Areas of Capacity-Building for Women's Organizations

Needs Assessment Report

WWHR WOMEN FOR WOMEN'S HUMAN RIGHTS

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Needs Assessment Report

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Purpose of the Study

This study has been conducted by Women for Women's Human Rights (WWHR) with the aim of understanding the capacity-building needs of rights-based women's organizations[1] in Turkey.

Since its establishment, WWHR has been committed to advancing women's human rights and achieving gender equality at local, national, regional, and international levels. It has made significant contributions to this field through capacity-building, advocacy, networking, and activism. As an independent feminist organization, WWHR takes a holistic approach to women's rights and centers its work on three core programs:

- Empowerment of Women and Capacity-Building

- Advocacy at National, Regional, and International Levels and Building Solidarity Networks

- Production and Dissemination of Feminist Knowledge

WWHR endeavors to support local women's organizations across all three of its core programs in alignment with its strategic plan. WWHR has devised a new strategic plan for 2024-2028 and conducted a comprehensive stakeholder analysis during its preparation. The feedback received from this analysis has played an important role in creating a roadmap that informs and shapes WWHR's upcoming strategic plan. In the new strategic plan, alongside WWHR's ongoing efforts, the goal of "Supporting Grassroots Organizing at the Local Level" has been addressed more systematically. This goal reflects WWHR's commitment to applying its knowledge, expertise, and experience in a more structured manner to strengthen local organizing efforts.

WWHR is committed to raising women's awareness with respect to their rights and supporting local organizing efforts through programs of varying scope and structure. WWHR developed the Human Rights Education Program for Women (HREP) in 1995, and since then implemented it, reaching over 20,000 women in 60 cities across Turkey and the Turkish Republic of Northern Cyprus. Although referred to as an educational program, HREP is fundamentally a feminist group work that empowers women both individually and collectively. HREP provides a platform for collective empowerment and organizing, making it a key local organizing and advocacy tool for WWHR. Through HREP, women have come together to establish 46 women's organizations in various forms across Turkey. HREP's most recent impact assessment, conducted every seven

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1 The term "organization" is preferred for all women groups, regardless of their legal status.

years, revealed that 67% of its participants are members or volunteers in women's associations.[2] WWHR provides continuous support for local women's organizing through HREP—whether by facilitating women coming together, assisting organizations in formalizing their structures or offering mentorship and capacity-building support in various areas. In this regard, WWHR has historically played a vital role in transforming women's groups that come together through HREP into organizations.

Since its establishment, WWHR supports local women's organizations through its advocacy and network-building efforts. It achieves this goal either through taking part in the establishment of national platforms or contributing to the already existing ones. WWHR also supports the active participation of local women's organizations in the platforms whose formation it contributes to the women's and feminist movements. Since the 1990s, WWHR has served as the secretariat for numerous multi-stakeholder campaigns organized by the women's movement. It also provides various forms of support to organizations, enabling them to develop their own campaigns or regional initiatives within their areas of work. WWHR adopts a similar principle for its advocacy works at the international level. It endeavors to act as a bridge between local organizations and international platforms to facilitate the mutual flow of knowledge and experience as well as to ensure active participation. Similarly, it facilitates communication and related processes between local organizations and international organizations as well as communities.

WWHR is also a reliable "resource center" that produces and shares information on women's existing legal rights as well as the regional and international commitments to women's rights. The stakeholder analysis reveals that women's organizations, in particular, view WWHR as a reliable source of accurate information and regularly benefit from its publications, documentaries, and other resources. Additionally, WWHR has been carrying out various activities in recent years to improve the digital skills of women's organizations.

As summarized above, WWHR has been contributing to local women's organizing efforts in different ways for more than 30 years within the scope of its three core programs. Its plans for the upcoming period include adopting a more systematic approach to its work in this field. WWHR attaches importance to conducting this process in a participatory manner and based on up-to-date data, and this report, aims to reveal the area-specific capacity-building needs of women's organizations. Besides serving as a strong foundation for WWHR's own work, this study aims to offer the women's and feminist movements a valuable resource that presents a comprehensive overview of the current landscape and can be utilized as an advocacy tool.

Methodology of the Study

This study was conducted by WWHR between September and December 2024. First, an online questionnaire was prepared. This form was designed to assess both the general capacities and capacity-building needs of women's and feminist organizations. The draft of the online questionnaire was tested by two different women's organizations—one in Edirne and the other in Erzincan. Based on feedback from these pilot implementations, the functionality of the questions was evaluated, and necessary revisions were made.

2 Women for Women's Human Rights-New Ways. *Summary Report of the Impact Assessment Study for the Human Rights Educations Program for Women (HREP), the Women's Human Rights Trainings (WHRT) and Gender Equality (GE) Seminars Implemented in 2012-2018.* (2019) https://wwhr.org/wp-content/uploads/2021/06/WWHR-2018-ReportExecutiveSummary.pdf

After finalizing the questionnaire, approximately 100 women's organizations were invited via email and WhatsApp to complete the online questionnaire. The first part of the form contains questions about the organizations' profiles, while the second part focuses on assessing their status in relation to various capacity-building needs. The questionnaire was filled out by a total of 57 organizations between 14 October and 10 November. Since participants were not required to answer every question in the form, not all 57 organizations responded to every question. For each question, percentages were calculated based on the total number of responses received.

The questionnaire was designed in a way to collect qualitative and quantitative data simultaneously. The quantitative data in the report is presented in numbers and percentages. Responses to qualitative questions were categorized through inductive analysis and summarized accordingly. As this study is a needs assessment, the report primarily aims to be descriptive. However, in the final section, quantitative and qualitative data have been analyzed together to draw specific conclusions.

