural disasters like floods, wildfires, and earthquakes, which have exacerbated existing vulnerabilities.

The evaluation is set against the backdrop of Sida's ongoing support since 2005 and aims to assess the results achieved through this support by evaluation relevance, effectiveness, efficiency, sustainability, and cross-cutting issues of the Project. The objectives of the AOFEW project align with Sweden's broader goals in Türkiye, aiming to increase the number of women who actively combat violence and participate in societal developments. The project's goals are to strengthen KAMER's operational impact, change women's attitudes towards violence, empower women in their fight

¹ MFA (2021) Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021– 2027, [strategy-reform-cooperation-western-balkans-and-turkey-2021-27.pdf \(government.se\)](https://www.government.se/press-releases/2021/05/strategy-reform-cooperation-western-balkans-and-turkey-2021-27)

against violence and honour crimes, and initiate societal and governmental actions promoting gender equality.

Approach and Methodology

The evaluation employed a mixed-methods approach combining qualitative and quantitative analyses to comprehensively assess the project. It integrated a formative and summative approach, ensuring stakeholder participation and applying a Human Rights Based Approach (HRBA), transparency, utilising a theory-based, inclusive, and participatory approach. The evaluation also integrated stakeholders' perspectives, focused on Sustainable Development Goals, particularly gender equality, and triangulation to verify data and ensure validity.

Primary data collection included structured interviews, field observations, and focus group discussions, while secondary data came from documents and reports. The evaluation emphasised gender considerations, the effectiveness of women's and girls' protection activities, and the impact on reducing gender-based violence.

Document review, gender-focused group meetings, stakeholder mapping, and consultations with diverse stakeholders ensured comprehensive data collection and analysis. The evaluation matrix, developed based on OECD-DAC criteria, guided the process, aligning with Sida standards and incorporating lessons from previous evaluations.

Evaluation process

The evaluation commenced in March and was officially launched following a productive kick-off meeting with the Embassy of Sweden and senior evaluators. The Inception Phase included scoping interviews, desk study of the Project's documentation, and finalisation of the Inception report. The Inception Report was approved after addressing all comments, setting the stage for a well-organised data collection phase. The Field Phase took place in Gaziantep, Kars, Igdir, and Agri from April 18 to May 26, engaging a diverse group of 42 individuals, including 24 women and 18 men through gender-focused questions and focus group discussions with a range of stakeholders.

- 13 participants (all Kamer staff) were interviewed through questionnaires.
- 4 Kamer staff were reached through structured interviews.
- 15 additional informants (including donor representatives, NGO staff, public sector representatives, and attorneys) were interviewed using structured interviews.
- 31 participants were involved in focus groups, comprising:
 - 21 Kamer beneficiaries,
 - 5 representatives from public institutions, and
 - 6 drivers and small business owners.

The evaluation team efficiently utilised the 40 working days allocated, with the Team Leader dedicating 26 days and the national expert contributing 14 days.

Limitation and mitigations

Despite the short timeframe, the evaluation team managed to gather valuable insights. While the constraints on days available for data collection and analysis posed challenges, they also highlighted the team's ability to adapt and focus on key aspects of the project under tight deadlines. The evaluation's findings are evidence-based but potentially limited by the evaluation's constraints being limited to 40 working days (26 for the Team Leader who did not take part in the field mission). This led to restricted stakeholder engagement with a risk of data bias and an incomplete understanding of the project's outcomes. The reliance on a theory-based, deductive approach combined with limited time may have hindered the capture of unexpected results and thorough exploration of long-term impacts. Additionally, the short timeframe likely impeded establishing causality and fully analysing the project's long-term effects and sustainability. As per these limitations, the findings should be interpreted with caution, and future evaluations should allocate more time and resources for a comprehensive assessment. To mitigate these limitations, the evaluators, while limiting extensive stakeholder engagement, still provided significant understanding of the project's immediate impacts.

Key Evaluation Findings

The mid-term evaluation yielded comprehensive insights, detailing 11 key evaluation findings and conclusions based on the criteria of efficiency and effectiveness, along with three specific recommendations for these areas. Additionally, six recommendations were made concerning the sustainability of the project, all aimed at guiding future development of the partnership between Sida and KAMER. This evaluation is pivotal as the current agreement with Sida is set to conclude at the end of 2024. In anticipation, KAMER is preparing to submit a new proposal for the subsequent phase of their partnership. These evaluation findings are intended to deepen Sida's understanding of the project's impact, facilitating informed dialogue with KAMER and helping to shape a strategic approach for continued collaboration. This collaborative effort seeks to effectively address the ongoing and complex challenges faced by women in Türkiye, reinforcing commitments to enhance gender equality and empower women within the region.

1. *Finding. The KAMER project has remained highly relevant to the needs and challenges of gender equality and poverty in Southeast and East Türkiye, consistently adapting its objectives and design to changing circumstances such as natural disasters, the Syrian refugee crisis, and the 2023 earthquake devastation.*
2. *Finding. KAMER has limited control over changing political circumstances, which include political polarisation, opposition to the Istanbul Convention, and reactionary government measures, all of which complicate its efforts to uphold gender equality and neutrality.*

3. *Finding. Evaluation finds that, the project's intended impact such as "to build a participant and transparent society that has ensured gender equality, acting in protection of universal human rights and peace norms with an eco-friendly economy" appears overly ambitious, potentially necessitating a reassessment of its goals for more realistic outcomes.*
4. *Finding. KAMER is delivering on its objectives, exceeding planned targets in key areas like NGO collaboration, climate meetings, and access to justice. The organisation has empowered women through various means, improving awareness, skills, and the ability to exercise their rights while also strengthening its own impact on the field and political processes.*
5. *Finding. While KAMER has responded to recommendations from previous evaluations by enhancing its monitoring and learning systems, there remains scope for improvement in the result-oriented monitoring of outcomes.*
6. *Finding. The evaluation indicates that while risks and assumptions at the project level are monitored, their management and the implementation of necessary course corrections tend to be slow. This suggests a need for enhancing the operational response to identified risks to maintain the momentum and efficacy of project activities.*
7. *Finding. Beneficiaries interviewed expressed satisfaction with KAMER's utilisation of the allocated budget, noting that the organisation delivers a wide range of activities, conducts high-quality research, and provides valuable consultations. They view this as an excellent return on investment, acknowledging the efficiency and effectiveness of KAMER's services.*
8. *Finding. AOFEW's logical framework (Logframe) is somehow well-structured and coherent, however, most of the outcome indicators primarily measure short-term project results. The project's impact is not monitored through the logframe because there is no result area mentioned at the level of "overall objective"². Additionally, observations reveal missing assumptions across each result area within the framework.*
9. *Finding. KAMER has not specifically planned to conduct a detailed study on women's employment, including market research, which would be essential for tailoring employment support services more effectively.*
10. *Finding: While KAMER has successfully economically empowered a significant number of women across the regions where the project operates, evidenced by success stories of women generating transformative incomes, it cannot be conclusively determined that the Project has contributed to overall poverty reduction.*
11. *Finding: In the realm of civil society organisations (CSOs) operating under restrictive conditions, the importance of sustained donor support cannot be*

² Source: project document AOFEW Project Monitoring & Evaluation Matrix – M&E Plan 01.04.2022-31.12.2023

overstated, particularly for organisations like KAMER, which operate in highly sensitive and complex areas of gender equality.

Conclusions

- The AOFEW project has demonstrated high relevance and adaptability in addressing the challenges of gender equality and poverty in Southeastern and Eastern Turkey. It has effectively responded to natural disasters, the Syrian refugee crisis, and seismic events, tailoring its programs to meet the specific needs of its beneficiaries. KAMER's inclusive strategies and ongoing evolution in outreach have proven effective, exemplifying its commitment to dynamic community engagement.
- However, the project faces challenges in achieving broader societal changes due to insufficient collaboration levels and substantial external adversities, including political and sexist resistance. While KAMER has exceeded targets in areas such as NGO cooperation and legal aid, the need for a reassessment of its high-reaching goals is evident to ensure they are achievable given the current constraints.
- The effectiveness of the KAMER project is evident as it has notably exceeded targets in key areas such as NGO cooperation, climate advocacy, and legal aid. These successes have significantly empowered women and enhanced KAMER's organisational influence across the regions it serves. However, translating these achievements into broader societal change remains a complex and extended challenge. Despite the clear impact on individual and community levels, achieving widespread societal transformation involves overcoming substantial barriers, including entrenched gender norms and resistance from various societal sectors. This calls for a more sustained commitment and deeper systemic collaborations to ensure the enduring effectiveness of KAMER's initiatives in fostering a more equitable society.
- In terms of efficiency, KAMER manages a substantial budget efficiently, with funds being utilised to empower women through a range of activities. However, the project's monitoring framework primarily measures short-term outcomes, lacking in comprehensive indicators for long-term impacts, which necessitates the integration of Sustainable Development Goals to enhance the strategic monitoring of its impacts on gender equality.
- Sustainability remains a pivotal aspect of KAMER's strategy. The project's ability to adapt to ongoing challenges highlights its robustness, yet the sustainability of its impacts is jeopardised by external socio-political fluctuations and a dependency on external funding. To fortify its outcomes, KAMER is encouraged to deepen local capacities, enhance economic independence for beneficiaries, and develop stronger financial mechanisms to ensure the longevity of its programs and initiatives in promoting gender equality and women's empowerment.
- Donor agencies, international organisations, and think tanks stress the importance of continued donor's institutional support for organisations like KAMER to continue its core work, especially in contexts where civil society space is shrinking. They note the challenging issues of gender equality KAMER addresses, such as incest, honour killings, and polygamy. Given these complexities, they advise

against expecting rapid, high-level results and donors should be mindful of their expectations to reflect the realities of these sensitive environments.

Recommendations

Strategic recommendations to KAMER

To enhance the sustainability and broaden the impact of KAMER's efforts in poverty reduction and economic empowerment, the following recommendations are proposed:

1. **Strengthen Multi-Sector Partnerships:** KAMER should seek to scale-up and deepen collaborations with government bodies, the private sector, educational institutions, and other civil society organisations. These partnerships can enhance resource sharing, expertise exchange, and broaden the impact of poverty reduction strategies.
2. **Integrate into Local and National Policy Frameworks:** Engage more actively in policy advocacy to ensure that the needs and rights of marginalised women are considered in policymaking. This would help in embedding KAMER's initiatives within sustainable development goals and government poverty reduction strategies, ensuring long-term support and alignment with national priorities.
3. **Develop Economic Programs Based on Market Analysis:** Implement comprehensive market research to understand current job market demands and future trends. This research should guide the development of vocational training programs tailored to real employment opportunities, increasing the likelihood of economic stability for beneficiaries.
4. **Expand Income-Generating Activities:** Explore and develop sustainable income-generating projects within the communities served. These could include small-scale cooperatives, social enterprises, or partnerships with the private sector that not only provide employment but also contribute to the financial sustainability of KAMER's initiatives.

Programmatic recommendations to KAMER

5. **Enhance Monitoring and Evaluation (M&E) Systems:** Improve the M&E systems to measure the impact of interventions on poverty reduction more effectively. This should include indicators that capture long-term economic improvements and changes in social indicators, enabling adjustments to strategies and approaches as needed.

Recommendations to development partners

It is recommended that donors recalibrate their expectations and assessment criteria to recognise and value incremental progress in these complex areas. This would involve:

- a) **Adjusting Impact Metrics:** Develop and agree upon realistic impact metrics that acknowledge the profound challenges inherent in altering deeply ingrained social norms and legal structures.
- b) **Long-term Partnership Commitments:** Commit to long-term partnerships that extend beyond traditional funding cycles, providing the stability needed for sustained interventions in challenging environments.
- c) **Flexible Funding Structures:** Introduce more flexible funding arrangements that allow KAMER to respond adaptively to unforeseen challenges and opportunities, thereby enhancing their operational agility and effectiveness.

Recommendation to Sida

- a) **Supporting Resilience Building:** Provide funding and resources that enable KAMER to build resilience, such as developing local leadership capacities, enhancing legal advocacy, and fostering community engagement initiatives that are tailored to local contexts.

1 Introduction

1.1 EVALUATION OBJECTIVE, USERS AND SCOPE

The project under evaluation, An Opportunity for Every Woman (AOFEW), is implemented by KAMER Foundation with the overall objective to reach “a society in which the number of strong women who have started to cope with violence and actively participate in society is increasing”. The evaluation rationale is to assess the results achieved by KAMER and the AOFEW project throughout the Swedish support.

The primary objectives of the evaluation are to assess the key evaluation criteria of relevance, effectiveness, efficiency, and sustainability of the above-mentioned intervention. This evaluation serves as input to gauge progress and inform the decision on whether the intervention should receive continued funding³. The focus is on aligning with goals, achieving outcomes, resource optimisation, and long-term impact for informed decision-making. This evaluation is intended to help the Swedish Embassy understand how the Sida support has contributed to KAMER’s capacity development and ability to attract new donors, improve its understanding of results achieved and support the dialogue between the Embassy/Sida and KAMER.

The primary user of this evaluation is the Embassy of Sweden in Ankara. Other important stakeholders of the evaluation include:

- KAMER foundation
- KAMER Team of 45 professionals working in branch offices of 20 provinces and the headquarters office in Diyarbakır.
- Volunteers and neighbourhood representatives
- Direct project beneficiaries in the target groups of the AOFEW project
- State stakeholders
- Other donors include Civil Rights Defenders, UN Women, UNFPA, the German Embassy, L’Oreal and Avon.

The temporal scope of the evaluation covers Swedish support to the KAMER foundation from 2005 until the present, but with a focus on the last years of support as

³ The current agreement between Sida and KAMER will end at the end of 2024 and KAMER is planning to submit a new proposal to the Embassy for a possible new phase of partnership.

per the ToR, which is 01.04.2022-31.12.2023. The total budget of the intervention is EUR 2,125,129.12⁴.

1.2 APPROACH AND METHODOLOGY

The evaluation of AOFEW utilised a mixed-methods approach, combining qualitative and quantitative data collection methods to ensure comprehensive analysis and recommendations. It featured both formative and summative methods, focusing on the program's strengths, weaknesses, and overall appropriateness.

The evaluation used qualitative methods with some quantitative data from KAMER and international organisations. Primary data collection included structured interviews, field observations, and focus group discussions, while secondary data came from documents and reports. Tools and sources were finalised during the inception phase, with data shared via SharePoint. The evaluation assessed KAMER's integration of gender considerations, the effectiveness of activities targeting women's and girls' protection and justice needs, and KAMER's impact on reducing gender-based violence. Data collection included gender-specific questions, existing quantitative data, and qualitative methods focused on vulnerable groups, with findings synthesised and analysed using an evaluation matrix that covered relevance, effectiveness, efficiency, sustainability, and cross-cutting issues.

The approach was theory-based, inclusive and participatory, integrating stakeholders' perspectives to foster ownership of recommendations and utilising a forward-looking approach to guide ongoing and future actions. It incorporated a Human Rights Based Approach (HRBA) and a gender-responsive approach to ensure diverse and balanced stakeholder participation. Principles of participation, accountability, non-discrimination, empowerment, and legality underpinned the evaluation, alongside a focus on Sustainable Development Goals, particularly gender equality.

1.3 DATA COLLECTION AND EVALUATION METHODS

1.3.1 Data sources

Given limited time and resources, the evaluation team relied on existing quantitative data, including gender-disaggregated data from project reports, rather than creating new surveys. Qualitative data was gathered through focus group discussions and interviews, ensuring diverse stakeholder inclusion, particularly vulnerable groups like

⁴ Source: Annex D AOFEW Project 2022-2023 Budget.

women and girls. Sex-disaggregated data was analysed to highlight gender disparities, focusing on groups such as IDPs and GBV survivors. The ToR included eight evaluation questions covering relevance, effectiveness, efficiency, sustainability, and cross-cutting issues like gender equality. The evaluation team refined these questions post desk review and developed an evaluation matrix, organising questions by OECD-DAC criteria, specifying indicators, data collection methods, and sources to ensure comprehensive data collection and analysis. The evaluation questions were approved by the commissioner.

1.3.2 Methods for Data Collection

Document Review: Evaluators reviewed standard project documents, national studies, and reports from Outcome 1 of the project. They also examined the SDG 5 report, country gender profiles, state reports to UNCEDAW and UN CERD, and alternative reports from civil society organisations to understand historical context and cross-cutting issues like gender-sensitive climate action and women's economic and legal empowerment.

Gender Focus Group Meetings: Structured meetings gathered qualitative insights on gender-related issues from diverse stakeholders, including policymakers, activists, academics, and civil society organisations were conducted with KAMER team, direct beneficiaries in Kars, Gaziantep, Iğdir, and Agri from April 18 to May 26, engaging a diverse group of 42 individuals, including 24 women and 18 men. Discussions focused on recent progress, challenges, and opportunities for advancing gender equality initiatives.

Stakeholder Mapping: Conducted during the inception phase, stakeholder mapping identified individuals or organisations affected by the evaluation and guided the data collection process. This helped pinpoint main sources for the evaluation and key recipients of findings and recommendations.

Consultations: Organised consultations with diverse stakeholders to gather perspectives on KAMER's efforts to empower women and youth. Meetings with UN Women, UNFPA, and L'Oréal assessed coordination and cooperation with KAMER, conducted in a culturally sensitive and accessible manner.

Key evaluation standards included independence, neutrality, and transparency, with triangulation used to cross-verify information and ensure reliability. The process-focused approach examined how program activities interacted within broader goals over time, providing insights into their effectiveness and impact. The evaluation aligned with Sida OECD/DAC standards and incorporated lessons from previous evaluations to enhance the methodological framework.

1.4 EVALUATION PROCESS

The evaluation was initiated in March and launched after the kick-off meeting with the Embassy of Sweden and two senior evaluators. The Inception Phase was finalised on time with comments addressed on the Inception Report and approval of the report prior to the data collection mission. The data collection mission commenced after the conclusion of the Holy Month of Ramadan. The national expert conducted data collection in Gaziantep, Kars, Igdir, and Agri from April 18 to May 26. In total, data was gathered from 42 individuals, comprising 24 women and 18 men. The evaluation team was allocated 40 working days, with the Team Leader receiving 26 days and the national expert 14 days.

1.5 LIMITATIONS

The evaluation faced significant constraints due to several methodological limitations that impacted the depth and comprehensiveness of the insights gathered about the project.

Data Bias: The limited number of days allocated for comprehensive data collection and analysis (only 40 working days for the entire evaluation team with 26 days for the Team Leader and 14 for the National Expert) likely introduced data bias. The constrained timeline restricted the evaluation team's ability to engage extensively with a diverse range of project stakeholders. This lack of diverse perspectives may have led to an incomplete understanding of the project's outcomes and challenges, affecting the validity and robustness of the findings.

Theory-Based Approach and Deduction: The reliance on a theory-based approach and deductive reasoning, combined with the limited time and resources, may have restricted the evaluation team's ability to capture unexpected results or emergent phenomena. The short duration for field missions, particularly for the Team Leader (TL), may impeded thorough exploration of the project's long-term impact and sustainability, potentially overlooking novel insights that an inductive approach might have revealed.