II. DETAILED ANALYSES

II.A. INFORMATION ABOUT PARTICIPATING ORGANIZATIONS

- ● Association *(41)*
- ● Initiative/Movement/Collective *(5)*
- ● Platform *(3)*
- ● Other *(3)*
- ● Cooperative *(2)*
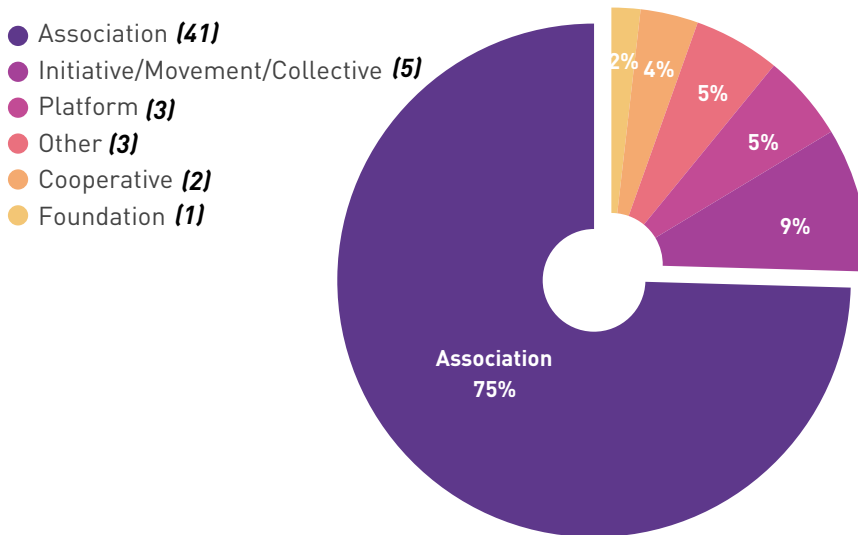- ● Foundation *(1)*

Association 75%
2% 4% 5% 5% 9%

CHART 1 Types of Participant Organizations

78% of the participating organizations are legal entities. When asked about their organizational type, **75%** of the responding organizations (**41 out of 55**) specified that they are an "Association". Of the three organizations that selected the "Other" option, two identified themselves as "City Council" and one as a "Journal".

54 organizations have answered the question, ***"When was your organization established (formed)?"*** The responses indicate that over three-quarters of these organizations **(77%)** were established after 2011, while more than one-third **(36%)** were founded after 2021.
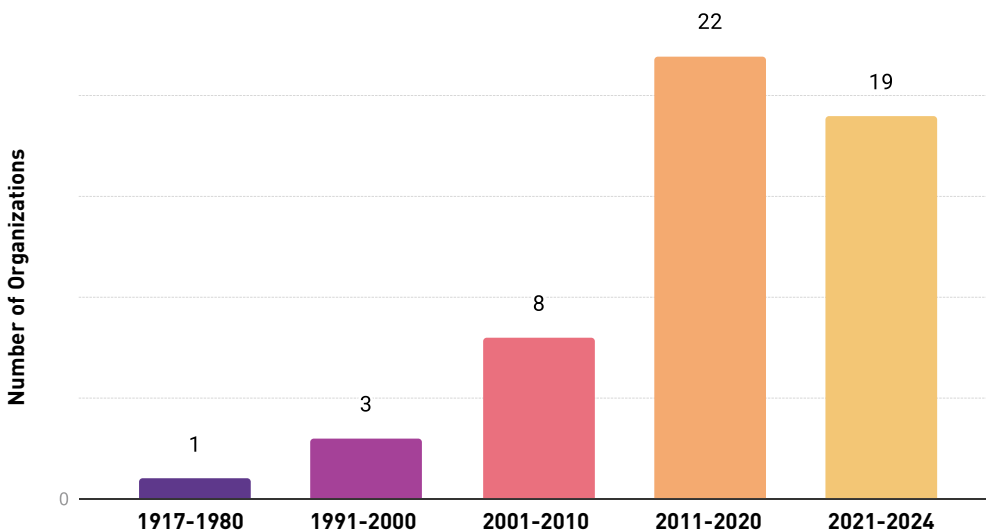

CHART 2 Establishment Periods of Organizations

A total of 56 organizations from 21 cities have responded to the question, **"Where is your organization located?"** The highest participation is from Istanbul with 13 organizations **(23%)**. The distribution of participating organizations across cities and regions is presented in **CHART 3.**
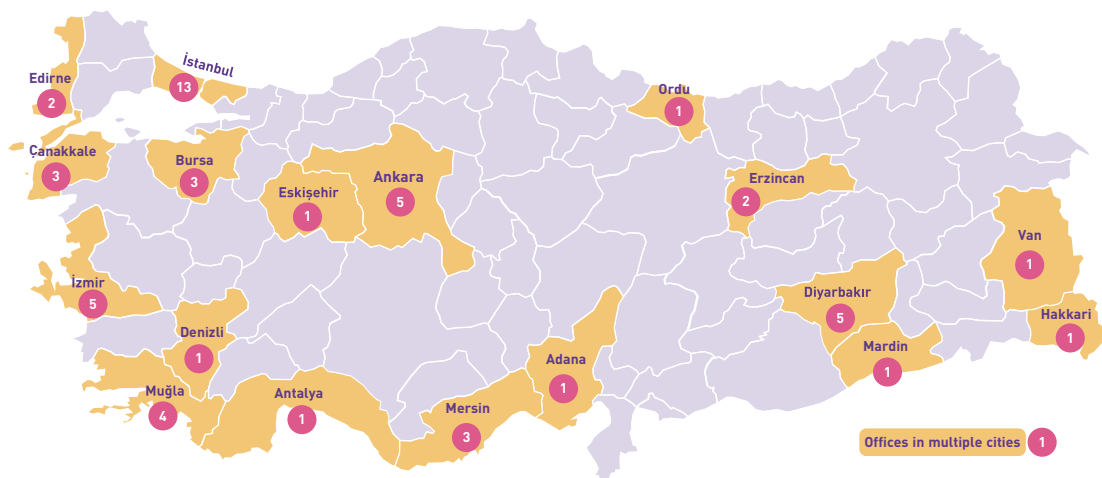
CHART 3 Distribution of Organizations by City

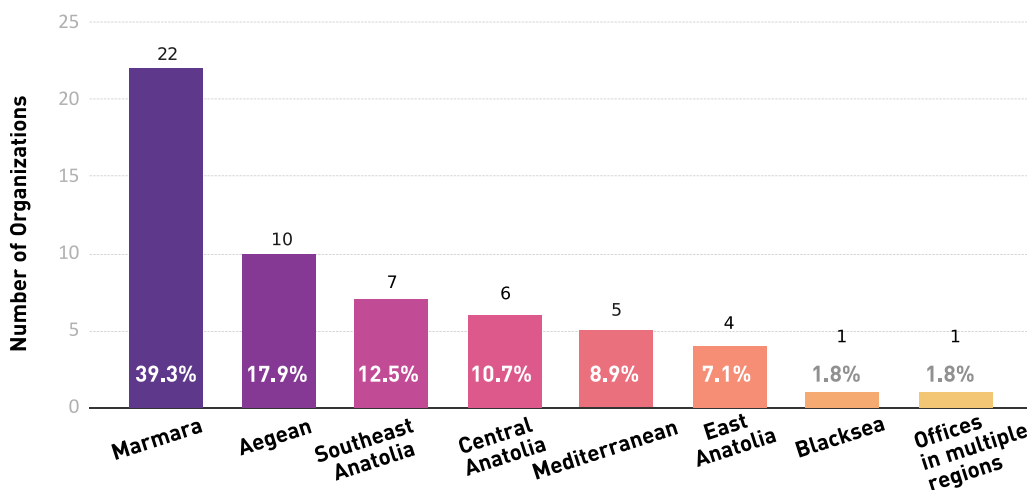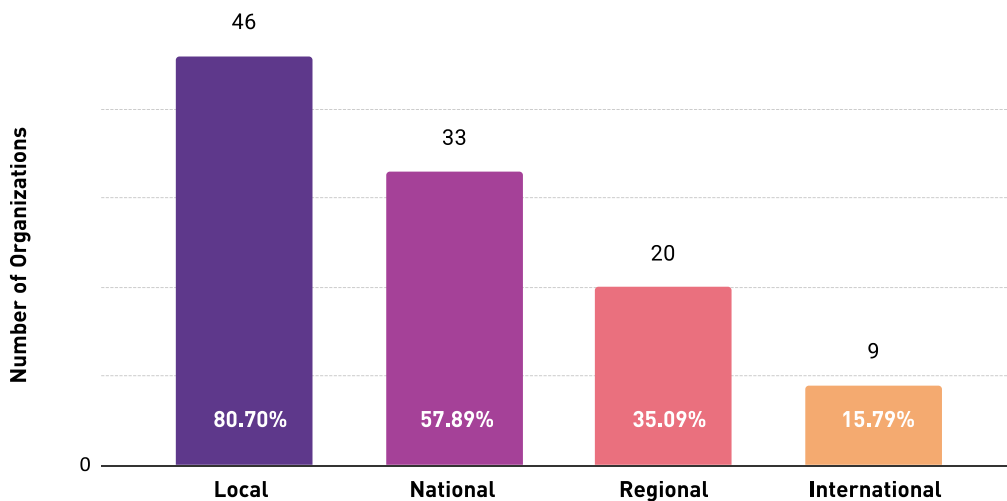*CHART 4 Regional Distribution of Organizations*

57 organizations have answered the question, **"At which levels do you carry out activities?"** The responses reveal that these organizations are mostly active at the **"Local" (81%)** and **"National" (58%)** levels.

*Organizations responded to this question by selecting multiple options.

CHART 5 Levels of Organizational Activities

Of the organizations that participated in our study, 55 have answered the question, **_"How do you define your organization? (Feminist, Queer, Ecologist, Women, LGBTI+, etc.)?"_**[3] Organizations used multiple options simultaneously to define themselves. **38** organizations identified themselves using the term **"women"** accounting for **69**% of the total. **24** organizations **(44%)** identified themselves as **"feminist"**. Among them, one organization stated that they do not define themselves as a women's organization since they "do not operate on an identity basis".
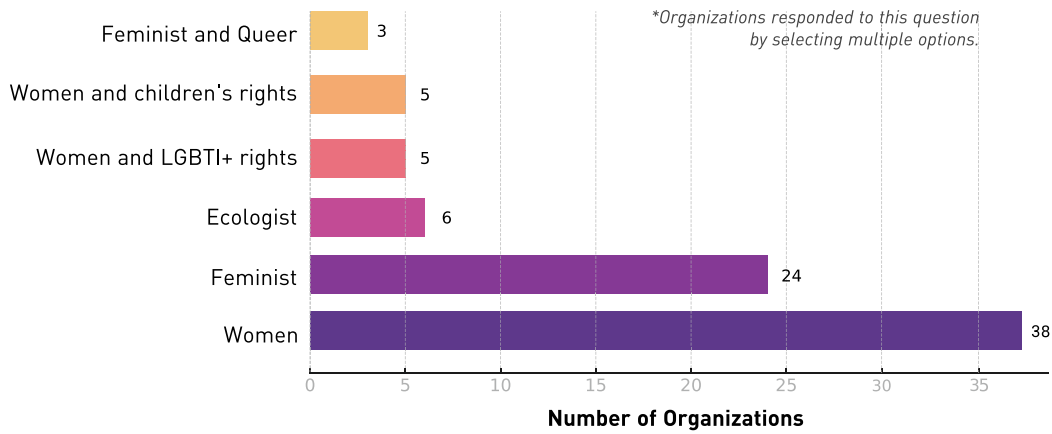

*Organizations responded to this question by selecting multiple options.

CHART 6 Self-definition of Organizations

Three out of the 55 organizations **(6%)** that have responded to this question identified themselves as **"feminist and queer".** Additionally, **5** organizations **(9%)** stated that they focus on **"LGBTI+ rights"**. Another **5** organizations **(9%)** indicated that they incorporate **"children's rights"**. Meanwhile, **6** organizations **(11%)** described themselves or their approach as **"ecologist"**.