Causality: Establishing causality was particularly challenging given the restricted timeframe and resources. The limited engagement with stakeholders and the inability to conduct in-depth analyses of the project's long-term effects and sustainability hindered the ability to draw definitive causal links between the project's interventions and observed outcomes. For instance, the evaluation was unable to adequately address critical questions about the long-term effects and sustainability of poverty reduction efforts due to the constrain. This requires an in-depth analysis.

These methodological limitations suggest that the evaluation findings should be interpreted with caution, acknowledging the potential gaps and biases introduced by the constraints. Future evaluations with more extensive timeframes and resources should aim to address these limitations to provide a more comprehensive and accurate assessment of the project's impact.

2 The Evaluated Intervention

2.1 AN OPPORTUNITY FOR EVERY WOMAN PROJECT (AOFEW PROJECT)

An Opportunity for Every Woman Project (AOFEW Project) by KAMER Foundation aims to empower women and combat violence in disadvantaged regions of Turkey. Established in 1997, KAMER promotes peace, supports human rights, and avoids political polarisation, with multilingual team capabilities. Supported by Sida since 2005, the multi-year project's overarching goal is to increase the number of empowered women actively participating in society and coping with violence. The expected outcomes of the AOFEW Project include enhancing KAMER's influence in political and field processes, changing women's attitudes towards violence and rights, empowering women against violence and honour crimes, and initiating societal, administrative, and NGO actions towards gender equality and women's human rights. Target groups for the project encompass the KAMER team, volunteers, disadvantaged women including migrants, disabled individuals, LGBTQI+ persons, men, NGOs, public administration, and society at large.

KAMER's theory of change posits that empowering women through awareness, skill-building, and capacity enhancement can help them alter patriarchal structures and advocate for a society rooted in gender equality, human rights, and environmental sustainability.

Geographically, the project operates across 20 cities in Southeastern and Eastern Turkey, areas characterised by low income, high unemployment, and significant conflict. These regions also host a large number of Syrian refugees and have suffered from natural disasters like floods, wildfires, and the devastating February 2023 earthquake. From these sites, four were purposively selected for site visit.

Funded by various donors including Sida, UN Women, and others, the project's budget for 2022 and 2023 was approximately SEK 11 million, with an additional SEK 6 million allocated for an extended year. Sida contributes 46 percent of the total funding, with other contributions from Civil Rights Defenders, the German Embassy, L'Oreal, and Avon.

2.2 KAMER FOUNDATION

KAMER Foundation operates through 22 branches located in Southeastern and Eastern Turkey, collaborating extensively with other women's organisations across different

regions. While KAMER functions as a foundation without an official membership system, all employees are regarded as members. The foundation also facilitates volunteer registrations, engaging volunteers who play a crucial role at the local level. Each year, approximately 10 volunteers per province are recruited, who are deeply connected to the specific neighbourhoods and streets where they serve, often referred to as "neighbourhood representatives." This structure allows KAMER to maintain a strong local presence and directly address the needs and challenges of the communities they work in.

KAMER Foundation is extensively involved in numerous coalitions, networks, and committees that amplify its impact on both national and international levels, as well as local decision-making processes. Its affiliations include the Women's Coalition, which strives to create impactful changes in women's rights both nationally and internationally. KAMER is also a member of the European Women's Lobby, connecting with a broader European framework dedicated to advocating for women's rights across the continent.

Additionally, KAMER is part of the Provincial Disaster Coordination Committees established in five provinces post-disaster to coordinate responses and recovery efforts. It participates in various platforms addressing provincial issues in eight provinces, ensuring that local challenges are met with tailored responses. KAMER is also involved in a network for the Defence of the Istanbul Convention and participates in Local Action Plan Provincial Coordination Boards for Violence Against Women across all provinces, influencing local policies and decision-making to better protect women's rights.

Moreover, KAMER emphasises cooperation (rather than formal partnerships) with public institutions and frequently collaborates with professionals like lawyers and psychologists to provide immediate support for women. This cooperation often involves formal agreements with Bar Associations and professional organisations. Additionally, KAMER engages with academic institutions, collaborating with departments such as Sociology, Social Work or Psychology to facilitate involvement with university students. This multifaceted network of collaborations underscores KAMER's commitment to integrating various societal sectors in its fight against violence towards women and promoting gender equality.

The current agreement between Sida and KAMER will end at the end of 2024 and KAMER is planning to submit a new proposal to the Embassy for a possible new phase of partnership.

3 Findings

3.1 RELEVANCE

Evaluation Question: *To what extent has the intervention objectives and design responded to target groups' needs and challenges related to gender equality and poverty in Türkiye and have they continued to do so if/when circumstances have changed?*

1. **Finding.** The KAMER project has remained highly relevant to the needs and challenges of gender equality and poverty in Southeast and East Türkiye, consistently adapting its objectives and design to changing circumstances such as natural disasters, the Syrian refugee crisis, and the 2023 earthquake devastation.

The evaluation, based on a comprehensive desk study of project documents and feedback from interviewed direct beneficiaries, finds that the KAMER project has remained highly relevant to the needs and challenges related to gender equality and poverty in Southeast and East Türkiye. The project has consistently adapted its objectives and design in response to changing circumstances, including natural disasters, the Syrian refugee crisis, and the 2023 earthquake devastation, ensuring continued impact and effectiveness for the target groups.

To this end, **the relevance of the design and implementation were** assessed by taking into consideration following listed hereunder factors:

3.1.1 Extent of Responsiveness to Target Groups' Needs and Challenges:

- **Geographical Coverage:** The project's implementation area, encompassing 23 cities in Southeast and East Turkey, aligns with regions facing significant socioeconomic challenges such as low per capita income, high unemployment, and high levels of conflict. The inclusion of KAMER branches in these specific cities ensures that the project directly addresses these geographical needs.
- **Gender Equality Focus:** Given the conservative and traditional gender norms prevalent in these regions, the project's focus on gender equality directly responds to the challenges faced by women, including limited participation in the workforce and social exclusion. KAMER was able to gain the trust among the most conservative group of refugees and include them in the group of beneficiaries.

- **Poverty reduction:** By implementing livelihood programs, skill-building initiatives, and community support activities, the project aligns well with addressing poverty-related challenges prevalent in these regions.

3.1.2 Adaptation to Changing Circumstances:

- **2021 Floods and Wildfires:**
 - The floods and wildfires that affected the region in 2021 were catastrophic. The project swiftly responded by expanding emergency support to affected families, prioritising women and children, and offering trauma counselling.
 - Livelihood restoration activities were introduced to assist those who lost their jobs or sources of income due to these disasters.
- **Syrian Refugee Crisis:**
 - Given the significant share of Syrian refugees in the project cities, particularly in Diyarbakir, Gaziantep and other border areas, the project expanded its inclusion criteria to offer support services such as language training, legal assistance, and economic empowerment programs specifically for refugee women.
 - KAMER adapted its approach to ensure harmonious integration between local and refugee communities through community-building activities.
- **2023 Earthquake Devastation:**
 - Following the devastating earthquake on February 6, 2023, the project immediately pivoted to provide emergency assistance, mental health support, and temporary housing for affected women and families.
 - Long-term recovery plans were developed to support economic rebuilding, particularly for women-led households.

3.1.3 Overall Responsiveness:

- **Needs and Challenges:** The project's objectives and design have consistently responded to the immediate and long-term needs of target groups, particularly in gender equality and poverty alleviation.
- **Adaptability:** The ability of the project to adapt its objectives and intervention design in response to changing circumstances (floods, wildfires, refugee crisis, earthquake) demonstrates a high degree of responsiveness.
 - **Shift in Focus:** An evaluation in 2007 revealed that most women benefiting from KAMER's support were from middle education and income groups. KAMER then shifted its focus towards reaching poorer women who had limited access to educational rights and services. Post-2007, KAMER intensified efforts to engage women who were isolated and had no access to services, described metaphorically as "those who stay in the dark" or "those who live in the closet."

- **Outreach Expansion:** The staff of KAMER has direct access to these target groups, which is the primary modality of their operation, allowing them to effectively collect and integrate feedback and insights from local stakeholders—including women, survivors of domestic violence, community leaders, and relevant authorities—into its project planning and implementation. Until 2007, traditional methods such as distributing brochures and using radio and TV programs were employed to reach women. From making "household visits," KAMER expanded its outreach to meet women on the streets, in tents, and containers, making the process more inclusive. By now, approximately 900,000 women have been reached through these external efforts, with around 400,000 approaching KAMER independently.
- 2. Finding. KAMER has limited control over changing political circumstances, which include political polarisation, opposition to the Istanbul Convention, and reactionary government measures, all of which complicate its efforts to uphold gender equality and neutrality.**

The recent report, covering the nine-month period from April 1 to December 31, 2022, provides an example of how KAMER has little control over changing circumstances due to their political nature as indicated below:

- **Navigating Political Polarisation:** The highly polarised political climate in Turkey, driven by the People's Alliance and the Nation Alliance in the run-up to the elections, presents challenges for KAMER to maintain neutrality. This neutrality is difficult to uphold, particularly in light of the authoritarian tendencies of the People's Alliance, over which KAMER has no control.
- **Concerns about the Table of Six⁵:** While KAMER views the Table of Six as potentially more moderate, it cannot influence the alliance's stance on the Istanbul Convention, a crucial instrument for combating gender-based violence, opposed by some parties within the alliance.
- **Upholding Principles of Gender Equality:** KAMER remains committed to gender equality without aligning with any political party. However, it must carefully navigate the current political agenda and steadfastly refuse sexist demands, despite the broader political forces that threaten these principles.
- **Unease Over Government Actions:** KAMER has no control over reactionary measures by the Central Government, such as banning festivals and concerts, and introducing a draft Constitution with sexist elements under the guise of promoting

⁵ The Table of Six is an alliance of six Turkish opposition parties comprising two post-Kemalist groups – the centrist and secular Republican People's Party (CHP) and the nationalist Good Party (İYİ) – and four fringe parties, mentioned at , last visited <<10.05.2024>>

Empowerment Testimony

"After a breast cancer diagnosis and enduring domestic abuse, I sought help from KAMER. There, I received psychological support and legal education, which transformed my life. Now confident and empowered, I help other women find the same support."

Beneficiary from Gaziantep

"I was collapsed, came to KAMER and found life!"

freedom for the headscarf. These measures have heightened a sense of unease, especially with the upcoming elections, but lie beyond KAMER's direct influence.

Relevance of KAMER as a Sida's partner to promote Gender Equality in Türkiye

KAMER Foundation, established in 1997, began its cooperation with Sida through the Swedish Consulate when it was still operating as a company. Sida provided crucial support for KAMER's regional organisation and all subsequent activities, establishing a strong partnership.

Sida's contributions have been instrumental in strengthening the KAMER team, raising awareness among women and men, protecting women from violence, and fostering a supportive environment for women. The name of the project has remained consistent, but its content has evolved annually to address emerging challenges, expanding to reach more women each year and broadening the impact.

This foundational support from Sida has been complemented and enriched by additional funding from other sources, allowing KAMER to nourish and expand its core work. Thus, KAMER has proven to be a trusted and adaptable partner for Sida, continually advancing gender equality and women's empowerment in Türkiye.

3.2 EFFECTIVENESS

Framing question:

To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?
Who (de facto) has benefited from the project in the short- and in the long-run, directly or indirectly?

The evaluator's review of the project's theory of change concludes that it is based on a comprehensive blend of education, advocacy, and community engagement designed to empower women and initiate sustainable societal change. To this end, as a factor of "change", KAMER envisions a society where gender equality is integral and universal human rights are protected, emphasising the empowerment of women as a fundamental driver for social and economic transformation. Their strategy starts from short-term goals of raising awareness about violence and gender equality, to mid-term goals of enhancing the visibility and participation of empowered women, and ultimately, fostering a long-term societal shift towards egalitarian norms.

The organisation identifies key obstacles including limited knowledge and skills among women, cultural norms reinforcing insecurity, and male-dominated societal structures that limit women's influence. In response, KAMER educates women about their rights, provides legal support against gender-based violence, and fosters solidarity through community-building. They also collaborate with governments to advocate for gender-sensitive laws and work to shift societal attitudes towards embracing women's rights.

Kamer believes that *if* women who are subordinated by male dominance, discrimination and violence are *empowered through awareness raising skills and capacity building*, *then* they can *transform patriarchal social structures and individuals which maintain and support unequal power relations between men and women*.

In line with this, KAMER empowers women who would become agents of social change and build a participative and transparent society with an eco-friendly economy based on gender equality, human rights, and peace.

3. Finding. Evaluation finds that, the project's intended impact such as “to build a participant and transparent society that has ensured gender equality, acting in protection of universal human rights and peace norms with an eco-friendly economy” appears overly ambitious, potentially necessitating a reassessment of its goals for more realistic outcomes.

The assessment of the implementation context of the project suggests that at present achieving ambitious societal objectives demands a collaborative approach involving CSOs, governments, communities, and donors working synergistically. However, in Turkey and the areas where KAMER operates, this collaboration is currently not at the adequate level. For example, the rate of women using their legal rights to escape violence is still quite low. KAMER's study showed that 57 percent of women were afraid to use their legal rights because women seeking their rights were killed in the middle of the street, and 33 percent stated that the state did not protect women. Despite KAMER's ongoing efforts to collaborate with local public institutions and organisations, and generally receiving the support it seeks, the organisation encounters significant challenges. These include political rhetoric and sexist attitudes within close circles that significantly impact women. Such conditions not only affect the women directly involved but also extend to all women's organisations. Additionally, women's organisations often face embargoes and prejudiced attitudes that hinder their efforts and progress⁶.

Consequently, while AOFEW is making progress at the activity level by empowering a critical mass of vulnerable women, it will likely take much longer to realise the

⁶ Source: interview with KAMER staff.

expected change due to the absence of effective collaboration and coordination among stakeholders.

- 4. Finding. KAMER is delivering on its objectives, exceeding planned targets in key areas like NGO collaboration, climate meetings, and access to justice. The organisation has empowered women through various means, improving awareness, skills, and the ability to exercise their rights while also strengthening its own impact on the field and political processes.**

Analysis of Achievements:

KAMER exceeded targets for online meetings and subject-based meetings, indicating strong engagement and team collaboration. Although 5 supervisions were held instead of 6, each was longer than expected, contributing significantly to team empowerment.

KAMER successfully prepared and delivered presentations on the climate impact and gender dimension, empowering the team to convey the importance of these issues to beneficiaries. Training in shadow provincial action plan preparation has strengthened KAMER's ability to influence political processes.

KAMER exceeded targets for household visits and neighbourhood meetings, reaching more than 10,000 women and helping them improve awareness of their rights. Although the number of women reached in entrepreneurship was slightly below the target 2000 women in 20 provinces, it was still significant given the shorter reporting period in 9 months. In 2022-2023, the number of women benefiting from Legal Aid in the Project's region with KAMER's assistance has increased three times. Women started to get braver.

Awareness-raising groups were slightly below the target of 1,200 women and 1166 women benefited instead, but the comprehensive consultancy services provided exceeded expectations 5389 women receiving the consultancy services against the 3000 planned targets. This suggests that while fewer women participated in groups, those who did benefited significantly from individual support.

KAMER greatly exceeded targets for NGO collaboration, reaching 74 NGOs instead of the planned 20. The climate meetings were also successful, reaching the target of 5,000 participants.

The emergency support centers and hotline exceeded their target, reaching over 4,000 women and providing continued support to 1805 applicants.

KAMER surpassed targets for access to justice activities and successfully examined all 20 planned suicide cases. The "Could Suicides be Murders?" activity increased awareness among 12,000 people, meeting its target.

Summary of Achievement Across Outcomes:

Outcome 1: KAMER has solidified its influence, strengthened the capacity of its staff evidenced by an increased number of invitations, applications for expertise, and local decision-making branches.

Outcome 2: More women are encouraged to demand and exercise their rights, while NGOs and women have enhanced their climate change awareness.

Outcome 3: Protection from violence is strengthened, with significant increases in women benefiting from legal aid and expressing their long-term struggle.

Outcome 4: Public awareness on women's rights and gender equality is expanding, reflected in increased collaborations and behavioural changes among public officers and men.

Evaluation Question: Have KAMER Foundation effectively used results-based management? Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

During the present evaluation, the progress report, result framework of the project and result matrix were studied⁷. The project's logical framework, comprising four outcomes aligned with project objectives, is dynamic and encompasses 11 outputs, activities, targets, indicators of change, and sources of verification. Indicators are delineated and organised at both the outcome and output levels. Currently, the framework contains 16 outcome indicators and 28 output indicators.

5. Finding. While KAMER has responded to recommendations from previous evaluations by enhancing its monitoring and learning systems, there remains scope for improvement in the result-oriented monitoring of outcomes.

Evaluators note that while the logical framework was somehow well-structured and coherent, most of the outcome indicators primarily measure short-term project results. Additionally, observations reveal missing assumptions across each result area within the framework.

Additional observations of the result framework include the lack of disaggregation of indicators by vulnerabilities, particularly concerning groups such as internally displaced persons (IDPs), refugee women and girls, women with disabilities, stateless individuals, etc. Furthermore, the logframe design lacks incorporation of Sustainable Development Goal (SDG) indicators, and an Overall Objective with corresponding

⁷ AOFW Project Monitoring & Evaluation Matrix – M&E Plan 01.04.2022-31.12.2023

SDG indicators is absent. The project's impact is not monitored through the logframe because there is no result area mentioned at the level of “overall objective”⁸.

The document titled 'Results Framework for the Project' covering the period from January 1, 2022, to December 31, 2023, outlines KAMER's Impact ('Working to build a participatory and transparent society that ensures gender equality, upholds universal human rights and peace norms, and supports an eco-friendly economy') and Project Impact ('Creating a society with an increasing number of empowered women who actively combat violence'). However, it lacks detailed data on the project's progress. Furthermore, the 2022 progress report reviewed by evaluators introduced a results matrix that only monitors progress against activities.

The evaluators recommend that the project's progress be consistently monitored through the logical framework, and that reporting should be expanded to include progress against outcome-level targets as well as outputs.

KAMER explains that the team implements its risk management strategies institutionally rather than just at the project level, incorporating broad participation from its team. This approach includes regular risk assessments and adjustments during its monitoring and evaluation processes. Key lessons from past initiatives inform the current design of the AOFEW project for 2022-2024, emphasising a participatory approach. The examples offered by KAMER is listed hereunder:

- **COVID-19 Pandemic:** KAMER anticipates continuing pandemic management based on WHO guidance and experience, assuming no significant deviations from current conditions. Protective measures like vaccinations and social distancing are integral to their strategy. Operational adjustments such as remote work, reaching out to isolated women, and adapting to health guidelines form part of KAMER's responsive measures.
- **Social Polarisation and Political Risks:** Increasing social polarisation in Turkey poses a risk to women's rights organisations. KAMER manages this risk by maintaining its independence and promoting awareness through non-confrontational communication. Regular meetings focus on the core work of the organisation.
- **Attacks on Women's Legal and Policy Achievements:** There is a high risk of governmental policy changes affecting public services for combating violence against women and potential legal setbacks. KAMER anticipates that the constitution's protections will buffer the immediate impacts, allowing them to manage potential consequences through advocacy and partnerships within the women's movement.

⁸ Source: project document AOFEW Project Monitoring & Evaluation Matrix – M&E Plan 01.04.2022-31.12.2023

- 6. Finding. The evaluation indicates that while risks and assumptions at the project level are monitored, their management and the implementation of necessary course corrections tend to be slow. This suggests a need for enhancing the operational response to identified risks to maintain the momentum and efficacy of project activities.**

KAMER's risk management strategy is grounded in a comprehensive understanding of the political, economic, social, and legal structures of the project's regions and the stakeholders. This approach allows KAMER to adapt and continue its mission effectively. Regular reviews and updates to its risk management plans ensure that KAMER remains resilient and responsive to both anticipated and unforeseen changes.

However, when addressing materialised risks such as the lower-than-expected engagement from drivers' associations, and the continued low rate of women utilising their legal rights to escape violence, KAMER's modalities of implementation remain unchanged. This indicates a gap in the organisation's ability to adapt its strategies in response to emerging challenges. To enhance effectiveness and outcomes, there is a clear opportunity for KAMER to utilise the political leverage of international organisations such as UN Women. By leveraging such support, KAMER could amplify its influence and resources to initiate more dynamic and responsive adjustments to its operational strategies.

In Bitlis, a lawyer educating women on their rights under Law No. 6284 against early and forced marriages, along with a KAMER representative, faced threats from religious community leaders. Prompt action was taken to report these threats to local public institutions and organisations, which provided their support. Meetings have since been moved to safer areas to protect staff and participants. While this immediate response was necessary and effective in ensuring safety, the incident highlights the need for stronger preventive strategies within KAMER's risk management and mitigation plans. Such risks, particularly in areas with strong religious influence, should be anticipated and addressed proactively to safeguard the project's integrity and the security of its staff."

KAMER's proactive and comprehensive risk management strategy effectively addresses potential challenges, enabling it to adapt and continue its mission despite external uncertainties. Regular reviews and updates to its risk management plans ensure that KAMER remains resilient and responsive to both anticipated and unforeseen changes. By embedding these strategies within all aspects of project planning and execution, KAMER is well-positioned to achieve its goals and sustain its impact.

3.3 EFFICIENCY

Question 3 To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?

The average annual budget for all activities is €1.1 million, with Sida's support accounting for 40.45 percent of this budget. Due to increased donations following the 2023 earthquakes, the budget rose to €1.55 million, reducing Sida's contribution to 30-35 percent⁹.

KAMER's activities are funded by multiple donors, including long-term partners Sida and UNFPA, whose support aligns closely with KAMER's goals.

Over the years, other donors such as the EU, German Embassy, CRD, UN Women, AVON, and L'Oreal have contributed to specific projects that complement KAMER's primary initiative, An Opportunity for Every Woman (AOFEW/HKİBF) Project, supported by Sida. This project has been successfully updated and expanded annually to reach new women while reinforcing awareness among previously involved participants. Some of the listed above donors provided during the interview that funds provided to KAMER were spent effectively and efficiently.

At present, all CSOs are under lots of scrutiny, including fiscal pressure. As reported by KAMER, the organisation has to pay 40 percent of the income and grants in taxes.

7. Finding. Beneficiaries interviewed expressed satisfaction with KAMER's utilisation of the allocated budget, noting that the organisation delivers a wide range of activities, conducts high-quality research, and provides valuable consultations. They view this as an excellent return on investment, acknowledging the efficiency and effectiveness of KAMER's services.

Given the scope and scale of the implementation, along with the number of human resources involved, it appears that the funds are being delivered in an economical manner.

The project's logical framework, comprising four outcomes aligned with project objectives, is dynamic and encompasses 11 outputs, activities, targets, indicators of change, and sources of verification. Indicators are delineated and organised at both the outcome and output levels. Currently, the framework contains 16 outcome indicators and 28 output indicators.

⁹ Source; interview with the senior management of KAMER.

Initial observations by evaluators note that while the logical framework was somehow well-structured and coherent, most of the outcome indicators primarily measure short-term project results. Additionally, observations reveal missing assumptions across each result area within the framework.

8. Finding. AOFEW's logical framework (Logframe) is somehow well-structured and coherent, however, most of the outcome indicators primarily measure short-term project results. The project's impact is not monitored through the logframe because there is no result area mentioned at the level of "overall objective"¹⁰. Additionally, observations reveal missing assumptions across each result area within the framework.

The evaluators noted that while the logical framework of the project is well-structured and coherent in some respects, it primarily measures short-term results through outcome indicators, with a noticeable absence of assumptions for each result area. Examples of these short-term focused indicators include:

- The number of women expressing their empowerment.
- Invitations to KAMER to speak.
- Total number of beneficiaries (team, volunteers, management).
- Individuals qualified in current legislation.
- Collaborations initiated by KAMER.
- People involved in campaigns and advocacy work.

Moreover, the logical framework does not sufficiently disaggregate indicators by vulnerabilities, which is crucial for groups like internally displaced persons, refugee women and girls, women with disabilities, and stateless individuals. Although the project's progress reports adequately disaggregate data by gender, displacement status, and other sensitivities, these distinctions are not reflected in the logical framework.

Additionally, the framework lacks alignment with Sustainable Development Goal (SDG) indicators, and there is no Overall Objective linked with corresponding SDG indicators.

Incorporating relevant indicators from SDG5 into the Overall Objective level of the Logical Framework (LF) can greatly enhance the monitoring and evaluation of the project's long-term impacts on gender equality.

Here are suggestions for aligning these SDG 5 indicators with the project's objectives to ensure comprehensive and effective monitoring:

¹⁰ Source: project document AOFEW Project Monitoring & Evaluation Matrix – M&E Plan 01.04.2022-31.12.2023

5.1.1 - Legal Frameworks for Gender Equality:

- Indicator: Incorporate checks on whether legal frameworks to promote, enforce, and monitor equality and non-discrimination on the basis of sex are recognised and implemented within the project's operational areas. This can help assess the project's impact on enhancing legal protections for women and girls.

5.2.1 and 5.2.2 - Violence Against Women:

-Indicators: Measure the proportion of women and girls subjected to various forms of violence (physical, sexual, psychological) by intimate partners or other persons. These indicators can help evaluate the effectiveness of the project's interventions in reducing instances of gender-based violence within the target communities.

5.3.1 - Early Marriage:

- Indicator: Track the proportion of women aged 20-24 who were married or in a union before ages 15 and 18. This will help determine the project's success in combatting early marriage among young women and girls.

5.4.1 - Unpaid Domestic and Care Work:

Indicator: Measure the proportion of time spent on unpaid domestic and care work by sex, age, and location. This indicator can reveal shifts in gender roles and the redistribution of unpaid work, reflecting the project's influence on gender norms.

5.5.1 and 5.5.2 - Women in Leadership and Managerial Positions:

- Indicators: Assess the proportion of seats held by women in national parliaments, local governments, and managerial positions. These metrics are essential for gauging the project's impact on women's empowerment and participation in decision-making processes at various levels.

5.6.1 - Women's Autonomy in Health and Reproduction:

- Indicator: Monitor the proportion of women aged 15-49 who make their own informed decisions regarding sexual relations, contraceptive use, and reproductive health care. This indicator is crucial for evaluating the project's success in improving women's autonomy and informed decision-making in reproductive health.

These indicators could be embedded within the project's logical framework to ensure that the impact on gender equality is systematically measured and evaluated. This approach will not only align the project with global standards but also enhance its strategic focus on empowering women and girls in its target regions.

3.4 SUSTAINABILITY

**Framing Question 4: Has the project contributed to poverty reduction? Were the beneficiaries living in poverty at the start of the project implementation – are they living in poverty now?
Which dimensions of poverty were addressed by the project?**

KAMER operates in the regions that are affected by poverty and organisation also adapts to the socio-economic changes to sustain the results of the Project. For example, the changing demographic profile in Gaziantep has necessitated a shift in Kameran's focus towards addressing the specific needs and challenges faced by the refugee and migrant populations, particularly women, in the region. Gaziantep, being a key city near the Syrian border, hosts a significant refugee population, with refugees making up approximately 20 percent of the city's total population. This influx has shifted the demographic and socio-economic landscape of the city. The city has experienced economic stagnation exacerbated by the effects of internal migration and a recent earthquake, leading to increased poverty levels. Kameran has adapted its services to meet the changing needs of this diverse group. The organisation is actively involved in providing urgent aid and addressing the specific challenges faced by women in these communities, particularly given the high rate of violence.

KAMER's strategic approach to alleviating poverty among its beneficiaries in Kars, a region distinct from other provinces due to the absence of refugee issues, focuses on adapting to the unique economic challenges of this small province. In Kars, deteriorating agricultural activities and worsening economic conditions have led to increased poverty. To address this, KAMER collaborates with local institutions including the Governorate, Municipality, ŞÖNİM (Violence Protection Centre), Social Assistance and Solidarity Foundation, and the Directorate of National Education, alongside other NGOs, to provide comprehensive support.

"I found a job and my self-confidence increased, I learned to stand strong."
(AOFEW beneficiary from Kars)

Testimony of Empowerment

Subjected to violence until 4-5 years ago, my life changed after I found KAMER. There, I received support and learned about our rights, which empowered me to resist violence and help others.

"I was collapsed, came to KAMER and found life!" (AOFEW beneficiary from Kars)

KAMER's strategy includes assisting women in finding employment by directing them to job opportunities in sectors such as house cleaning, elderly care, patient care, and through İŞKUR (Turkish Employment Agency). These efforts are complemented by financial aid provided by the governorate and municipality. Additionally, KAMER has been active in raising awareness through the "We Curb Violence from Kars" project, where they have engaged local tradesmen and the President of the Chamber of Drivers and Automobiles, sharing training content to foster community support and

participation. This holistic approach not only addresses immediate economic needs but also aims to build a supportive community network that reinforces KAMER's mission of empowerment and violence prevention.

During the 9-month reporting period, a total of 1578 women applied for jobs. These applicants were directed to specific units. Out of the total applicants, 143 women were successfully placed in jobs. Evaluators met with some of these beneficiaries and validated the results reported by KAMER.

During the interview with the Project's beneficiaries and KAMER staff in across its 3 regional offices it was explained that the sustainability of the results achieved through the AOFEW Project is evidenced by several enduring outcomes that tackle different dimensions of poverty. These examples are provided hereunder:

- Establishment of an independent space for women's organisation by KAMER, ensuring continued empowerment and advocacy beyond the project's duration.
- Long-term shifts in societal attitudes towards violence, with 97 percent of women no longer justifying violence, indicating a lasting impact on community norms.
- Institutional improvements such as universal registration of women, reduction in honour killings, and addressing early and forced marriages, sustained through ongoing collaborations with government agencies.
- Legislative changes, including provisions in the Turkish Penal Code, endure as mechanisms to hold instigators of honour crimes accountable, ensuring lasting legal protections for vulnerable individuals.
- Enhanced social peace facilitated by increased access to services for women and strengthened community support systems, fostering resilience and cohesion beyond the project's scope.
- Engagement of a large cohort of women as "social change ambassadors" ensures continued advocacy and community empowerment, promoting lasting political sustainability.

- Investments in economic sustainability, such as rental properties and business operations, provide ongoing funding for women's initiatives, ensuring the continuity of impactful projects and initiatives.

9. Finding. KAMER has not specifically planned to conduct a detailed study on women's employment, including market research, which would be essential for tailoring employment support services more effectively.

The number of economically empowered beneficiaries can increase due to the multi-year nature of the AOFEW project and continuous funds provided by donors. However, to sustain recent achievements, KAMER must enhance its strategies and approaches by investing in research and studies of local market economies. Collaborating with the private sector and technical and vocational education and training (TVET) organisations on a systematic basis will also be crucial. This approach will help KAMER to better align its initiatives with market demands and opportunities, ultimately supporting more sustainable economic empowerment for its beneficiaries. In 2010, the Sida-commissioned evaluation found that a coherent strategy for KAMER's work and how to make KAMER and its 23 centres sustainable has not been developed yet. The management mainly follows an informal strategy, which is sometimes but not always based on analytical work. As an example, there is no analysis of the market demand in the entrepreneurship project¹¹. Such study was never conducted by KAMER. Instead, KAMER's approach has been to address immediate demands by directing women who express interest in finding employment or starting a business to various support services. These services include İŞ-KUR, KOSGEP, Public Education Centers, and various vocational training courses where women can access comprehensive information and resources to enhance their job prospects.

The present Mid-Term Evaluation (MTE) indicates a need for a reassessment of the strategies employed to achieve the indicator "c) The number of women whose knowledge and skills are strengthened to find a job or start a business" under Output 2.2. This reassessment should consider whether current strategies sufficiently empower women to secure employment or establish businesses, potentially incorporating market research to provide targeted support that aligns with labour market demands.

To ensure a sustainable mechanism, patterns, and awareness in the communities even after the project phases out, KAMER must focus on embedding its initiatives deeply within the local contexts. This involves building strong partnerships with local stakeholders, training community leaders, and fostering local ownership of project outcomes. By doing so, KAMER can create enduring structures and capacities that

¹¹ See: p.3 par. Strategies and analytical work. Evaluation Turkish Women KAMER Foundation for Sida, 31 May 2010.

continue to support and promote economic empowerment and social change long after the direct involvement of the project concludes.

10. Finding: While KAMER has successfully economically empowered a significant number of women across the regions where the project operates, evidenced by success stories of women generating transformative incomes, it cannot be conclusively determined that the Project has contributed to overall poverty reduction.

During the data collection mission to Gaziantep, Kars, Igdir and Agri it was found that KAMER provided comprehensive support to women facing severe personal and social challenges, including domestic violence, isolation, economic hardship, and health issues. Assisting women in finding or creating work opportunities, such as the shoe-making business, to achieve economic independence and support their families.

This finding suggests that while individual economic gains of the supported women in the Project are notable, they may not sufficiently indicate a broader impact on poverty levels within the communities served by the project. Reducing poverty is an ambitious and complex task that extends far beyond the capacity of any single civil society organisation (CSO). It is a multifaceted issue that requires coordinated efforts across multiple levels of government, the private sector, and various stakeholders within civil society. Poverty is influenced by a broad array of interrelated factors including economic policies, social inequalities, access to education and healthcare, and employment opportunities. As such, while CSOs like KAMER play a crucial role in advocating for and implementing specific interventions aimed at economic empowerment and social justice, the broader challenge of poverty reduction demands a comprehensive, multi-stakeholder approach that addresses the root causes of poverty and promotes sustainable development.

11. Finding: In the realm of CSOs operating under restrictive conditions, the importance of sustained donor support cannot be overstated, particularly for organisations like KAMER, which operate in highly sensitive and complex areas of gender equality.

KAMER's work in Southeastern and Eastern Turkey, regions plagued by deep-rooted social problems including such as incest, honour killings, and polygamy, presents unique challenges. These issues are entrenched in the cultural fabric of the area and are resistant to quick resolutions. Consequently, the expectation for rapid and sustainable changes is unrealistic. Stakeholders argue that donors should recalibrate their expectations and acknowledge the slow and incremental nature of progress in such environments, especially, when the normative environment GBV and DV has regressed and place of the CSO operation is shrinking as well.

The 2018-2023 national Women's Empowerment Strategy document is missing gender equality references despite mentioning UN SDG 5¹². Similarly, the analysis of the 2016-2020 National Action Plan to Combat Violence Against Women revealed discussions on gender-based violence linked to the Istanbul Convention, from which Türkiye withdrew during the drafting process¹³. The National Coordination Plan to Combat Violence Against Women was also reviewed, with findings indicating a lack of mention of gender equality, instead emphasising family and women's empowerment. Only 1.2 percent of the Ministry of Family and Social Services' 2020 budget was allocated to combatting violence against women and a mere 0.26 percent to women's empowerment, potentially leading to disruptions in public services due to resource shortages¹⁴.

By adjusting their expectations, donors can more effectively support the gradual but meaningful changes that organisations like KAMER are driving. This support not only helps sustain ongoing efforts but also ensures that these initiatives can develop and expand, despite the challenging circumstances they face.

3.5 CROSS-CUTTING ISSUES

Evaluation Question: Has the project been implemented with due consideration to the perspectives of marginalised populations, including those living in poverty, and in alignment with a Human Rights Based Approach, while also being designed and executed in a conflict-sensitive manner?

Interviewed stakeholders and donors provided that KAMER's implementation of its projects deeply considers the perspectives of marginalised populations, including those living in poverty, and adheres strictly to a Human Rights Based Approach. The foundation's work focuses on increasing the number of women empowered to stand up against violence and encouraging their active participation across various societal sectors.

The analyses of the scope and scale of the interventions under this project indicates that in its operations within the socio-economically challenged Southeastern and Eastern Anatolia regions, KAMER prioritises inclusivity and support for discriminated and

¹² Source: CEID at <https://ceidizler.ceid.org.tr/Turkiyede-Toplumsal-Cinsiyet-Esitligini-izleme-Raporu-2020-2021-i229>, last visited <<8.02.2024>>

¹³ Source: Council of Europe (2021), https://www.coe.int/en/web/commissioner/news-2021/-/asset_publisher/Arb4fRK3o8Cf/content/Turkiye-s-announced-withdrawal-from-the-istanbul-convention-endangers-women-s-rights

¹⁴ CEID at <https://ceidizler.ceid.org.tr/Turkiyede-Toplumsal-Cinsiyet-Esitligini-izleme-Raporu-2020-2021-i229>, last visited <<8.02.2024>>

marginalised groups. These include local vulnerable women, refugees, disabled individuals, and LGBTQI+ people, ensuring that its definition of "women" encompasses all these groups comprehensively. The organisation's activities are meticulously planned with broad participation, derived from a robust needs analysis that utilises direct feedback from women, field observations, and systematic data collection.

KAMER's commitment to supporting marginalised populations is underscored by its actions during crises, such as the recent earthquake, where systemic issues in disaster response were highlighted. Notably, during this disaster, support was inequitably distributed, with some marginalised groups, including the Roma community in Hatay, not receiving adequate disaster support. These groups were left to rely on makeshift cloth houses, as they were not provided with the tents or containers distributed to others. This incident underscores the significant discrimination and racism that exist within broader Turkish society and highlights systemic challenges that marginalised communities face in accessing equal support.