*Organizations responded to this question by selecting multiple options.
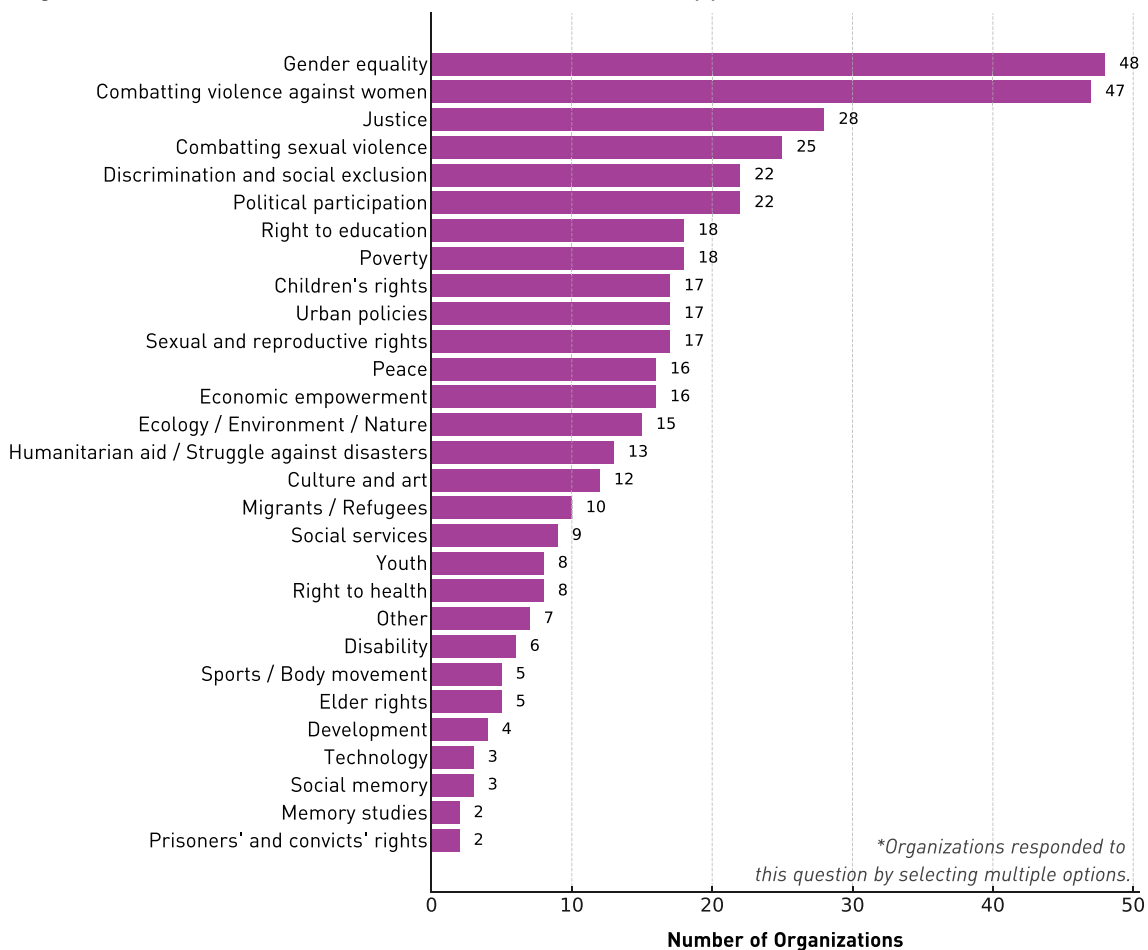
CHART 7 Organizations' Areas of Activity in Women's Rights (Past Two Years)

3 Due to the fact that they did not provide a clear description of the organization, the four responses to this open-ended question were not included in the evaluation.

57 organizations have answered the question, **"In which areas of women's rights has your organization carried out activities in the past two years?"** For this question, respondents were allowed to select multiple answers from a list of 28 areas of activity. The responses revealed that the two primary fields of activity are **gender equality (84%)** and **combating violence against women (82%).** The top ten fields of activity are provided **in CHART 7.**

57 organizations have responded to the question, **"With which women's groups your organizations work?" 84%** of the organizations have given the answer **"all women"**. This is followed by the categories of **"young women", "women with disabilities"** and **"women in poverty"**. **CHART 8** presents all the women's groups.
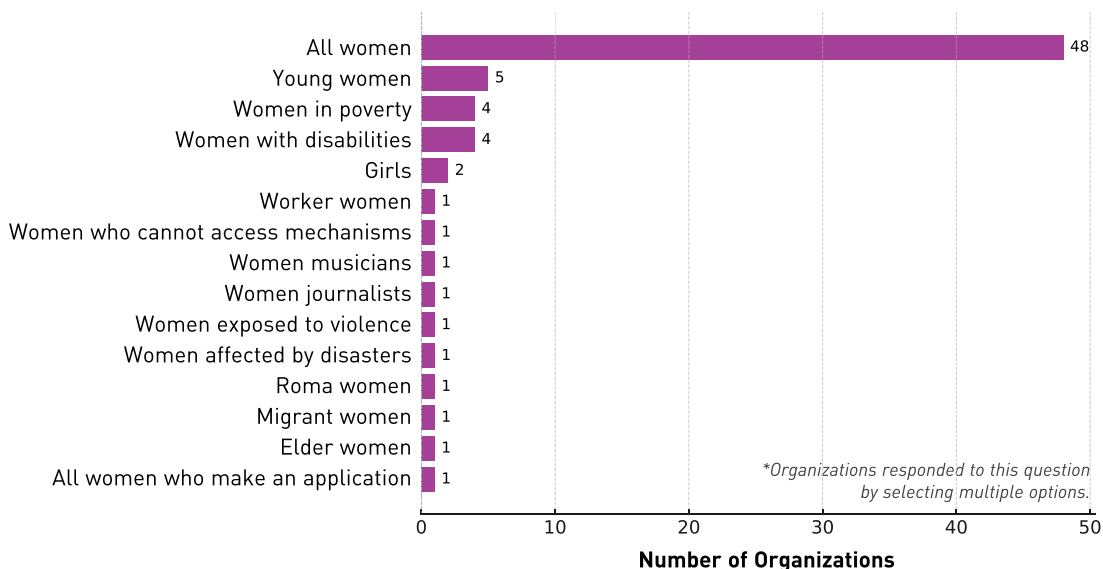

CHART 8 Specific Women's Groups Organizations Work with

57 organizations have provided an answer to the question, **"Can you list the methods you use in your field of work, starting with the most commonly used one?"** The most used method was **"Trainings"**.

CHART 9 Working Methods of Organizations

Three-quarters **(75%)** of the 56 organizations that have responded to the question, *"Is your organization a member of any national network(s) or platform(s)?"* answered **"Yes"**. Additionally, **25%** of the organizations stated that they are members of international networks.