4 Evaluative Conclusions

4.1 RELEVANCE

The KAMER project has proven itself highly relevant to the evolving challenges of gender equality and poverty in Southeastern and Eastern Turkey. Its strategic adaptability ensures that its initiatives effectively address the complex needs arising from natural disasters, the Syrian refugee influx, and recent seismic devastations. By focusing on direct beneficiary feedback, KAMER is able to tailor its programs precisely to the socio-economic conditions of the regions it serves. The project's geographical coverage targets areas with profound socio-economic disparities, making its poverty alleviation and gender equality initiatives critically pertinent.

KAMER's responsiveness to emergency situations, such as the 2021 wildfires and the 2023 earthquake, exemplifies its commitment to providing timely and effective support. The project's inclusive strategies extend to Syrian refugees, integrating them through specific support services that facilitate their economic and social empowerment. Moreover, KAMER's continuous evolution in outreach strategies - from traditional media to engaging directly with communities - demonstrates a dynamic approach to meeting the changing needs of its beneficiaries, making it an exemplary model of adaptability and relevance in development initiatives.

4.2 EFFECTIVENES

An Opportunity for Every Woman project has made significant strides in empowering women and advocating for gender equality through a robust blend of education, advocacy, and community engagement. The evaluation of the KAMER project reveals that its ambitious goal to build a participative and transparent society, upholding gender equality, human rights, and environmental sustainability, may require a reassessment to ensure more achievable outcomes. This reassessment is necessitated by the current level of collaboration, which is insufficient for achieving the project's high-reaching societal goals. In regions where KAMER operates, barriers such as low engagement with legal protections against violence—affecting 57 percent of women due to fear of public retribution, and insufficient state protection reported by 33 percent of women—underscore the challenges faced. Despite supportive efforts from local institutions, KAMER contends with substantial adversities, including political and sexist resistance, which hinder progress not just for KAMER but for all women's organisations facing similar prejudices.

While the project has successfully exceeded targets in critical areas like NGO cooperation, climate advocacy, and legal aid, translating these successes into broader

societal change is proving complex and protracted. KAMER's activities have undeniably empowered many women and strengthened its organisational influence; however, realising more extensive societal transformation is a longer-term endeavour requiring sustained efforts and deeper systemic collaboration.

In conclusion, while KAMER's initiatives are impactful at the micro-level—improving awareness, rights, and participation among women—the macro-level change towards a more equitable society remains a challenging frontier. The evaluation suggests that KAMER's strategic operations and risk management are sound, yet the need for increased adaptability and enhanced cooperation with broader networks, including international allies like UN Women, could further empower KAMER to navigate and mitigate the complex socio-political landscapes it operates within.

4.3 EFFICIENCY

AOFEW project with an average annual budget of €1.1 million—40.45 percent of which is provided by Sida—saw an increase to €1.55 million due to additional donations following the 2023 earthquakes, reducing Sida's share to 30-35 percent. Supported by diverse donors like UNFPA, the EU, and UN Women, KAMER effectively utilises these funds, aligning with its mission to empower women despite facing fiscal pressures that claim 40 percent of its income in taxes.

Beneficiaries have lauded KAMER for its efficient use of resources, which includes a wide range of impactful activities and high-quality research. However, the project's logical framework primarily captures short-term results and lacks comprehensive indicators for long-term impacts and vulnerability considerations, falling short of fully integrating Sustainable Development Goals (SDGs). Incorporating relevant SDG5 indicators into the framework is recommended to enhance strategic focus and ensure a systematic evaluation of the project's long-term effects on gender equality.

4.4 SUSTAINABILITY

The sustainability of the KAMER project is underpinned by its comprehensive approach to integrating education, advocacy, and community engagement to empower women and promote gender equality. The project's ability to continuously adapt to the evolving needs of its beneficiaries, particularly in response to natural disasters, demographic shifts, and economic challenges, showcases its robustness and relevance.

Despite these strengths, the sustainability of the project's impacts faces significant challenges due to the external socio-political environment, including fluctuating political climates and societal norms that often resist progressive changes towards gender equality. The reliance on external funding sources and the need for stronger collaborative networks with other civil society organisations and government bodies also pose potential risks to the long-term sustainability of the project's achievements.

To fortify the sustainability of its outcomes, KAMER must enhance its strategic initiatives aimed at building local capacities and ensuring that project benefits are deeply rooted within the communities. This includes fostering local ownership of programs, enhancing the economic independence of beneficiaries through targeted vocational training aligned with market demands, and strengthening advocacy efforts to influence policy and societal norms positively.

Moving forward, KAMER should consider developing more robust mechanisms for financial sustainability, such as partnering with the private sector and exploring income-generating activities that can support its programming. Additionally, embedding its efforts more firmly within the framework of local and national policies will help ensure that advances in women's rights and empowerment are protected and furthered, even as external funding and project-specific activities wane.

Given the insights from interviewed representatives of donors, international organisations, and think tanks, it is evident that organisations like KAMER, which operate within constrained civil society environments, crucially depend on consistent donor support for their core activities. The sensitive nature of their work, especially in addressing issues such as incest, honour killings, and polygamy in regions with entrenched gender inequality, poses unique and significant challenges.

In conclusion, while KAMER has laid a solid foundation for the empowerment of women and the promotion of gender equality in its regions of operation, ensuring the sustainability of these efforts requires a reinforced commitment to strategic partnerships, financial independence, and policy integration. These elements are crucial for creating lasting change and ensuring that the progress made through the KAMER project continues to benefit future generations.

5 Recommendations

5.1 RECOMMENDATIONS TO KAMER

To enhance the *effectiveness and efficiency* of its monitoring and evaluation framework, KAMER is advised to:

1. Implement a comprehensive **outcome-based monitoring system** that includes detailed, measurable indicators for each **project outcome**. This system should incorporate mechanisms for regularly tracking progress against predefined targets, capturing both quantitative and qualitative data.
2. **Enhance Data Collection and Analysis:** Strengthen the M&E framework by incorporating advanced data collection methods and analytics to assess the impact more accurately and to adapt strategies responsively.
3. **Redefine the project's indicators** to focus more on outcomes rather than outputs. This shift will help measure the actual impact of the project on societal change and women's empowerment more effectively.

To enhance the *sustainability* and broaden the impact of KAMER's efforts in poverty reduction and economic empowerment, the following recommendations are proposed for KAMER:

4. **Strengthen Multi-Sector Partnerships:** KAMER should seek to scale-up and deepen collaborations with government bodies, the private sector, educational institutions, and other civil society organisations. These partnerships can enhance resource sharing, expertise exchange, and broaden the impact of poverty reduction strategies.
5. **Integrate into Local and National Policy Frameworks:** Engage more actively in policy advocacy to ensure that the needs and rights of marginalised women are considered in policymaking. This would help in embedding KAMER's initiatives within sustainable development goals and government poverty reduction strategies, ensuring long-term support and alignment with national priorities.
6. **Develop Economic Programs Based on Market Analysis:** Implement comprehensive market research to understand current job market demands and future trends. This research should guide the development of vocational training programs tailored to real employment opportunities, increasing the likelihood of economic stability for beneficiaries.

7. **Expand Income-Generating Activities:** Explore and develop sustainable income-generating projects within the communities served. These could include small-scale cooperatives, social enterprises, or partnerships with the private sector that not only provide employment but also contribute to the financial sustainability of KAMER's initiatives.
8. **Enhance Monitoring and Evaluation (M&E) Systems:** Improve the M&E systems to measure the impact of interventions on poverty reduction more effectively. This should include indicators that capture long-term economic improvements and changes in social indicators, enabling adjustments to strategies and approaches as needed.

5.2 RECOMMENDATIONS TO DONORS

9. It is recommended that donors recalibrate their expectations and assessment criteria to recognise and value incremental progress in these complex areas. This would involve:
 - a) **Adjusting Impact Metrics:** Develop and agree upon realistic impact metrics that acknowledge the profound challenges inherent in altering deeply ingrained social norms and legal structures.
 - b) **Long-term Partnership Commitments:** Commit to long-term partnerships that extend beyond traditional funding cycles, providing the stability needed for sustained interventions in challenging environments.
 - c) **Flexible Funding Structures:** Introduce more flexible funding arrangements that allow KAMER to respond adaptively to unforeseen challenges and opportunities, thereby enhancing their operational agility and effectiveness.

Recommendation to Sida in particular:

- a) **Supporting Resilience Building:** Provide funding and resources that enable KAMER to build resilience, such as developing local leadership capacities, enhancing legal advocacy, and fostering community engagement initiatives that are tailored to local contexts.

Annex 1 – Terms of Reference



Terms of Reference for the Evaluation of AN OPPORTUNITY FOR EVERY WOMEN PROJECT, TURKIYE

Date: 24.01.2024

1. General information

1.1 Introduction

Sweden's international development cooperation aims to create conditions for improving the lives of people living in poverty and oppression.

Strategy for Sweden's reform cooperation with the Western Balkans and Türkiye for 2021–2027 provides the framework for Swedish development cooperation with Türkiye. According to *the Strategy*, Sweden's development cooperation aims to “contribute to poverty reduction, better conditions for democratic development and respect for human rights”.¹⁵ While *the overall objective of activities* is “to promote an open and Europe oriented democratic society”, *two specific strategy objectives* are promoting (1) “greater respect for human rights, democracy and rule of law” and creating (2) “better prospects for gender equal society”. According to the strategy, activities in the field of gender equality should “focus on reducing gender discrimination, strengthening women's economic empowerment and rights and supporting women human rights defenders, increasing women's influence and participation in political processes, and increased access to, and respect for, SRHR. This involves efforts to combat sexual and gender-based violence and changed social norms”.

Türkiye has witnessed significant erosion of women's human rights in recent years. According to *Global Gender Gap* report by the World Economic Forum, Türkiye ranks 129th among 146

¹⁵ [strategy-reform-cooperation-western-balkans-and-turkey-2021-27.pdf \(government.se\)](#)

countries.¹⁶ Violence against women (VAW) remains to be an ongoing problem in Türkiye. Türkiye's withdrawal from the Istanbul Convention has undermined efforts to combat violence against women.

Evaluation object: Intervention to be evaluated

The evaluation object is *An Opportunity for Every Woman Project* (hereafter referred to as *AOFEW Project*) implemented by KAMER Foundation.

KAMER Foundation is a grassroots organisation that was established for empowering women and combatting violence against women in the most disadvantaged regions of Türkiye since 1997. KAMER aims at promoting societal peace, tries to avoid political polarisation by supporting human rights and democracy. KAMER team is multilingual. Sida has been supporting KAMER since 2005.

The overall objective of *AOFEW Project* is “a society in which the number of strong women who have started to cope with violence and actively participate in society is increasing”. Expected outcomes of the project are as follows:

- 1) KAMER, as an effective, powerful, and qualified organisation strengthened its impact on the field and political processes
- 2) Women's attitude towards violence and their rights has changed and they have become active participants in society (including migrant, disabled women and LGBTQI+ individuals)
- 3) Women are empowered in their struggle against violence and honour crimes
- 4) Public administration, men, NGOs, and the society started to take initiative related to promoting women's human rights and gender equality

Target groups of the project are:

- 1) KAMER team in the field, volunteers and neighbourhood representatives
- 2) Disadvantaged women whom KAMER reaches out to and who seek support from KAMER
- 3) Men
- 4) NGOs
- 5) Public Administration
- 6) Society at large

Theory of Change:

Kamer believes that if women who are subordinated by male dominance, discrimination and violence are empowered through awareness raising and skills& capacity building, they can transform patriarchal social structures and individuals which maintain & support unequal power relations between men and women. In line with this, KAMER empowers women who

¹⁶ [WEF GGGR 2023.pdf \(weforum.org\)](#)

would become agents of social change and build a participative and transparent society with an eco-friendly economy based on gender equality, human rights and peace.

While the headquarters of KAMER is in Diyarbakir, KAMER has branches in 19 cities in Southeast and East of Turkiye. The project is implemented in these 20 cities. The project implementation area covers cities with very low per capita incomes and high unemployment. These regions are also a conflict-ridden areas, hosting a significant share of Syrian refugees. Also in the summer of 2021, floods and wildfires destroyed residential areas & forests and claimed lives in these areas. In addition, some of the project cities have been severely devastated by the earthquake which hit Turkiye on 6 February 2023.

The current agreement between Kamer and the Swedish Embassy started in April 2022. The budget for *AOFEW Project* for 2022 and 2023 was SEK 11 010 000. The project is extended for another year with an additional budget of SEK 6 000 000. For 2022-2023 period, KAMER estimated to receive 2 125 129 Euro funding for different projects. Forty-six percent of this funding is from Sida. Other donors include Civil Rights Defenders, UN Women, UNFPA, German Embassy, L’Oreal and Avon.

For further information regarding KAMER Foundation, project proposal and previous evaluation are attached as Annex D.

1.3 Evaluation rationale

The evaluation rationale is to assess the results achieved by KAMER throughout the Swedish support. The current agreement between Sida and KAMER will end at the end of 2024 and KAMER is planning to submit a new proposal to the Embassy for a possible new phase of partnership. The evaluation should summarise the most important results and give recommendation to Sida on how the partnership with KAMER foundation could be developed in the future. The final report is intended to improve Sida’s understanding of the results and support Sida in the dialogue with KAMER in the upcoming period. It will also serve as an input for the Embassy to understand how the Swedish support has contributed to KAMER to develop its capacity and attract new donors.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is:

- To provide the Embassy with input for a potential new phase of partnership by assessing progress in what works well and less well of the Sida support to KAMER Foundation.

The evaluation should also provide Sida with a SWOT analysis. The final report should include recommendations on questions/issues Sida should focus on in the future.

The primary intended user of the evaluation is the Swedish Embassy in Turkiye.

The evaluation is to be designed, conducted and reported to meet the needs of the intended user and tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation should cover the Swedish support to KAMER Foundation starting from 2005, but mainly focus on the last years of support. The evaluation should also include **field visits** to examine the implementation of project, to establish what has been achieved and to interview beneficiaries and stakeholders at local levels where necessary.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

The objectives of this evaluation are to:

- To evaluate the *relevance, effectiveness, efficiency and sustainability* of the intervention to provide input to assess progress;
- To evaluate the *relevance, effectiveness, efficiency and sustainability* of the intervention as an input to the decision whether or not it shall receive continued funding.

The evaluation questions are:

Relevance: Is the intervention doing the right thing?

- To what extent has the intervention objectives and design responded to target groups' needs and challenges related to gender equality and poverty in Türkiye and have they continued to do so if/when circumstances have changed?
- To what extent have lessons learned from what works well and less well been used to improve and adjust intervention implementation?

Effectiveness: Is the intervention achieving its objectives?

- To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?
- Have KAMER Foundation effectively used results based management? Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

Efficiency: How well are resources being used?

- To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?

Sustainability: Will the benefits last?

- Has the project contributed to poverty reduction? Who (*de facto*) has benefited from the project in the short- and in the long-run, directly or indirectly? Were the beneficiaries living in poverty at the start of the project implementation – are they living in poverty now? Which dimensions of poverty were addressed by the project?

Cross-cutting issues

- A.
 - Has the project been implemented in accordance with the poor people's perspective and a Human Rights Based Approach?
- B.
 - Has the project been designed and implemented in a conflict sensitive manner?

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used¹⁷.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation

¹⁷ See for example UNEG United Nations Evaluation Group (2014) Integrating Human Rights and Gender Equality in Evaluations <http://uneval.org/document/detail/1616>

process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by the Embassy of Sweden in Ankara. The intended user is the Embassy of Sweden. As the evaluation will serve as an input to the decision on whether *KAMER Foundation (AOFEW Project)* shall receive continued funding or not, the intended user is the commissioner. Hence the commissioner will evaluate tenders, approve the inception report and the final report of the evaluation. The start-up meeting and the debriefing/validation workshop will be held with the commissioner only. KAMER Foundation is expected to comment on the factual errors before the final report is submitted to Embassy of Sweden.

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation¹⁸. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation¹⁹ and the OECD/DAC Better Criteria for Better Evaluation²⁰. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between February to May 2024. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
1. Start-up meeting/s (in Ankara or virtual)	The Embassy of Sweden, evaluators	The first week of February 2024

¹⁸ OECD/DAC (2010) Quality Standards for Development Evaluation.

¹⁹ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

²⁰ OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

2. Draft inception report		Tentative [The last week of February 2024]
3. Comments from intended users to evaluators (sent to evaluators ahead of the inception meeting)	The Embassy of Sweden	Tentative [Within one week after the submission of report/ the first week of March 2024]
4. Inception meeting [In Ankara or virtual]	The Embassy of Sweden, Evaluators	Tentative [The second week of March]
5. Data collection, analysis, report writing and quality assurance (including field visit)	Evaluators	Mid March - mid April
6. Debriefing/validation workshop (meeting)	The Embassy of Sweden, Evaluators	The second half of April (19 April 2024 at the latest)
7. Draft evaluation report		Tentative [25 April 2024]
8. Comments from intended users to evaluators	The Embassy of Sweden and KAMER (Comments on factual errors)	Tentative [The beginning of May 2024]
9. Final evaluation report		[Mid May 2024]
10. Seminar/ presentation of final findings and recommendations [In Ankara or virtual]	The Embassy of Sweden, KAMER and Evaluators	Tentative end [The third week of May]

The inception report will form the basis for the continued evaluation process and shall be approved by the Embassy of Sweden in Ankara before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology *including how a utilization-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proof read. The final report should have clear structure and follow the layout format of Sida's template för decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation²¹.

The evaluator shall, upon approval by the Embassy of the final report, insert the report into Sida's template för decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning (sida@ljungbergs.se), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

²¹ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference “ZZ980601”.
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas.

2.8 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies

- In-depth knowledge about the situation of democracy and human rights, including women’s human rights in Türkiye
- Documented experience of evaluations in the field of women’s human rights and gender equality
- At least one member of the team should be professionally proficient in Turkish

It is desirable that the evaluation team includes the following competencies

- Knowledge of Kurdish

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is 450 000 SEK.

Invoicing and payment shall be managed according to the following: The Consultant may invoice a maximum of 30 % of the total amount after approval by Sida/Embassy of the Inception Report and a maximum of 70 % after approval by Sida/Embassy of the Final Report and when the assignment is completed.

The contact person at Swedish Embassy should be consulted if any problems arise during the evaluation process. Relevant documentation from the Embassy as well as contact details to intended users will be provided.

The evaluator will be required to arrange the logistics including booking interviews, preparing field visits etc. including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation

- (1) Strategy for Sweden's reform cooperation with the Western Balkan and Türkiye 2021-2027.
- (2) Strategy Plan for Türkiye 2023-2025
- (3) Strategiplan 2023 2025 Final
- (4) MTR Strategy Report: Overview of the Result Strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkan's and Türkiye 2014-20 (Case number 17/00365)
- (5) Evaluation of KAMER (2010)
- (6) Swedish aid in the case of shrinking space, the case of Türkiye (EBA, 2018)
- (7) Kamer Foundation Manual English

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	Kamer: An Opportunity for Every Woman Project
ID no. in PLANIt	15467A01
Dox no./Archive case no.	UM2022/15174/ANKA
Activity period (if applicable)	1 April 2022 – 31 December 2024
Agreed budget (if applicable)	17 010 000 kr
Main sector ²²	Human rights and gender equality
Name and type of implementing organisation ²³	NGO or Civil Society
Aid type ²⁴	Project type
Swedish strategy	Strategy for Sweden's reform cooperation with the Western Balkan and Türkiye 2021-2027.