Of the 42 organizations that provided the names of the national networks;

- **21** organizations are members of **the Women's Coalition,**

- **20** organizations are members of **Women's Platform for Equality (EŞİK),**

- **17** organizations are constituents of **the General Assembly of Women's Shelters and Solidarity/Counselling Centers.**

Of the **17** organizations that stated they are members of international networks, **5** follow the **European Women's Lobby**.

We also inquired whether any members or volunteers of the organizations in our study were HREP trainers, a program implemented by WWHR since 1995. The results showed that **44%** of the organizations had at least one HREP trainer, and **30%** had conducted at least one HREP group workshop.

II.B. ANALYSIS OF CURRENT CONDITIONS AND CAPACITY-BUILDING NEEDS OF ORGANIZATIONS

II.B.1. HUMAN RESOURCES, ORGANIZATIONAL STRUCTURE, OPERATION AND ADMINISTRATIVE TASKS

In response to the question, *"How many full-time paid employees work in your organization?"* **13 organizations (23%)** indicated that they have at least one full-time employee. In response to the question, *"How many part-time paid employees work in your organization?"*, **6 organizations (10%)** indicated that at least one person works part-time. The data demonstrates that the majority of the organizations that participated in our study conduct their work on the basis of **voluntary labor**.

Among the 26 organizations that have responded to the question, *"Do full- or part-time employees in your organization have job descriptions?"*, **58%** said **"Yes"**. 16 organizations have provided an answer to the question, *"If employees have job descriptions, do they perform their duties in accordance with these descriptions?"* **One-fourth of the respondents** stated that **due to the limited number of employees in their organizations and the heavy workload, they often take on responsibilities beyond their job descriptions.**

Only six (10%) of the organizations that participated in our study indicated that **they received paid consultancy services.** The **6** organizations that responded to the question, *"In which areas do you receive paid consultancy?"* indicated the following areas of support:

- **Financial and administrative tasks**
- **Organizational improvement**
- **Supervision**
- **Trainings**
- **Monitoring and evaluation**
- **Project writing**
- **Publications**
- **Legal support**

The findings indicate that executive committee members provide a significant portion of the voluntary support received by the organizations in our study. A total of 37 organizations have responded to the question, *"What kind of support do you receive from executive committee members in your organization?"* Among them, **73%** (27 organizations) stated that their EC members actively and voluntarily contribute to the organization's work, primarily in their professional or other areas of expertise. Additionally, **19%** (7 organizations) indicated that their EC members take on more specific responsibilities, such as administrative and/or official tasks, representation, supervision, conflict resolution, strategy formulation, and broader decision-making. Meanwhile, **8%** (3 organizations) noted that their EC structure exists solely due to formal requirements.

Data shows that the majority of the participating organizations need the support of volunteers to continue their activities. 52 organizations responded to the question, *"How many people have regularly and actively volunteered in your organization (in the last year)?"*

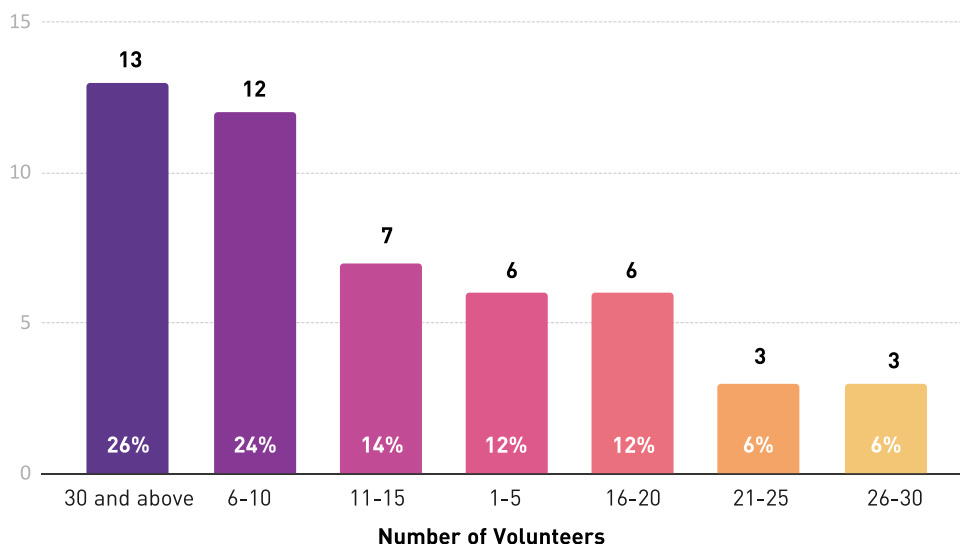Approximately **one-fourth** of the organizations participating in our study have 30 or more volunteers.

CHART 10 Number of Volunteers in Organizations

More than **nine-tenths (93%)** of the 54 organizations that have responded to the question, **"*Do you need to improve the competencies of employees or volunteers in your organization?*"** answered **"Yes"**.

For the 44 organizations that have responded to the question, **"*In which areas do you need to improve the competencies of employees or volunteers in your organization?*"**, the primary need identified was enhancing technical skills, including project development, implementation, reporting, and financial sustainability.

Below is a list of areas in which organizations need to develop the competencies of their volunteers:

- **27.3% (12 organizations) – Technical Skills**: Project development, implementation, reporting, financial sustainability

- **20.5% (9 organizations) – Gender and Consciousness Raising**: Gender Equality, feminism, awareness of rights

- **15.9% (7 organizations) – Digital Competency and Social Media Management**: Digital tools, social media, advertising and visual material design, digital literacy

- **15.9% (7 organizations) – Organizing and Volunteer Work**: Volunteer orientation, work organization, organizational operations, teamwork, job descriptions, enhancing motivation within the organization, fostering a shared language, nonviolent communication, facilitation activities, and promoting equality

- **11.4% (5 organizations) – Consultancy and Application Processes**: Support for combating violence, case analysis, professional supervision, and communication with individuals with disabilities

- **9.1% (4 organizations) – Legislation Knowledge**: Legislation concerning associations, legal rights, international conventions, information on legislation changes

Of the 54 organizations that have responded to the question, **"*Do you carry out activities for the well-being of paid employees or volunteers in your organization?*"**, **63%** answered **"Yes"**. Among the responses to the follow-up question, **"*What do you do for the well-being of paid employees or volunteers in your organization?*"**, the most common activities were **"socializing events and gatherings" (39%)** and **"art and cultural events" (25%)**.

Approximately **70%** (38 out of 55) of the organizations participating in our study stated that they received applications. Among the 37 responses to the question, **"Who receives the applications?"**, the most common answer was "members of the executive committee," followed by "social workers and experts".
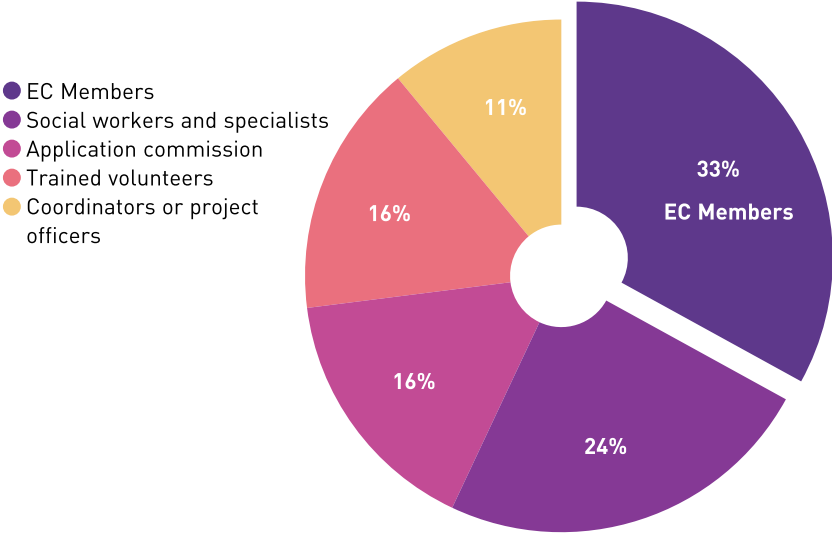

CHART 11 Individuals Responsible for Receiving Applications in Applicant-Receiving Organizations

Of the 36 organizations that have responded to the question, **"Does the person(s) receiving the applications get any supervision support?"** **11 organizations (31%)** stated that they receive regular or occasional supervision support from external sources. Meanwhile, **25 organizations (69%)** indicated that **they do not receive any supervision support** due to budget constraints or limited local facilities and expertise. Additionally, **2 organizations** noted that they are making concrete plans to provide this support in the future.

This study also examined the current conditions and needs related to administrative tasks. 50 organizations have responded to the question, **"Who carries out administrative tasks (such as handling official affairs, organizing the general assembly, writing the decision book, etc.) in your organization?"** The results indicate that in **three-quarters (74%)** of the organizations these administrative responsibilities are handled by members of the executive committee.
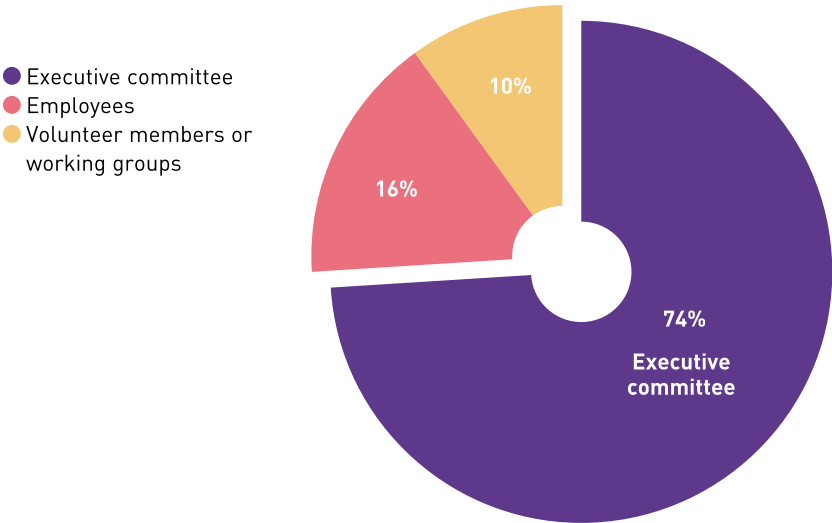

CHART 12 Individuals Responsible for Administrative Work in Organizations

To the question, **"Does your organization have a decision-making process with established rules that are known by everyone?"** 55 organizations provided answers, with **91%** indicating **"Yes"**. When asked to explain their decision-making process, **67%** mentioned democratic decision-making (by majority vote), **27%** referred to decision-making based on feminist principles (by consensus), and **6%** stated that they follow a flexible decision-making approach without an established mechanism. Of the organizations participating in the study, **44%** identified themselves as feminist. Among the organizations that identified themselves as feminist, **54%** stated that they use feminist principles/ methods in decision-making or that they take decisions by consensus.
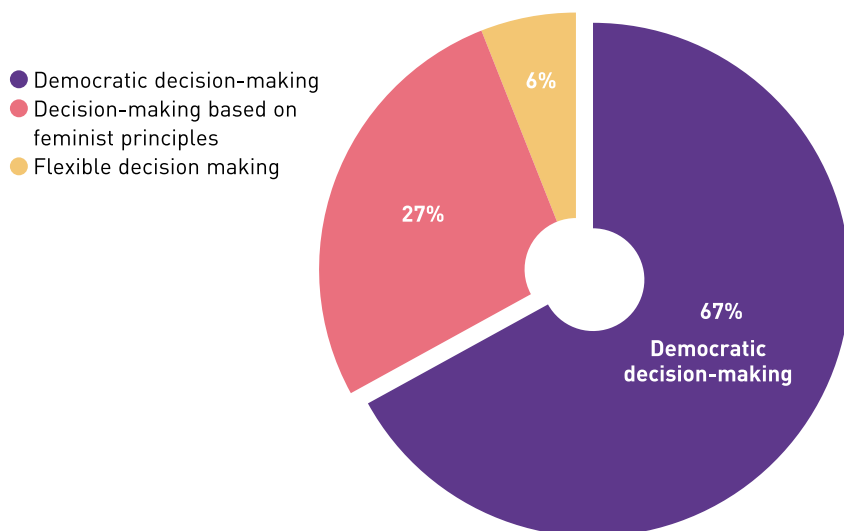

- Democratic decision-making
- Decision-making based on feminist principles
- Flexible decision making

6%

27%

67%
Democratic decision-making

CHART 13 Decision-making Mechanisms of Organizations

II.B.2. FINANCIAL TASKS

To the question, **"Does your organization have any standards for ensuring the transparency and accountability of its financial tasks?"** 50 of the participant organizations provided answers, with **64%** indicating **"Yes"**. 32 organizations have answered the question, **"What are these standards?"** The prominent responses were "transparency with and reporting to members" and "internal audits."