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Embassy of Sweden in Ankara
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	End of programme

²² Choose from Sida's twelve main sectors: education; research; democracy, human rights and gender equality; health; conflict, peace and security; humanitarian aid; sustainable infrastructure and services; market development; environment; agriculture and forestry; budget support; or other (e.g. multi-sector).

²³ Choose from the five OECD/DAC-categories: public sector institutions; NGO or civil society; public-private partnerships and networks; multilateral organisations; and other (e.g. universities, consultancy firms).

²⁴ Choose from the eight OECD/DAC-categories: budget/sector support; core contributions/pooled funds; project type; experts/technical assistance; scholarships/student costs in donor countries; debt relief; admin costs not included elsewhere; and other in-donor expenditures.]

ID no. in PLANIt (if other than above).	15467A01
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Annex C: Decentralised evaluation report template

Annex D: Project/Programme document

- (1) AOFEW Project Document Final
- (2) AOFEW 2022-2023 Budget
- (3) AOFEW Work Plan 2023

Annex 2 – Evaluation Matrix

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
Question 1 (Relevance): <i>To what extent has the intervention objectives and design responded to target groups' needs and challenges related to gender equality and poverty in Türkiye and have they continued to do so if/when circumstances have changed?</i>	Degree of the alignment between Intervention Objectives and Target Groups' Needs in Türkiye. Evidence of the project's adaptability to ensure continued relevance to target group needs amidst changing circumstances.	Documentation review and portfolio analysis	Strategy documents Project proposal documents Annual reports from partners Secondary data. Annual or periodic reports produced by the organisation documenting research activities, studies conducted, and findings presented.	Availability of data sources is good. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.
Sub-questions: <i>How clearly are the project goals linked to addressing systemic barriers and promoting sustainable changes in policies, attitudes, and behaviours related to gender equality and domestic violence?</i> <i>Has the organisation conducted a comprehensive</i>	Number of studies conducted and presented in the design and implementation. Number of staff able to conduct such needs-based assessment. Availability of training modules institutionalised in the action plan of the organisation.	Interviews with other donors, academics, activists, private sector leaders and independent experts working in the area of gender equality.	Peer-reviewed articles, research papers, or technical reports published by the organisation or its staff members, showcasing the outcomes of studies conducted. Records of presentations made by the organisation or its staff at conferences, workshops, or seminars, highlighting the	Availability of sources that provide tangible evidence to measure the indicators and evaluate the organisation's capacity and efforts in conducting studies, building staff capacity, and institutionalising training modules for needs-based assessment should be assessed during the data collection phase.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
<i>needs assessment to identify specific challenges, gaps, and priorities related to gender equality, domestic violence, and women's economic empowerment in the target area?</i> <i>How effectively does the organisation integrate feedback and insights from local stakeholders, including women, survivors of domestic violence, community leaders, and relevant authorities, into its project planning and implementation?</i>			results of studies and assessments. Documentation of staff training sessions, workshops, or courses related to needs-based assessment, including attendance records and certification. Internal assessments or surveys conducted by the organisation to evaluate staff capacity and skills in conducting needs-based assessments. Official action plans or strategic documents of the organisation outlining training objectives, modules, and timelines for institutionalising training on needs-based assessment. Reports or evaluations of training programs conducted by the organisation, assessing the effectiveness and impact of institutionalised training modules.	Availability of Institutionalised Training Modules should be assessed during the data collection phase.
Question 2 (Effectiveness): <i>To what extent has the intervention achieved, or is</i>	% Intervention objectives achieved.	Field visits: Face-to-face interviews and focus group discussions (KAMER staff, partners and beneficiaries)	The sources of these indicators can come from various data collection methods, reports,	Data on the outcomes achieved through project monitoring and evaluation systems or by

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
<i>expected to achieve, its objectives, and its results, including any differential results across groups?</i>	% women empowered legally or economically disaggregated by vulnerabilities (refugees, IDPs, PwDs). N of people qualified in current legislation and its implementation N of women who started to make efforts to get rid of violence and murder. N of women benefitting from legal aid offices. N women expressing that they cope with violence in the long-term.	Document review Surveys or interviews with women beneficiaries to gauge their efforts and actions taken to address violence and murder. In-depth interviews with women beneficiaries exploring their experiences with violence and their perceived ability to cope in the long term.	surveys, and organisational records: Data collected through monitoring and evaluation activities, including baseline and endline assessments, surveys, and progress tracking. Feedback from project beneficiaries, partners, and stakeholders regarding the achievement of intervention objectives. Surveys conducted at the beginning of the intervention to assess the legal and economic empowerment status of women, disaggregated by vulnerabilities. Data collected during project implementation, tracking the legal and economic empowerment of women, disaggregated by vulnerabilities. Assessments conducted at the conclusion of the intervention to measure changes in the legal	conducting assessments with project beneficiaries and stakeholders is available. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
			and economic empowerment of women. Documentation of training sessions conducted by the organisation on current legislation and its implementation, including attendance records and certification. Records of assessments or tests administered to measure participants' understanding and qualification in current legislation and its implementation. Case Studies/Documentation of individual cases where women have initiated efforts to combat violence and murder, captured through qualitative assessments. Records maintained by legal aid offices documenting cases where women seek assistance in addressing violence and murder.	

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
			Documentation maintained by legal aid offices, recording the number of women accessing legal aid services for various issues, including violence-related cases. Longitudinal Studies: Long-term studies or assessments tracking women's experiences with violence over time, including coping mechanisms and strategies. Surveys conducted at intervals after intervention completion to measure women's long-term experiences with violence and their perceived coping abilities.	

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
Question 3 (Efficiency): To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?	Degree to which the Project's expenditure remains within the allocated budget, identifying any overruns or underspending. Schedule Adherence: Project's progresses according to the planned timeline, delays or accelerations. Quality of Outputs Indicator: the extent to which the intervention's outputs meet predefined quality standards and objectives. Resource Efficiency: degree to which the quality of outputs justifies the resources invested, considering factors such as functionality, durability, and impact.	Project documents review, interviews and focus groups with the monitoring staff, observing program activities, analysing data, stakeholder feedback	Project management tools, progress reports, and activity tracking systems. Audit Reports. Stakeholder Feedback involved in or affected by the project to understand their perceptions of its efficiency in delivering results. Agenda, participant list, visuals, report and feedback of the end-year meeting The number of people conducting campaigns and advocacy work (KAMER).	Stakeholder Feedback will be collected during the field mission to gauge their satisfaction levels with the project's execution. Availability of data depends on quality of M&E data and the extent to which the partners documented achievements and failures. Reliability depends on the extent to which interview participants are truthful and non-biased in their answers.
Sub-questions: How does the organisation measure and track progress towards its project objectives	Frequency and consistency of data collection activities within KAMER's monitoring system.	Project documents review, interviews with the 2 monitoring staff, analysing data, baselined and targets.	Reports generated from regular monitoring activities conducted by KAMER, documenting the	The Progress reports available. The result framework is available.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
<i>related to gender equality, domestic violence prevention, and women's economic empowerment?</i> <i>Are there mechanisms in place for regular monitoring, evaluation, and feedback collection from project beneficiaries and stakeholders to assess the effectiveness and relevance of the organisation's interventions?</i> <i>Does the organisation possess the necessary expertise, experience, and resources to effectively address the multifaceted issues of gender equality, domestic violence, and women's economic empowerment?</i>	Accuracy, completeness, and reliability of data collected through KAMER's monitoring system to determine its effectiveness in providing reliable information for decision-making. Extent to which feedback from monitoring activities is integrated into project planning and management processes to enhance responsiveness and effectiveness. N of staff members who have received training and development opportunities specifically related to monitoring and evaluation techniques and methodologies. N of KAMER staff expressing their empowerment related to gender sensitive climate impact	Assessing the utilisation of available monitoring resources, such as tools, guidelines, and templates, by staff members to effectively monitor and evaluate project activities. Focus Group Discussions: Qualitative discussions with KAMER staff exploring their experiences and perceptions of empowerment in addressing gender-sensitive climate impact.	frequency and consistency of data collection efforts. Independent audits or reviews conducted to validate the quality of data collected and stored within KAMER's monitoring system. Records of project meetings where feedback from monitoring activities is discussed and integrated into project planning and management processes. Documentation of staff training sessions specifically related to monitoring and evaluation techniques and methodologies, including attendance records and certification. Evaluation of staff performance related to monitoring and evaluation competencies, as documented in performance appraisal reports.	Information on allocation of resources, including funding, personnel, and equipment, to support sustainable monitoring activities across all project sites will be provided by KAMER. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
			Surveys administered to KAMER staff to assess their perceptions of empowerment related to gender-sensitive climate impact.	
Question 4 (Sustainability): <i>Has the project contributed to poverty reduction? Who (de facto) has benefited from the project in the short- and in the long-run, directly or indirectly? Were the beneficiaries living in poverty at the start of the project implementation – are they living in poverty now? Which dimensions of poverty were addressed by the project?</i>	% beneficiaries experiencing an increase in income levels over the short- and long-term. N/% of beneficiaries who have acquired or improved assets (e.g., land, housing, livestock) as a result of the project. % beneficiaries' access to basic services such as healthcare, education, and clean water. The number of capacitated NGOs working on climate impact	Interviews with the beneficiaries and stakeholders Beneficiary Self-Reporting/ Feedback from beneficiaries regarding changes in their income levels over time. Field Observations: Direct observations regarding changes in beneficiaries' asset ownership or conditions. - Beneficiary Interviews or focus group discussions with beneficiaries to document changes in asset ownership or improvements.	Surveys conducted at the beginning and end of the project to measure income levels among beneficiaries. Financial Records/ Data from financial transactions or income-generating activities implemented as part of the project. Maintained records or databases tracking beneficiaries' ownership or improvement of assets. Surveys conducted at project inception and conclusion to assess beneficiaries' access to basic services. Data from service providers documenting beneficiaries'	Sources providing data and information in improving beneficiaries' income levels, asset ownership, access to basic services, and the capacity of NGOs working on climate impact will be provided by KAMER and collected by evaluators during the mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
			utilisation of healthcare, education, and water services. Assessments conducted to evaluate NGOs' capacity to address climate impact. Documentation of capacity-building workshops or training sessions conducted for NGOs on climate-related issues. Existing databases or directories listing NGOs working on climate impact, updated periodically by relevant agencies or networks.	
Sub-questions: <i>What strategies does the organisation employ to promote the long-term sustainability and scalability of its interventions beyond the duration of individual projects?</i>	Extent to which sustainability and scalability strategies align with the broader organisational goals and strategies. Establishment and effectiveness of partnerships to leverage resources, expertise, and networks for long-term sustainability and scalability. Strategies to empower marginalised groups, strengthen	Consultations with KAMER staff Review of KAMER's strategic documents outlining its overall goals and strategies. Examination of project proposals and reports to identify how sustainability and scalability strategies align with organisational objectives.	Documentation of formal agreements or memorandums of understanding (MOUs) with partner organisations. Feedback obtained from partner organisations through surveys or interviews on the effectiveness of collaborative efforts. Documentation of revenue generated through social enterprises or fee-for-service	Data not available during the Inception Period and will be collected during the desk Study and Field Mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
	local institutions, and promote community resilience as foundations for sustainable and scalable interventions. KAMER's development of sustainable revenue streams, such as social enterprises or fee-for-service models, to fund interventions beyond project lifecycles. KAMER's strategies to catalyse broader systemic changes that address root causes of social, economic, and environmental challenges, contributing to long-term sustainability and scalability.	Interviews with KAMER's leadership and staff to understand the organisation's overarching goals and how sustainability strategies support them. Review of business plans or financial projections outlining revenue-generation strategies beyond project lifecycles. Interviews with KAMER's financial officers to understand the organisation's revenue-generation initiatives. Interviews with stakeholders to assess the impact of KAMER's initiatives on broader systemic changes. Analysis of policy changes or reforms influenced by KAMER's advocacy efforts.	models implemented by KAMER.	
Question 5 (Cross-cutting issues): Has the project been implemented with due consideration to the perspectives of marginalised populations, including those living in poverty, and in alignment with a Human Rights Based Approach, while also being designed and executed in a conflict-sensitive manner?"				
	N of women who say their capacity is strengthened to work	Feedback obtained directly from women participants through	Evaluation forms completed by women participants at the end of	Data not available during the Inception Period and will be

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
	with NGOs on climate impact (KAMER) N of women empowered in preparation of Local Action Plan (KAMER) N women mobilised via learning the gender aspect of climate impact and natural disasters.	structured Interview surveys or evaluation questionnaires administered during field mission. Review of the finalised local action plans to identify the extent of women's involvement and empowerment in the planning process.	capacity-building workshops, indicating their perceived level of empowerment and readiness to engage with NGOs on climate impact. Insights gathered from focus group discussions with women beneficiaries to explore their experiences and perceptions regarding capacity-building activities related to climate impact. Testimonials or statements provided by women involved in the preparation of local action plans, highlighting their roles, contributions, and empowerment experiences. Assessments conducted after training sessions to evaluate participants' understanding and knowledge retention regarding the gender aspect of climate impact and natural disasters.	collected during the desk Study and Field Mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

ANNEX 2 – EVALUATION MATRIX

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
			Reports documenting community outreach activities conducted by KAMER to raise awareness among women about the gender aspect of climate impact and natural disasters, including the number of women reached and mobilised.	

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
<i>Sub-question: How does the organisation ensure the inclusion of marginalised and vulnerable groups, such as rural women, women with disabilities, or ethnic minorities, in decision-making processes and project activities?</i>	N of KAMER staff expressing their empowerment related to gender sensitive climate impact.	Questionnaires on staff members' confidence, skills, and knowledge related to gender and climate issues. Focus Group Discussions with KAMER staff to delve deeper into their experiences, challenges, and achievements in addressing gender-sensitive climate impact. These discussions can provide qualitative insights into staff empowerment.	Records of staff participation in training sessions, workshops, or capacity-building programs specifically focused on gender-sensitive climate impact. Testimonials or developing case studies that highlight staff members' personal growth, empowerment, and contributions to gender-sensitive climate impact initiatives. These stories can serve as inspiring examples and evidence of staff empowerment	Data not available during the Inception Period and will be collected during the desk Study and Field Mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Annex 3 – Documents Consulted

Project Documents and relevant to KAMER documentation

An Opportunity for Every Woman Project 01.04.2022-31.12.2023, Project Document Annex D. KAMER Foundation - Estimated Budget for 2022–2023 (project Annex)
KAMER Foundation an Opportunity for Every Woman Program Activity Plan 01.01.2023–31.12.2023
Evaluation of the Turkish Women’s organisation KAMER Foundation. April -June 2010. COWI
AOFEW Project 2022–2023 Budget.
KAMER Foundation Manual.Version 2020
Terms of Reference for the Evaluation of An Opportunity For Every Women Project, Türkiye. 24.01.2024

Policy papers and Country studies

World Economic Forum Global Gender Gap Report. 2021
Strategy Plan for Türkiye 2023–2025, November 2022
Strategiplan för Turkiet inom reformstrategin 2023–2025, January 2023
Glossary of Key Terms in Evaluation and Results Based Management. Sida OECD/DAC (2014)
Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use. 1OECD/DAC (2019)

Annex 4 – Inception Report



Evaluation of An Opportunity For Every Women Project in Türkiye

Inception Report

Embassy of Sweden in Ankara

Date. March 28, 2024

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Abbreviations

AOFEW	An Opportunity for Every Women Project (project)
CSO	Civil Society Organisation
DW	Domestic Violence
EU	European Union
EQ	Evaluation Question
ET	Evaluation Team
GBV	Gender-Based Violence
GDPR	General Data Protection Regulation
GEF	Global Environment Facility
HQ	Headquarter
HRBA	Human Rights Based Approach
ICT	Information and Communication Technologies
IDP	Internally Displaced Persons
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MFA	Ministry of Foreign Affairs
QA	Quality Assurance
RBM	Results based management
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
SWOT	Strengths, Weaknesses, Opportunities, and Threats
ToC	Theory of Change
ToR	Terms of Reference
UfE	Utilisation-focused evaluation
UN	United Nations
UNFPA	United Nations Population Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence against women
VfM	Value for Money

1. Background to the assignment

1.1 Context of the assignment

The Southeastern and Eastern Anatolia Regions of Türkiye have experienced prolonged conflict since 1984, initially between the PKK and government forces, which later spread to urban areas. The violence, including atrocities such as village burnings and extrajudicial killings, has led to deep-seated distrust and hostility among the population. The situation was further aggravated by the Syrian civil war and Türkiye's intervention, resulting in additional conflicts along the border regions. Despite the temporary cessation of armed conflicts, societal divisions and distrust persist, undermining public institutions and societal cohesion. Efforts to promote peace and reconciliation aim to mitigate tensions and foster dialogue among communities¹.

According to the 2023 World Economic Forum Global Gender Gap Report, Türkiye's score on Goal 5: Gender Equality of the United Nations Sustainable Development Goals, based on current data, is 0.638, ranking 129th out of 146 countries². This score reflects a decrease of 0.001 points, positioning Türkiye 5 places lower compared to the previous assessment³.

1.1.1 National Strategies

Since 2002, Türkiye has made legislative changes aligned with its EU candidacy, spurred by the efforts of the women's movement to rectify laws disadvantaging women. Despite these amendments, the government has shown reluctance in their implementation, hindering progress towards Sustainable Development Goal 5 on Gender Equality. This situation worsened by 2021. With the ruling party's declining voter support, its stance on gender equality shifted, yielding to anti-gender policies backed by fundamentalist/sexist groups. Consequently, hard-fought women's rights face scrutiny. The term "Gender" has been banned in official discourse, and Türkiye withdrew from the Istanbul Convention, sparking widespread debate. New laws, dubbed "legal reforms," are reinforcing sexism, including burdensome requirements in sexual harassment cases. Amidst ongoing sexist rhetoric and actions, the women's movement in Türkiye swiftly mobilises to protect gains, focusing on participatory democracy, local governance, and strategic engagement in upcoming elections to shape the desired regime⁴.

The 2018-2023 national Women's Empowerment Strategy document is missing gender equality references despite mentioning UN SDG 5⁵. Similarly, the analysis of

¹ Source: An Opportunity For Every Woman Project. 01.04.2022-31.12.2023 Project Document

² See: <https://www.weforum.org/publications/global-gender-gap-report-2023/>, last visited <<8.02.2024>>

³ According to the 2021 World Economic Forum Global Gender Gap Report², Türkiye ranked 133 among 156 countries.

⁴ Ibid.

⁵ Source: CEID at <https://ceidizler.ceid.org.tr/Turkiyede-Toplumsal-Cinsiyet-Esitligini-izleme-Raporu-2020-2021-i229>, last visited <<8.02.2024>>

the 2016-2020 National Action Plan to Combat Violence Against Women revealed discussions on gender-based violence linked to the Istanbul Convention, from which Türkiye withdrew during the drafting process⁶. The National Coordination Plan to Combat Violence Against Women was also reviewed, with findings indicating a lack of mention of gender equality, instead emphasising family and women's empowerment. Only 1.2% of the Ministry of Family and Social Services' 2020 budget was allocated to combatting violence against women and a mere 0.26% to women's empowerment, potentially leading to disruptions in public services due to resource shortages⁷.

1.1.2 Scope and scale of GBV

Research conducted across Türkiye suggests that the prevalence of violence against women stands at 55%.⁸ However, KAMER's fieldwork indicates a significantly higher incidence of violence, as women are increasingly able to recognise and report such incidents. To this end, KAMER is a foundation which works with women to empower them to cope with violence against them. In particular, household visits conducted in 2021 in the Eastern and Southeastern Anatolia Regions, with 13,517 women interviewed face-to-face, revealed that a staggering 97.5% of women in the target group reported experiencing violence⁹.

1.1.3 Access to Justice

Women face challenges in accessing justice. Analysis of 102 lawsuits reveals the realities of violence against women, its impact on victims and their children, and the efficacy of public services and legal proceedings¹⁰. Despite requests for protection orders, 11 out of 13 murder victims were not adequately safeguarded¹¹. Furthermore, sentence reductions were granted in all but six of the 108 cases examined. The Access to Justice Report by Purple Roof highlights the disruption of services provided by Legal Aid Offices during the pandemic, with bar associations falling short in meeting women's demands for support, capacity, knowledge, and data collection¹². Annually, approximately 350 femicides occur in Türkiye, with 45% of victims being women who sought to end violence in their lives. Despite legal mandates for protection, enforcement is lacking, leaving women vulnerable. Moreover, the government's actions, such as banning the term "gender" and withdrawing from the Istanbul Convention, highlight its disregard for gender equality. This underscores the urgent need for increased women's political participation and advocacy to combat sexist practices and protect women's rights¹³.

⁶ Source: Council of Europe (2021), https://www.coe.int/en/web/commissioner/news-2021/-/asset_publisher/Arb4fRK3o8Cf/content/Turkiye-s-announced-withdrawal-from-the-istanbul-convention-endangers-women-s-rights

⁷ CEID at <https://ceidizler.ceid.org.tr/Turkiyede-Toplumsal-Cinsiyet-Esitligini-izleme-Raporu-2020-2021-i229>, last visited <<8.02.2024>>

⁸ Stated in the KAMER's Project Document as "KSGM 2009 Research (cannot be accessed anymore)".

⁹ Source: KAMER

¹⁰ Source: findings from KAMER's Who's Guilty? - II Project report.

¹¹ Ibid.

¹² Ibid.

¹³ Source: KAMER with reference to BIANET at www.bianet.org.org (article is no longer available).

1.1.4 Swedish Government's Support

The Embassy of Sweden, a significant donor and partner to the United Nations (UN), leverages its influence to advocate for the inclusion of Agenda 2030 priorities in donor coordination efforts and partnerships within Turkish society, with a focus on migration, nexus, and Swedish environmental priorities. Collaborating closely with the EU Delegation, the Embassy promotes European values and agendas, particularly regarding democracy, human rights, and sustainable migration. Its pivotal role in the donor landscape enables the amplification of impact through coordinated efforts and the identification of overlooked reform opportunities. Furthermore, Sweden's strong track record in supporting civil society inspires others to adopt similar approaches, fostering greater collaboration and effectiveness in development efforts.¹⁴ The Swedish Embassy in Türkiye currently supports 10 CSO partners whose programmes and projects address a broad number of issues related to gender equality, such as women's human rights, women's economic empowerment, women's political empowerment, gender-based and sexual violence, legal aid/access to justice and men and boys' involvement in gender equality. Sweden is the biggest donor in the area of Gender Equality after the EU as an EU member state, and the biggest contributor to its partner CSOs in Türkiye. In January 2023, the Swedish Embassy in Türkiye proposed its strategic plan for 2023-2025, during which the plan will be revised annually¹⁵.

The objective of Sweden's international development cooperation is to create conditions for improving the lives of people living in poverty and oppression. The current framework for Swedish development cooperation in Türkiye is formulated in the *Strategy for Sweden's reform cooperation with the Western Balkans and Türkiye for 2021– 2027*, with up to MSEK 525 allocated to activities in Türkiye¹⁶. The overall objective of activities is to promote an open and Europe-oriented democratic society. Two specific objectives are formulated for Türkiye under the areas of human rights, democracy, the rule of law and gender equality:

- Greater respect for human rights, democracy, and the rule of law
- Better prospects for a gender-equal society

The strategy highlights that Turkey has moved away from the European Union in recent times, with a continued reduction in democratic freedoms and a decline in respect for human rights, the rule of law, and gender equality. This presents significant challenges for opposition figures, journalists, minority groups, human rights activists, labour union members, and LGBTQI individuals. Moreover, restrictions on freedom of expression and association have greatly hindered the functioning of civil society organizations in Turkey.

¹⁴ Strategy Plan for Türkiye 2023-2025, November 2022

¹⁵ Strategiplan för Turkiet inom reformstrategin 2023–2025, January 2023 (only available in Swedish)

¹⁶ <https://www.government.se/globalassets/regeringen/dokument/strategy-reform-cooperation-western-balkans-and-turkey-2021-27.pdf>

The purpose of the evaluation is to provide the Embassy with input for a potential new phase of partnership by assessing the progress in what works well and less well for the Sida support to the KAMER foundation.

1.2 Evaluation objective, users and scope

The project under evaluation, An Opportunity for Every Woman (AOFEW), is implemented by KAMER Foundation with the overall objective to reach “a society in which the number of strong women who have started to cope with violence and actively participate in society is increasing”. The evaluation rationale is to assess the results achieved by KAMER and the AOFEW project throughout the Swedish support.

The primary objectives are to assess the relevance, effectiveness, efficiency, and sustainability of an intervention. This evaluation serves as input to gauge progress and inform the decision on whether the intervention should receive continued funding¹⁷. The focus is on aligning with goals, achieving outcomes, resource optimisation, and long-term impact for informed decision-making. The evaluation report will include a summary of the project’s main results and recommendations to Sida regarding how to develop the partnership with KAMER for the upcoming period. It will help the Swedish Embassy understand how the Sida support has contributed to KAMER’s capacity development and ability to attract new donors, improve their understanding of results achieved and support the dialogue between the Embassy/Sida and KAMER.

The primary user of this evaluation is the Embassy of Sweden in Ankara. Other important stakeholders of the evaluation include:

- KAMER foundation
- KAMER Team of 45 professionals working in branch offices of 20 provinces and the headquarters office in Diyarbakır.
- Volunteers and neighbourhood representatives
- Direct project beneficiaries in the target groups of the AOFEW project
- State stakeholders
- Other donors include Civil Rights Defenders, UN Women, UNFPA, the German Embassy, L’Oreal and Avon.

The temporal scope of the evaluation covers Swedish support to the KAMER foundation from 2005 until the present, but with a focus on the last years of support as per the ToR, which is 01.04.2022–31.12.2023. The total budget of the intervention is EUR 2,125,129.12¹⁸

1.3 Theory of change

Kamer believes that **if** women who are subordinated by male dominance, discrimination and violence are *empowered through awareness raising skills and capacity building*, **then** they can *transform patriarchal social structures and individuals which maintain and support unequal power relations between men and women*.

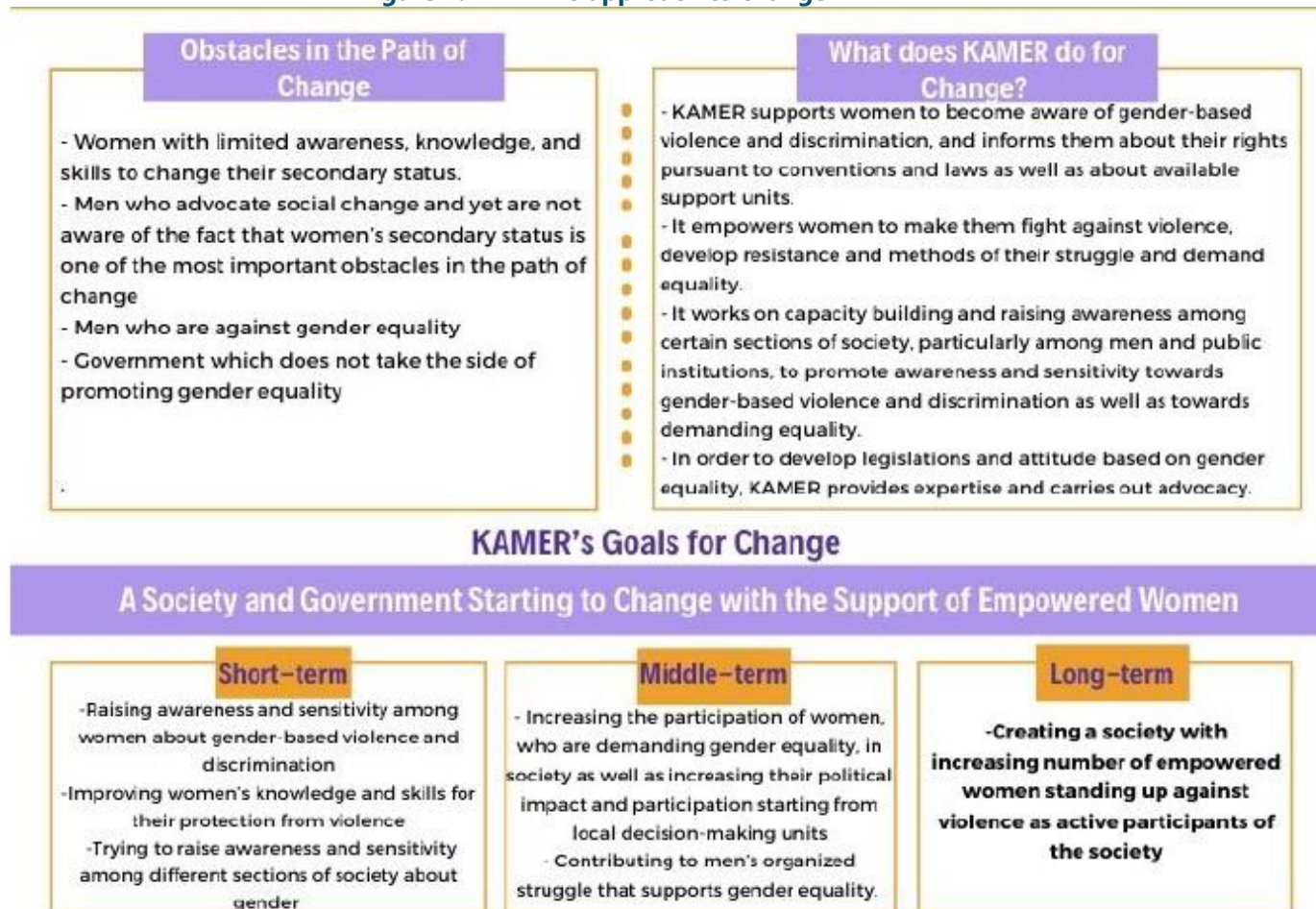
¹⁷ The current agreement between Sida and KAMER will end at the end of 2024 and KAMER is planning to submit a new proposal to the Embassy for a possible new phase of partnership.

¹⁸ Source: Annex D AOFEW Project 2022-2023 Budget.

In line with this, KAMER empowers women who would become agents of social change and build a participative and transparent society with an eco-friendly economy based on gender equality, human rights and peace.

An overview of KAMER's approach to change is presented in the figure below.

Figure 1: KAMER's approach to change



Source: ToR Annex D (1), KAMER – AOFW 2022-2023 Project Document

2. Emerging findings

AOFEW Results Framework¹⁹

The project's logical framework, comprising four outcomes aligned with project objectives, is dynamic and encompasses 11 outputs, activities, targets, indicators of change, and sources of verification. Indicators are delineated and organized at both the outcome and output levels. Currently, the framework contains 16 outcome indicators and 28 output indicators.

Initial observations by evaluators note that while the logical framework was somehow well-structured and coherent, most of the outcome indicators primarily measure short-term project results. Additionally, observations reveal missing assumptions across each result area within the framework.

Additional observations include the lack of disaggregation of indicators by vulnerabilities, particularly concerning groups such as internally displaced persons (IDPs), refugee women and girls, women with disabilities, stateless individuals, etc. Furthermore, the logframe design lacks incorporation of Sustainable Development Goal (SDG) indicators, and an Overall Objective with corresponding SDG indicators is absent. The project's impact is not monitored through the logframe because there are no result area mentioned at the level of "overall objective"²⁰.

Findings of the KAMER's external evaluation

In 2010, the Sida-commissioned evaluation found that a coherent strategy for KAMER's work and how to make KAMER and its 23 centres sustainable has not been developed yet. The management mainly follows an informal strategy, which is sometimes but not always based on analytical work. As an example, there is no analysis of the market demand in the entrepreneurship project²¹. Therefore, it is crucial to analyse whether KAMER has conducted market research tailored to its beneficiaries.

Desk study of project's reports

Based on the review of the project's monitoring reports, it can be concluded that the monitoring process is predominantly activity-focused, with sporadic mention of successful outcomes. However, there is a notable absence of comprehensive risk identification and mitigation plans within the project framework. The recent report that covers the 9 months from April 1 to December 31, 2022, highlighting several challenges faced by KAMER:

¹⁹ AOFEW Project Monitoring & Evaluation Matrix – M&E Plan 01.04.2022-31.12.2023

²⁰ Source: project document AOFEW Project Monitoring & Evaluation Matrix – M&E Plan 01.04.2022-31.12.2023

²¹ See: p.3 par. Strategies and analytical work. Evaluation Turkish Women KAMER Foundation for Sida, 31 May 2010.

- Navigating political polarization: The current political climate in Turkey, with the upcoming elections, is marked by extreme polarization between the People's Alliance and the Nation Alliance. KAMER acknowledges the challenges of remaining neutral amidst this polarization, particularly in light of the authoritarian practices of the People's Alliance.
- Concerns about the Table of Six²²: While KAMER perceives the Table of Six as potentially more moderate, it acknowledges that some parties within this alliance oppose the Istanbul Convention, a key instrument for combating gender-based violence.
- Upholding principles of gender equality: KAMER remains committed to advocating for gender equality without compromising its principles or aligning with any political party. This stance requires careful attention to the current agenda and a steadfast refusal to accommodate sexist demands.
- Unease over government actions: KAMER expresses unease over reactionary moves by the Central Government, such as banning festivals and concerts and introducing a draft Constitution containing sexist elements under the guise of promoting freedom for the headscarf. These actions contribute to a sense of unease within the country, particularly amidst the focus on the upcoming elections.

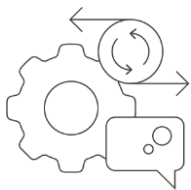
Beneficiaries

During the 9-month reporting period, a total of 1578 women applied for jobs. These applicants were directed to specific units, as indicated in the accompanying table. Out of the total applicants, 143 women were successfully placed in jobs. Evaluators will follow-up with these women to understand the extend of this success.

Despite the prevalent rates of violence against women in Turkey, the number of women seeking support to address such violence and the filing of lawsuits for punishment remain notably low. Efforts are underway to address this issue by introducing women to Legal Aid Offices of Bar Associations. It has been observed that women who engage with these offices, receive information about the application process, and feel supported by lawyers are more inclined to pursue legal action against the violence they have endured.

Additionally, there are concerns that some suicides in Turkey may be femicides, with suspicions arising that certain murders disguised as suicides could be linked to honour killings. To address this, a series of activities titled "Could Suicides be Murders?" are being conducted.

²² The Table of Six is an alliance of six Turkish opposition parties comprising two post-Kemalist groups – the centrist and secular Republican People's Party (CHP) and the nationalist Good Party (İYİ) – and four fringe parties, mentioned at <https://www.osw.waw.pl/en/publikacje/analyses/2023-03-09/turkey-opposition-unites-behind-a-joint-presidential-candidate>, last visited <<10.03.2024>>



Diverse data collection and analysis methods will be utilised to derive findings, conclusions, and recommendations. The process will incorporate triangulation to ensure consistency, validity, and reliability throughout the evaluation.

Considering these challenges, it was believed that strengthening women's protection from violence and potential murder could be achieved by enabling them to learn methods to stop violence and by contributing to the punishment of violence. Various tools and methods have been meticulously implemented, leading to the following results.

KAMER conducted interviews with women during household visits to identify barriers to their access to justice and discriminatory practices within court proceedings. Subsequently, innovative methods were developed to encourage women to seek assistance from Legal Aid Offices. KAMER facilitated meetings between women and lawyers, providing support in navigating the legal system and monitoring their cases. Impact assessments demonstrate that this approach effectively empowered and motivated women to pursue justice.

3. Approach and methodology

In this section, we present our overall approach, the design and conceptual framework of the evaluation, and the data collection strategies we intend to apply. A mixed-methods approach will be applied, entailing a combination of qualitative and quantitative data collection methods sourced from various channels. Diverse analysis methods will be utilised to derive findings, conclusions, and recommendations. The process will incorporate triangulation to ensure consistency, validity, and reliability throughout the evaluation.

3.1 Overall approach

- A **formative approach** (secure evidence to test the programme's strengths and weaknesses to improve its implementation SWOT) and a **summative approach** (identify the programme's overall appropriateness in relation to the evaluation criteria).
- An **inclusive and participatory approach**, considering stakeholders perspectives, is a key to ownership of the evaluation's prospective recommendation.
- The utilization-focused approach will be applied to maximize the value and impact of the present evaluation by ensuring that findings are relevant and could be effectively utilized to inform decision-making, improve programs, and ultimately achieve desired outcomes by Sida and KAMER.
- A **forward-looking approach**: whenever appropriate, relevant recommendations will be drafted on how to improve the action during its remaining duration to achieve the expected objectives and results including potential new actions relevant to the overall and specific objectives of the action.
- A **cross-cutting approach** including:
 - A **Human Rights Based Approach** (HRBA) assess the extent to which the HRBA was applied both in the design and implementation by measuring the relevant outcomes in strengthening government institutions through technical partnerships, created platforms for grassroots voices to reach policymakers, good practices, policy advocacy and support for action research. NIRAS is fully equipped to sup-

Applying a human-rights-based approach to all our competence areas enables us to make international human rights standards a foundation of our work.

NIRAS has extensive experience collecting sensitive data and applies a gender-responsive and human rights-based approach to evaluation.

port the Evaluation Team in mainstreaming this approach throughout the evaluation exercise;

- A **gender-responsive approach** ensures that there is a gender-balanced representation of stakeholder groups invited to take part in the evaluation process and that gender representation is viewed not only from a binary perspective.
- The five key human rights principles: participation, accountability, non-discrimination and equality, empowerment, and legality will be applied;
- Progressive achievement of **SDGs** and, in particular, goals 5 (gender equality)²³.