- Transparency and reporting to members
- Internal audits
- Policies or structured procedures
- Reducing or avoiding financial operations

9%

22%

31%

38%
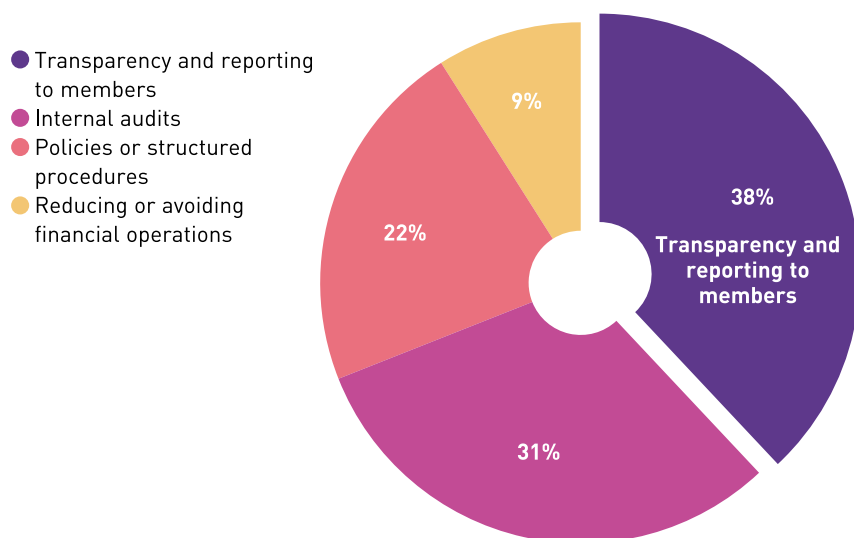**Transparency and reporting to members**

CHART 14 Financial Transparency Levels of Organizations

53 organizations have provided a response to the question, **"How do you keep the accounting records?"** The answers indicate that half of the organizations receive external professional support for keeping their accounts regularly.
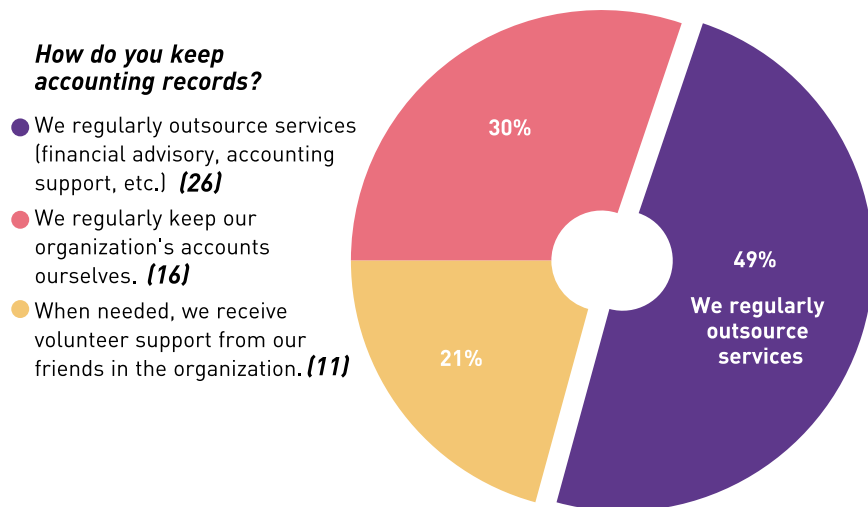
How do you keep accounting records?

- 🟣 We regularly outsource services (financial advisory, accounting support, etc.) **(26)**
- 🔴 We regularly keep our organization's accounts ourselves. **(16)**
- 🟡 When needed, we receive volunteer support from our friends in the organization. **(11)**

30%

21%

49%
We regularly outsource services

CHART 15 Bookkeeping Methods of Organizations

When financial reporting is required, the primary source **(46%)** is the organization's members or volunteers with financial expertise.
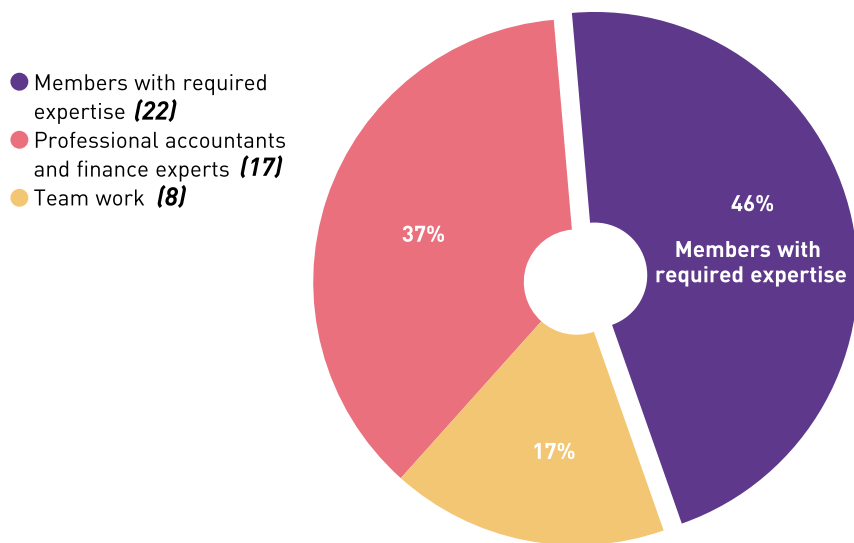
- 🟣 Members with required expertise **(22)**
- 🔴 Professional accountants and finance experts **(17)**
- 🟡 Team work **(8)**

37%

17%

46%
Members with required expertise

CHART 16 Individuals Responsible for Financial Reporting in Organizations

II.B.3. STRATEGIC PLANNING

In response to the question, **"*Does your organization have medium-term (2-5 years) or long-term (over 5 years) goals?*"** 56 organizations provided answers, with **62%** indicating **"Yes"**.