The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation²⁴ and the OECD/DAC Better Criteria for Better Evaluation²⁵.

The evaluation will be carried out in line with the following guiding principles, which have been drafted based on the lessons learned from previous similar assignments:

- **Independence, neutrality and transparency** with beneficiaries, stakeholders and Sida;
- **Triangulation – Cross-checking**, use of various information sources (mostly qualitative yet also quantitative), diversity of voices heard, and systematic proof search; search for evidence to support or refute evaluation findings, systematically examining different sources of information for consistency and coherence.
- **Process focus** actions within the programme will be analysed as a process, involving the interaction among several actors and the matching of the activities with larger, overarching processes, understanding how various actions and interactions unfold over time and how they contribute to achieving larger, overarching goals or objectives.

²³ See Goal 5: <https://www.ua.undp.org/content/ukraine/en/home/sustainable-development-goals/goal-5-gender-equality.html>

²⁴ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

²⁵ OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

Box 1: Promoting Feminist Evaluation

Feminist evaluation, rooted in feminist research and theory, is characterised by six fundamental tenets that underscore its core principles:

1. **Central Focus on Gender Inequities:** The primary emphasis of feminist evaluation lies in addressing gender inequities that contribute to social injustice.
2. **Systemic and Structural Nature of Gender Discrimination:** Recognising that discrimination and inequality based on gender are ingrained in systemic and structural frameworks.
3. **Political Nature of Evaluation:** Acknowledging evaluation as a political activity, with contexts being inherently politicised. Evaluators are encouraged to adopt an activist stance, acknowledging the influence of personal experiences and perspectives.
4. **Empowering Knowledge as a Purposeful Resource:** Viewing knowledge as a potent resource with explicit or implicit purposes, where the evaluation or research process can significantly impact those involved, either positively or negatively.
5. **Community-Centric Knowledge:** Advocating that knowledge should be a resource created, held, and shared by the people. The evaluation/research process can shape the well-being of individuals involved, recognising that knowledge and values are culturally, socially, and temporally contingent.
6. **Diverse Ways of Knowing:** Recognising the existence of multiple ways of knowing, while highlighting that certain ways are often privileged over others in the evaluation and research domains.

3.2 Design and conceptual framework

3.2.1 Limitations and proposed alternatives

Navigating the evaluation of Swedish support to the KAMER Foundation reveals practical challenges that warrant thoughtful consideration. The ToR's focus on recent years aligns with the need for relevance, yet the reliance on institutional memory and monitoring systems introduces potential limitations. To address this, we propose establishing a collaborative data-sharing mechanism (NIRAS SharePoint or Google Drive) between the KAMER Foundation and the evaluation team. This would enhance the reliability of information and supplement any gaps in institutional memory.

Given the constraints in the proposed timeframe and budget, a phased approach could be adopted. If feasible, the evaluation could initially prioritise recent years, ensuring a thorough examination of the available resources. Subsequently, if deemed necessary, a follow-up evaluation phase could delve deeper into the earlier years. This adaptive strategy balances the need for a comprehensive review with realistic resource constraints.

The extensive scope of 20 cities necessitates careful consideration of the sample size. A stratified sampling method, focusing on key demographic and geo-

graphical factors, can provide a representative yet manageable subset for in-depth analysis. Additionally, leveraging virtual interviews and data collection technology could offer a cost-effective alternative, addressing budget limitations without compromising the evaluation's depth.

Recognising the budget constraints, we have selected a small team of two experienced international and national professionals. They will adopt a collaborative approach and use diverse and complementary skill sets. The local experts bring technical and evaluation expertise and contextual understanding of the situation in Türkiye, contributing to a more holistic evaluation.

In summary, acknowledging these limitations prompts a pragmatic approach, incorporating phased strategies, technology integration, and collaborative expertise to conduct a realistic and impactful evaluation of the Swedish support to the KAMER Foundation.



3.3 Data collection and evaluation methods

This evaluation will primarily use **qualitative data drawing on the participative approach**. Yet, the analysis will also include quantitative data, if such quality data is collected by KAMER, international organisations (UNFPA, IOM, UN Women, etc). The capitalisation of existing knowledge and information will be based on primary data collection methods, including structured and semi-structured interviews, field observations and focus group interviews on investigating thematic questions in-depth. Secondary data will be collected from documents, reports and studies. The Evaluation Team will create a designated folder on SharePoint in which the implementing partners and the evaluators will have access to all necessary documents and the possibility to upload and download. The information collected from the different sources will be aggregated and analysed. A synthesis of the findings will be prepared.

A) The **commitment of KAMER to gender mainstreaming and addressing the justice needs of women and girls**, as well as the initiatives and partnerships, will play a significant role in the evaluation process. Here's how these aspects will be utilised in the evaluation:

1. Assessment of **Gender Mainstreaming**: The evaluation will assess the extent to which KAMER has effectively mainstreamed gender considerations across its implementation. It will look into whether gender has been integrated visibly and consistently into program design, implementation, and monitoring.

2. **Effectiveness of activities**: For activities specifically targeting the protection and justice needs of women and girls, the evaluation will assess their effectiveness. This involves evaluating whether these initiatives have achieved their intended outcomes and whether they have contributed to gender equality and improved access to justice.

3. **Gender-Based Violence (GBV) Impact**: The evaluation will assess whether KAMER has effectively reduced GBV in conflict and crises.

B) To ensure that **cross-cutting issues**, including gender considerations and the inclusion of diverse stakeholders, are thoroughly evaluated, considered, and analysed throughout the evaluation, a comprehensive approach will be implemented. This approach will encompass various data collection and analysis methods, disaggregation, and stakeholder engagement.

3.3.1 Data collection tools

The evaluation will employ data collection tools that include specific gender-related questions and indicators to capture gender-specific impacts and outcomes. This will ensure that gender considerations are an integral part of the assessment.

3.3.2 Data sources

Quantitative Data: Given the limited time and resources for the evaluation, the evaluation team will likely be unable to design and implement surveys or questionnaires to gather additional numerical data. The evaluators will, therefore, to a large extent, need to rely on available quantitative data, including gender-disaggregated data, from project reports and other available documentation.

Interviews: Through structured, semi-structured, or unstructured questioning techniques, interviews will be used to delve into diverse perspectives, experiences, and nuances surrounding the project. We are positive that interviews will yield qualitative data that can provide invaluable context, depth, and complementing quantitative data (if available), and enriching the evaluation process. The questionnaires for the structured interviews are placed in the Annex 1.

Qualitative Data: Qualitative methods such as focus group discussions (at least two) interviews will be employed to capture nuanced perspectives and experiences. These methods will be designed to ensure the inclusion of diverse stakeholders, including vulnerable groups, such as women and girls, from the target group of the Project. The selection of the provinces is based through communication with KAMER as well as some criteria, such as the province most-ly affected by the earthquake and influx of Syrian refugee (Gaziantep; and prevalence of high poverty and gender inequality).

Sex-Disaggregated Data: Data will be collected and analysed in a sex-disaggregated manner, ensuring that information highlights potential disparities and impacts on different genders within the target group: examples are IDP survivors of DW/GBV.

3.3.3 Evaluation questions and Evaluation matrix

The Terms of Reference (ToR) outlines eight evaluation questions (EQs), including six focusing on relevance, effectiveness, efficiency, and sustainability and two additional questions addressing cross-cutting issues. The two EQs under cross-cutting issues cover at least three of Sida's five perspectives²⁶: the poor

²⁶ <https://cdn.sida.se/app/uploads/2023/05/23192104/Sida-priority-perspectives.pdf>

people's perspective, the rights perspective and the conflict perspective. The gender equality perspective will also be considered throughout the evaluation since it goes hand in hand with the objective and expected outcomes of the project being evaluated.

The evaluation team elaborated an **evaluation matrix** tailored for this evaluation, presented below (Table 2). This include the evaluation questions organised by OECD-DAC evaluation criteria, indicators for assessment, what data collection methods will be used (quantitative and qualitative) and the source of information, including the reliability of the information.

Table 2. Evaluation matrix

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
Question 1 (Relevance): <i>To what extent has the intervention objectives and design responded to target groups' needs and challenges related to gender equality and poverty in Türkiye and have they continued to do so if/when circumstances have changed?</i>	Degree of the alignment between Intervention Objectives and Target Groups' Needs in Türkiye. Evidence of the project's adaptability to ensure continued relevance to target group needs amidst changing circumstances.	Documentation review and portfolio analysis	Strategy documents Project proposal documents Annual reports from partners Secondary data. Annual or periodic reports produced by the organization documenting research activities, studies conducted, and findings presented.	Availability of data sources is good. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.
Sub-questions: <i>How clearly are the project goals linked to addressing systemic barriers and promoting sustainable changes in policies, attitudes, and behaviours related to gender equality and domestic violence?</i> <i>Has the organization conducted a comprehensive needs assessment to identify specific challenges, gaps,</i>	Number of studies conducted and presented in the design and implementation. Number of staff able to conduct such needs-based assessment. Availability of training modules institutionalised in the action plan of the organisation.	Interviews with other donors, academics, activists, private sector leaders and independent experts working in the area of gender equality.	Peer-reviewed articles, research papers, or technical reports published by the organization or its staff members, showcasing the outcomes of studies conducted. Records of presentations made by the organization or its staff at conferences, workshops, or seminars, highlighting the results of studies and assessments. Documentation of staff training sessions,	Availability of sources that provide tangible evidence to measure the indicators and evaluate the organization's capacity and efforts in conducting studies, building staff capacity, and institutionalizing training modules for needs-based assessment should be assessed during the data collection phase. Availability of Institutionalized Training Modules should be assessed during the

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
and priorities related to gender equality, domestic violence, and women's economic empowerment in the target area? How effectively does the organization integrate feedback and insights from local stakeholders, including women, survivors of domestic violence, community leaders, and relevant authorities, into its project planning and implementation?			workshops, or courses related to needs-based assessment, including attendance records and certification. Internal assessments or surveys conducted by the organization to evaluate staff capacity and skills in conducting needs-based assessments. Official action plans or strategic documents of the organization outlining training objectives, modules, and timelines for institutionalizing training on needs-based assessment. Reports or evaluations of training programs conducted by the organization, assessing the effectiveness and impact of institutionalized training modules.	data collection phase.
Question 2 (Effectiveness): To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?	% Intervention objectives achieved. % women empowered legally or economically disaggregated by vulnerabilities (refugees, IDPs, PwDs). N of people qualified in current legislation and its implementation N of women who started to make efforts to get rid of violence and murder. N of women benefitting from legal aid offices.	Field visits: Face-to-face interviews and focus group discussions (KAMER staff, partners and beneficiaries) Document review Surveys or interviews with women beneficiaries to gauge their efforts and actions taken to address violence	The sources of these indicators can come from various data collection methods, reports, surveys, and organizational records: Data collected through monitoring and evaluation activities, including baseline and end-line assessments, surveys, and progress tracking. Feedback from project beneficiaries, partners, and stakeholders regarding the achievement of intervention	Data on the outcomes achieved through project monitoring and evaluation systems or by conducting assessments with project beneficiaries and stakeholders is available. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
	N women expressing that they cope with violence in the long-term.	and murder. In-depth interviews with women beneficiaries exploring their experiences with violence and their perceived ability to cope in the long term.	objectives. Surveys conducted at the beginning of the intervention to assess the legal and economic empowerment status of women, disaggregated by vulnerabilities. Data collected during project implementation, tracking the legal and economic empowerment of women, disaggregated by vulnerabilities. Assessments conducted at the conclusion of the intervention to measure changes in the legal and economic empowerment of women. Documentation of training sessions conducted by the organization on current legislation and its implementation, including attendance records and certification. Records of assessments or tests administered to measure participants' understanding and qualification in current legislation and its implementation. Case Studies/Documentation of individual cases where women have initiated efforts to combat violence and murder, captured through	

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
			qualitative assessments. Records maintained by legal aid offices documenting cases where women seek assistance in addressing violence and murder. Documentation maintained by legal aid offices, recording the number of women accessing legal aid services for various issues, including violence-related cases. Longitudinal Studies: Long-term studies or assessments tracking women's experiences with violence over time, including coping mechanisms and strategies. Surveys conducted at intervals after intervention completion to measure women's long-term experiences with violence and their perceived coping abilities.	

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
Question 3 (Efficiency): To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?	Degree to which the Project's expenditure remains within the allocated budget, identifying any overruns or underspending. Schedule Adherence: Project's progresses according to the planned timeline, delays or accelerations. Quality of Outputs Indicator: the extent to which the intervention's outputs meet predefined quality standards and objectives. Resource Efficiency: degree to which the quality of outputs justifies the resources invested, considering factors such as functionality, durability, and impact.	Project documents review, interviews and focus groups with the monitoring staff, observing program activities, analysing data, stakeholder feedback	Project management tools, progress reports, and activity tracking systems. Audit Reports. Stakeholder Feedback involved in or affected by the project to understand their perceptions of its efficiency in delivering results. Agenda, participant list, visuals, report and feedback of the end-year meeting The number of people conducting campaigns and advocacy work (KAMER).	Stakeholder Feedback will be collected during the field mission to gauge their satisfaction levels with the project's execution. Availability of data depends on quality of M&E data and the extent to which the partners documented achievements and failures. Reliability depends on the extent to which interview participants are truthful and non-biased in their answers.
Sub-questions: How does the organization measure and track progress towards its project objectives related to gender equality, domestic violence prevention, and women's economic empowerment? Are there mechanisms in place for regular monitoring, evaluation, and feedback collection from project beneficiaries and stakeholders to assess the effectiveness and relevance of the organization's inter-	Frequency and consistency of data collection activities within KAMER's monitoring system. Accuracy, completeness, and reliability of data collected through KAMER's monitoring system to determine its effectiveness in providing reliable information for decision-making. Extent to which feedback from monitoring activities is integrated into project planning and management processes to enhance responsiveness and effectiveness. N of staff members who have received training and	Project documents review, interviews with the 2 monitoring staff, analysing data, baselined and targets. Assessing the utilization of available monitoring resources, such as tools, guidelines, and templates, by staff members to effectively monitor and evaluate project activities. Focus Group Discussions: Qualitative discussions with KAMER staff	Reports generated from regular monitoring activities conducted by KAMER, documenting the frequency and consistency of data collection efforts. Independent audits or reviews conducted to validate the quality of data collected and stored within KAMER's monitoring system. Records of project meetings where feedback from monitoring activities is discussed and integrated into project planning and management processes. Documentation of staff training sessions	The Progress reports available. The result framework is available. Information on allocation of resources, including funding, personnel, and equipment, to support sustainable monitoring activities across all project sites will be provided by KAMER. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
ventions? Does the organization possess the necessary expertise, experience, and resources to effectively address the multifaceted issues of gender equality, domestic violence, and women's economic empowerment?	development opportunities specifically related to monitoring and evaluation techniques and methodologies. N of KAMER staff expressing their empowerment related to gender sensitive climate impact	exploring their experiences and perceptions of empowerment in addressing gender-sensitive climate impact.	specifically related to monitoring and evaluation techniques and methodologies, including attendance records and certification. Evaluation of staff performance related to monitoring and evaluation competencies, as documented in performance appraisal reports. Surveys administered to KAMER staff to assess their perceptions of empowerment related to gender-sensitive climate impact.	
Question 4 (Sustainability): Has the project contributed to poverty reduction? Who (de facto) has benefited from the project in the short- and in the long-run, directly or indirectly? Were the beneficiaries living in poverty at the start of the project implementation – are they living in poverty now? Which dimensions of poverty were addressed by the project?	% beneficiaries experiencing an increase in income levels over the short- and long-term. N/% of beneficiaries who have acquired or improved assets (e.g., land, housing, livestock) as a result of the project. % beneficiaries' access to basic services such as healthcare, education, and clean water. The number of capacitated NGOs working on climate impact	Interviews with the beneficiaries and stakeholders Beneficiary Self-Reporting/ Feedback from beneficiaries regarding changes in their income levels over time. Field Observations: Direct observations regarding changes in beneficiaries' asset ownership or conditions. - Beneficiary Interviews or focus group discussions with beneficiaries to	Surveys conducted at the beginning and end of the project to measure income levels among beneficiaries. Financial Records/ Data from financial transactions or income-generating activities implemented as part of the project. Maintained records or databases tracking beneficiaries' ownership or improvement of assets. Surveys conducted at project inception and conclusion to assess beneficiaries' access to basic services. Data from service providers documenting beneficiaries' utili-	Sources providing data and information in improving beneficiaries' income levels, asset ownership, access to basic services, and the capacity of NGOs working on climate impact will be provided by KAMER and collected by evaluators during the mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
		document changes in asset ownership or improvements.	zation of healthcare, education, and water services. Assessments conducted to evaluate NGOs' capacity to address climate impact. Documentation of capacity-building workshops or training sessions conducted for NGOs on climate-related issues. Existing databases or directories listing NGOs working on climate impact, updated periodically by relevant agencies or networks.	
Sub-questions: <i>What strategies does the organization employ to promote the long-term sustainability and scalability of its interventions beyond the duration of individual projects?</i>	Extent to which sustainability and scalability strategies align with the broader organizational goals and strategies. Establishment and effectiveness of partnerships to leverage resources, expertise, and networks for long-term sustainability and scalability. Strategies to empower marginalized groups, strengthen local institutions, and promote community resilience as foundations for sustainable and scalable interventions. KAMER's development of sustainable revenue streams, such as social enterprises or fee-for-service models, to fund interventions beyond pro-	Consultations with KAMER staff Review of KAMER's strategic documents outlining its overall goals and strategies. Examination of project proposals and reports to identify how sustainability and scalability strategies align with organizational objectives. Interviews with KAMER's leadership and staff to understand the organization's overarching	Documentation of formal agreements or memorandums of understanding (MOUs) with partner organizations. Feedback obtained from partner organizations through surveys or interviews on the effectiveness of collaborative efforts. Documentation of revenue generated through social enterprises or fee-for-service models implemented by KAMER.	Data not available during the Inception Period and will be collected during the desk Study and Field Mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
	ject lifecycles. KAMER's strategies to catalyse broader systemic changes that address root causes of social, economic, and environmental challenges, contributing to long-term sustainability and scalability.	goals and how sustainability strategies support them. Review of business plans or financial projections outlining revenue-generation strategies beyond project lifecycles. Interviews with KAMER's financial officers to understand the organization's revenue-generation initiatives. Interviews with stakeholders to assess the impact of KAMER's initiatives on broader systemic changes. Analysis of policy changes or reforms influenced by KAMER's advocacy efforts.		
Question 5 (Cross-cutting issues): Has the project been implemented with due consideration to the perspectives of marginalized populations, including those living in poverty, and in alignment with a Human Rights Based Approach, while also being designed and executed in a conflict-sensitive manner?"				
	N of women who say their capacity is strengthened to work with NGOs on climate impact (KAMER) N of women empowered in preparation of Local Action Plan (KAMER)	Feedback obtained directly from women participants through structured Interview surveys or evaluation questionnaires ad-	Evaluation forms completed by women participants at the end of capacity-building workshops, indicating their perceived level of empowerment and readiness to engage with NGOs on climate	Data not available during the Inception Period and will be collected during the desk Study and Field Mission. Reliability depends on the extent to

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
	N women mobilized via learning the gender aspect of climate impact and natural disasters.	ministered during field mission. Review of the finalized local action plans to identify the extent of women's involvement and empowerment in the planning process.	impact. Insights gathered from focus group discussions with women beneficiaries to explore their experiences and perceptions regarding capacity-building activities related to climate impact. Testimonials or statements provided by women involved in the preparation of local action plans, highlighting their roles, contributions, and empowerment experiences. Assessments conducted after training sessions to evaluate participants' understanding and knowledge retention regarding the gender aspect of climate impact and natural disasters. Reports documenting community outreach activities conducted by KAMER to raise awareness among women about the gender aspect of climate impact and natural disasters, including the number of women reached and mobilized.	which interview participants are willing to be truthful and non-biased in their answers.

Evaluation questions	Indicators and judgment criteria	Methods	Sources	Availability and reliability of data
<i>Sub-question: How does the organization ensure the inclusion of marginalized and vulnerable groups, such as rural women, women with disabilities, or ethnic minorities, in decision-making processes and project activities?</i>	N of KAMER staff expressing their empowerment related to gender sensitive climate impact.	Questionnaires on staff members' confidence, skills, and knowledge related to gender and climate issues. Focus Group Discussions with KAMER staff to delve deeper into their experiences, challenges, and achievements in addressing gender-sensitive climate impact. These discussions can provide qualitative insights into staff empowerment.	Records of staff participation in training sessions, workshops, or capacity-building programs specifically focused on gender-sensitive climate impact. Testimonials or developing case studies that highlight staff members' personal growth, empowerment, and contributions to gender-sensitive climate impact initiatives. These stories can serve as inspiring examples and evidence of staff empowerment.	Data not available during the Inception Period and will be collected during the desk Study and Field Mission. Reliability depends on the extent to which interview participants are willing to be truthful and non-biased in their answers.

3.3.4 Methods for data collection

Document review: In addition to the standard project documents such as progress and annual reports, training manuals, and awareness-raising tools, evaluators will utilize national studies and reports produced under Outcome 1 of the project. Furthermore, they will examine the SDG 5 report, country gender profile, state reports to UNCEDAW and UN CERD, and alternative reports from civil society organizations to gain historical context and insights into past efforts, with a particular focus on cross-cutting issues: gender sensitive climate action and the gender dimension of disaster risk, women economic and legal empowerment.

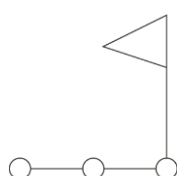
Gender Focus Group Meeting: This structured method will be used to gather qualitative insights and perspectives on gender-related issues. Participants, representing diverse stakeholders such as policymakers, activists, academics, and civil society organizations, will be engaged in discussions to generate valuable insights on the recent progress (if any), identify challenges, and explore opportunities for advancing gender equality initiatives.

Consultations: Consultations with diverse stakeholders will be organised to collect their perspectives, experiences, and feedback on KAMER's efforts to empower women and youth. These consultations will be conducted in a culturally

sensitive and accessible manner, considering the needs of different groups. The meetings with UN Women, UNFPA and L'Oréal will be organised to assess the level of coordination and cooperation with KAMER.

Stakeholder Mapping: We define 'stakeholders' as individuals or organizations that will be affected in some way by the outcome of the evaluation process or that are affected by the performance of the project/programme/strategy, or both. The stakeholder mapping was carried out as part of the inception report.

During the Inception Phase, consultations with KAMER staff determined the field mission durations: 2 days in Gaziantep, 1.5 days in Kars, 1.5 days in Iğdır, and 2 days in Ağrı, totalling 7 days. The national evaluation expert will conduct these data collection missions, while the team leader will continue conducting online interviews with KAMER's international partners and donors. During the consultation with the KAMER staff, the evaluation team collaboratively identified several project sites, considering factors such as high poverty rates and substantial refugee populations, as well as evaluating the scope and scale of the projects' potential contributions to these vulnerable groups. The identified informants are grouped according to the project site and presented in Annex 2.

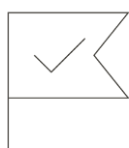


3.4 Phases of the evaluation

We foresee that the evaluation will consist of the phases described below.

Phase 1 – Inception		
Description	During this phase, the experts will discuss with the Embassy to clarify expectations and evaluation scope, develop methodological planning and finalise the evaluation questions and initial desk review.	
Activities	The start-up meeting with the commissioner, discussing evaluation expectations and utility and what is feasible given time and resource constraints. Desk review of the project documents, initial consultations with the KAMER and Delegation. Finalising the map of the stakeholders, sample size of FGDs and project sites.	
Factors of success	Effective team mobilisation with clear roles and communication, thorough logistics planning in advance, timely communication with stakeholders, accessibility of relevant documents, advance information to participants, stakeholder engagement, alignment with objectives, risk identification and mitigation planning, sufficient time for planning, clearly defined scope and objectives, expertise and skills assessment, budget planning, coordination with external partners, documentation of decisions, and continuous monitoring and adaptation to emerging needs.	
Deliverables	Inception Report and presentation	
Mobilisation of resources	Team Leader	Local Expert
Number of working days	7	2

Phase 2 – Data Collection including Field Mission		
Description	Conduct consultation with beneficiaries, key stakeholders, and the donor community.	
Activities implemented	Conduct Gender Focus Group meeting to consult with the national gender experts and NGOs.	
Focus-Factors of success	- Clearly communicate the details of logistics and meetings with KAMER, including date, time, and venue. - Clearly define objectives and involve relevant stakeholders. - Check if KAMER has suggested alternative contacts in case of unavailability and reach out to them as needed. - Adhere to ethical guidelines, ensuring participant confidentiality and fairness. - Exhibit cultural sensitivity, adapting methodologies to the local context. - Implement rigorous data quality control measures for reliable information. - Demonstrate flexibility and adaptability to address unforeseen challenges. - Maintain open and transparent communication with stakeholders. - Identify and mitigate potential risks during the evaluation mission. - Leverage appropriate technology for data collection, analysis, and communication. - Establish a timeline for timely reporting and dissemination of findings.	
Deliverables	Debriefing with the Delegation in Ankara and presentation of initial findings.	
Mobilisation of resources	Team Leader	Local Expert
Number of working days	7	10
Phase 3 – Reporting phase: formulation of report, presentation and dissemination.		
Description	Finalising the first draft of the evaluation report	
Activities	The evaluation team will work on finalising the first draft of the report with answers to the evaluation question, conclusions, and recommendations.	
Factors of success	Focusing on clear objectives, stakeholder engagement, thorough use of collected data and following the logical structure, clarity, evidence-based conclusions, use of visuals, practical recommendations, contextual understanding, engaging executive summary, thorough review, timely delivery, feedback mechanisms, and accessibility. Moreover, considering diverse perspectives, incorporating rigorous analysis, and communicating findings effectively, ensuring it is accessible, relevant, and actionable.	
Deliverables	Draft Report, Final Report, Final Seminar	
Mobilisation of resources	Team Leader	Key Expert 2
Number of working days	12	2



3.5 Milestones and deliverables

The evaluation will include the following milestones. The timing will depend on how quickly the Embassy will review this proposal and when a call-off contract can be signed. More details and suggested dates are included in the Preliminary Work Plan below (see chapter 7).

What	Who	ToR	Updated
Start of the evaluation (virtual)	<i>The Embassy of Sweden and NIRAS</i>	The first week of February 2024	27 February 2024
Submission of draft inception report	<i>NIRAS</i>	Tentative [The last week of February 2024]	13 March 2024
Comments on inception report	<i>The Embassy of Sweden</i>	Tentative [Within one week after the submission of report/ the first week of March 2024]	20 March 2024
Inception meeting (virtual)	<i>The Embassy of Sweden and NIRAS</i>	Tentative [The second week of March]	21 March 2024
Submission of final inception report	<i>NIRAS</i>	Not included	25 March 2024
Approval of inception report	<i>The Embassy of Sweden</i>	Not included	27 March 2024
Data collection including field work	<i>NIRAS (stakeholders)</i>	Mid March - mid April	After Ramadan (Mid-April)
Debriefing / validation workshop	<i>The Embassy of Sweden and NIRAS</i>	May 2024	Week of 22-26 April 2024
Submission of draft evaluation report	<i>NIRAS</i>	Tentative [25 April 2024]	15 May 2024
Comments on draft evaluation report	<i>The Embassy of Sweden and KAMER (Comments on factual errors)</i>	Tentative [The beginning of May 2024]	22 May 2024
Submission of final evaluation report	<i>NIRAS</i>	Mid May 2024	28 May 2024
Seminar/ presentation of final findings and recommendations	<i>The Embassy of Sweden, KAMER and Evaluators</i>	Tentative end [The third week of May]	31 May 2024



4. Risk management

Below is our tentative risk management matrix aligned to this evaluation. This will be updated during the inception phase and will be proactively managed during the lifetime of the evaluation.

Risk	Risk Impact	Risk mitigation
Exposing survivors or vulnerable individuals to potential harm.	Medium	Implement strict confidentiality measures, prioritise safety protocols, and obtain informed consent. Use pseudonyms and anonymise data.
Re-triggering trauma for survivors during interviews or data collection.	Low	Train evaluators on trauma-informed approaches, provide psychological support, and allow survivors to withdraw at any stage.
Unintentionally perpetuating cultural insensitivity or reinforcing stereotypes.	Low	Utilise culturally competent evaluators, conduct thorough cultural assessments, and involve community members in the evaluation process.
Breach of confidentiality leading to the identification of survivors.	Low	Employ secure data storage and transmission methods, train staff on data security, and adhere to ethical guidelines regarding confidentiality.
Difficulty in obtaining participation from survivors or key stakeholders.	Medium	Develop trust through community engagement, prioritise inclusive and participatory methodologies, and address concerns about power dynamics.
Unintentionally reinforcing gender norms or exacerbating power imbalances.	Medium	Adopt a feminist and intersectional approach, engage diverse perspectives, and critically examine the role of power in the evaluation process.
Independence of the evaluation team vis-à-vis stakeholders, including its policy & operation	Low	Possible conflicts of interest are addressed openly and transparently.
Lack of access to relevant information/data	Medium	We raise attention to the importance of access to documentation and statistics at an early stage of the evaluation. We are able to work constructively to overcome difficulties in locating and collecting needed data and reports.
Team dysfunctions and lack of performance	Low	By applying a proactive project management approach, we are able to closely monitor progress and identify warning signals. We are able to replace team members, and NIRAS has in-house competence to step in as needed.
Limited resources may impact the quality and comprehensiveness of the evaluation.	Medium	Prioritise and allocate resources strategically and communicate resource limitations transparently.
Emerging sensitive issues beyond the scope of the evaluation, e.g. corruption	Low	NIRAS Evaluation Toolkit provides clear instructions for all teams.
External risks; Natural disasters, conflict, political climate	Medium	We proactively engage with our network 'on the ground' and keeping 'eyes and ears' open, also in close collaboration with national consultants. We have solid experience using online tools for data gathering, including video conference tools and surveys. This will be further discussed in close dialogue with Sida during the start-up and inception phases.
Stakeholder disagreements with evaluation findings and conclusions	Medium	This is primarily addressed by applying a utilisation-focused approach to the process whereby findings are triangulated to ensure credibility, transparency, and validation with the users. Implement rigorous sampling strategies, ensure diversity in participants, and acknowledge limitations in generalising results.

5. Updated work plan

				February					March				April				May				
2024 (all dates are tentative)	TL	NE	QA	w5	w6	w7	w8	w9	w10	w11	w12	w13	w14	w15	w16	w17	w18	w19	w20	w21	w22
Inception Phase																					
Start-up meeting, week of 19-23 February	0,25	0,25					M														
Desk review and methods development	2	0,5																			
Drafting inception report	4	1																			
QA inception report			1																		
Submission of draft inception report, 13 March										DL											
Comments/no-objection sent by Stakeholders, by 20 March																					
Inception meeting (virtual), 21 March	0,25	0,25									M										
Revision of inception report based on comments	0,5																				
Submission of final inception report, 25 March												DL									
Approval of inception report, by 27 March																					
Sub-total, inception phase:	7	2	1																		
Data Collection Phase																					
Preparations	0,5	1																			
Additional desk review	1	1																			
Field visits / Key informant interviews		7																			
Remote key information interviews (online/telephone)	5																				
Debriefing/validation workshop, week of 22-26 April	0,5	1														M					
Sub-total, data collection:	7	10	0																		
Data Analysis and Reporting Phase																					
Report writing	10	1																			
QA draft report			1																		
Submission of draft evaluation report, 15 May																		DL			
Feedback from stakeholders on draft report, by 22 May																					
Finalization of the report	1	0,5																			
Submission of final evaluation report, 28 May																					DL
Evaluation seminar (virtual), 31 May	1	0,5																			M
Sub-total, analysis and reporting:	12	2	1																		
Total days	26,0	14,0	2,0	Initials: TL=Team Leader; NE=National Expert; QA=Quality Assurance																	

Appendix 1 Evaluation Questionnaire for the direct beneficiaries

A. KAMER Staff

1. How has your involvement in gender-sensitive climate impact initiatives empowered you personally and professionally within the KAMER organization?
2. Can you provide examples of specific actions or projects related to gender-sensitive climate impact that you have spearheaded or contributed to within KAMER?
3. Can you provide examples of other training/activities participated?
4. In what ways do you feel that KAMER's approach to gender-sensitive climate impact differs from other initiatives, and how has this contributed to your sense of empowerment and efficacy in your role?

On governance structure

1. How does KAMER ensure equal participation in decision-making among its members? Can you share examples of how this principle is put into practice within our organization?
2. What measures does KAMER have in place to guarantee that all voices are heard and considered equally during the decision-making process? Can you provide specific instances where this approach has been successful?
3. How does KAMER promote inclusivity and fairness in decision-making? Can you share any strategies or initiatives that have been implemented to ensure equal participation among members?

B. Beneficiaries of the capacity-building activities on gender and climate change.

1. How has your participation in learning sessions on the gender aspect of climate impact and natural disasters influenced your understanding of these issues?
2. Can you share any changes or actions you have taken as a result of your increased awareness of the gender aspect of climate impact and natural disasters?
3. In what ways do you feel that learning about the gender aspect of climate impact and natural disasters has empowered you personally and enabled you to advocate for gender-sensitive approaches within your community or organization?
4. Are these efforts sustainable? Please explain.

C. Beneficiaries whose capacity was built on their rights and access to jobs.

1. How were you informed about the various ways to stand up against violence, and how has this information impacted your understanding and response to instances of violence?
2. Can you describe any specific knowledge or skills that you have gained or strengthened through the resources provided on standing up against violence?
3. Have you utilized the information and skills acquired to support others or take action against violence in your community or personal life? If so, please provide examples.
4. In what ways do you feel that your knowledge and skills have been strengthened to find employment or start a business?
5. Can you share any specific experiences or opportunities that have contributed to your increased confidence and capability in pursuing job opportunities or entrepreneurship?
6. How do you envision utilizing your strengthened skills and knowledge to achieve your career or business goals in the future?

Are these efforts sustainable? Please explain.

D. Beneficiary NGO

1. What factors influenced your decision to engage in climate impact-related initiatives following the capacity-building activities provided by the KAMER project?
2. How has the capacity-building training and support from the KAMER project enhanced your organization's readiness and ability to address climate impact challenges?
3. In what specific ways do you anticipate integrating the knowledge and skills gained from the capacity-building activities into your organization's ongoing and future projects related to climate impact?
4. Are these efforts sustainable?

E. State services and Legal Aid Offices

1. Can you provide insights into the trends of suicide cases within the community before and after the implementation of the project?
2. How has the project aimed to address mental health challenges and suicide prevention within the community?
3. Have there been any noticeable changes in the frequency or patterns of suicide cases since the project's initiation? If so, what do you attribute these changes to

4. In what specific ways has the project contributed to reducing or mitigating factors associated with suicide risk within the community?
5. Can you share any success stories or examples of individuals who have benefited from the project's interventions related to mental health and suicide prevention?
6. How do you plan to continue monitoring and addressing suicide cases and mental health issues beyond the project's duration?

F. Collaborated Drivers' Chambers

1. Can you describe the trainings provided by KAMER to Driver's Chambers aimed at raising awareness and sensitivity towards gender equality and violence?
2. How do you assess the coherence and quality of these trainings in terms of addressing the specific needs and challenges faced by drivers regarding gender-based violence and gender equality?
3. In your opinion, are the trainings provided by KAMER to Driver's Chambers sustainable in the long term, and what measures are in place to ensure their continued effectiveness?
4. Has KAMER taken steps to institutionalize the training modules within Driver's Chambers to ensure ongoing education and awareness among drivers about gender equality and violence prevention?
5. Can you provide examples of any positive outcomes or changes observed among drivers as a result of participating in these training provided by KAMER?
6. What challenges, if any, have been encountered in delivering these trainings to Driver's Chambers, and how have they been addressed to optimize their impact?

Appendix 2 List of consulted documents

Project Documents relevant to KAMER documentation

An Opportunity for Every Woman Project 01.04.2022-31.12.2023, Project Document Annex D. KAMER Foundation - Estimated Budget for 2022-2023 (project Annex)
KAMER Foundation an Opportunity for Every Woman Program Activity Plan 01.01.2023–31.12.2023
Evaluation of the Turkish Women's organisation KAMER Foundation. April -June 2010. COWI
KAMER Foundation Manual.Version 2020
Terms of Reference for the Evaluation of AN OPPORTUNITY FOR EVERY WOMEN PROJECT, TURKIYE. 24.01.2024

Policy papers and Country studies



Evaluation of An Opportunity for Every Woman Project in Türkiye

The 2021–2027 strategy for the Western Balkans and Türkiye focuses on democracy, human rights, poverty reduction and gender equality. Amidst Türkiye's challenges with erosion of women's rights and increased gender-based violence, Sida commissioned a mid-term evaluation of the An Opportunity for Every Woman Project by the KAMER Foundation. Operating in 20 cities, the project aims to empower women and combat violence in disadvantaged regions. Key findings highlight KAMER's significant impact in empowering women and advocating for gender equality. The project adapted to changing circumstances and exceeded targets in key areas like NGO collaboration, climate advocacy, and legal aid, but external political challenges and the need for better long-term impact monitoring remain. Recommendations include strengthening partnerships, integrating into policy frameworks, developing market-based economic programs, and enhancing monitoring systems, recalibration of expectations from donors, supporting resilience building, committing to long-term partnerships, and introducing flexible funding. Sustained donor support is crucial for addressing gender equality and women's empowerment in Türkiye.

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