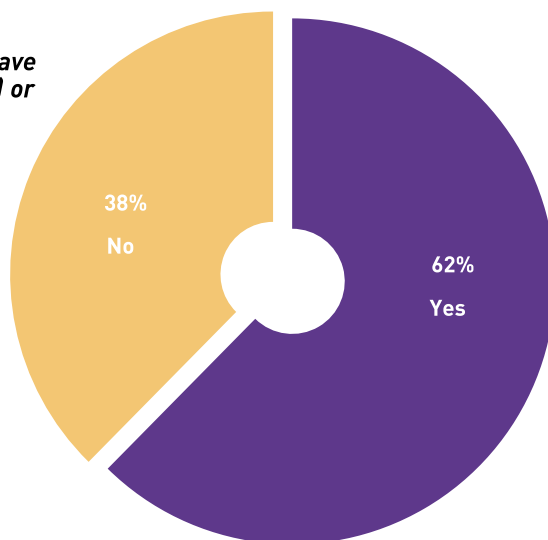*Does your organization have medium-term (2-5 years) or long-term (over 5 years) goals?*

CHART 17 Medium or Long-Term Goals of Organizations

The ratio of organizations that have annual plans is **54%**.
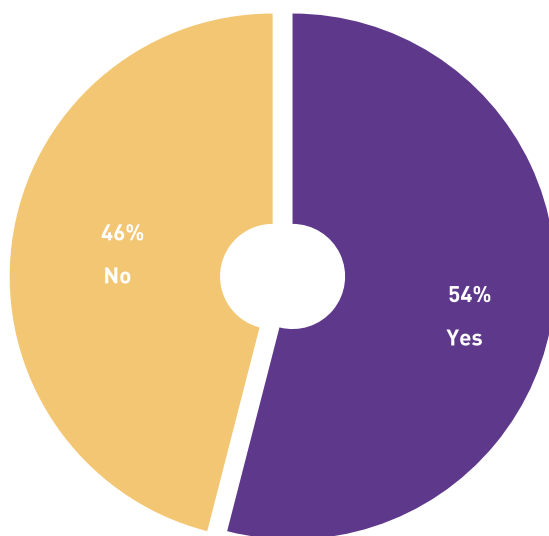
Can you make annual activity plans?

CHART 18 Annual Activity Planning of Organizations

The ratio of organizations that have an annual budget plan is **40%**.
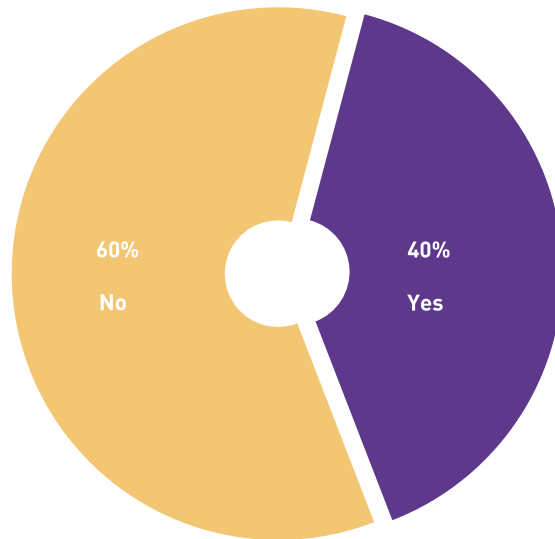
Can you plan your budget annually?

60%
No

40%
Yes

CHART 19 Annual Budget Planning of Organizations

When asked, "***What is your reason for not being able to plan an annual budget?***" The primary reason cited was a lack of financial resources such as having no budget, low income, and dependence on donations and membership fees. 32 organizations responded to this question.

● Lack of financial resources
● Reliance of project–based funding
● Organizational and human-resources limitations
● Lack of legal entity status or sustainability

9%
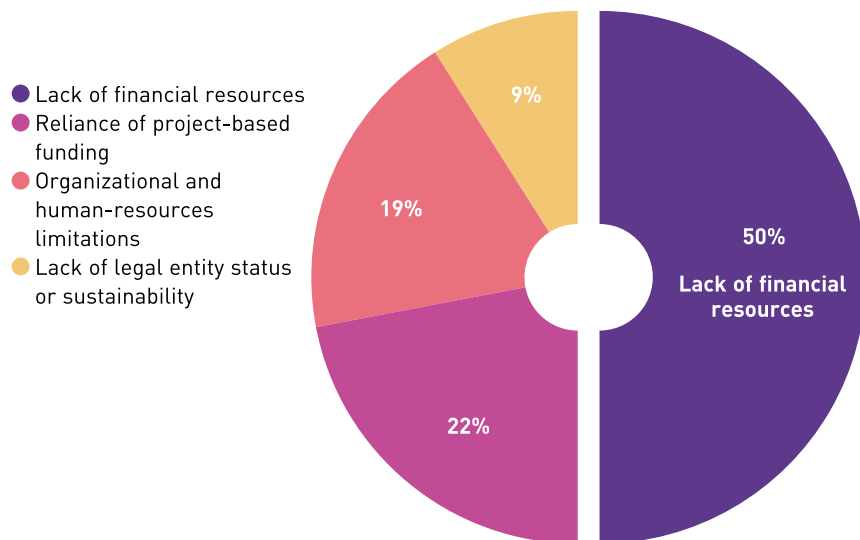
19%

22%

50%
Lack of financial resources

CHART 20 Reasons Organizations Plan Annual Budgets

A total of 36 organizations have responded to the question, **"How do you monitor your annual budget or the budget of the projects you run (e.g. reviewing expenditures at regular intervals and assessing expenditures during the reporting periods required by funding organizations)?"** Of the organizations that responded, **67%** stated that they monitor their budget, even if it is not always explicitly referred to as "budget monitoring". The fact that **11%** of the responses indicated that budget monitoring is only possible when **"there is funding or an ongoing project"** is significant in understanding the overall perception of budgeting.
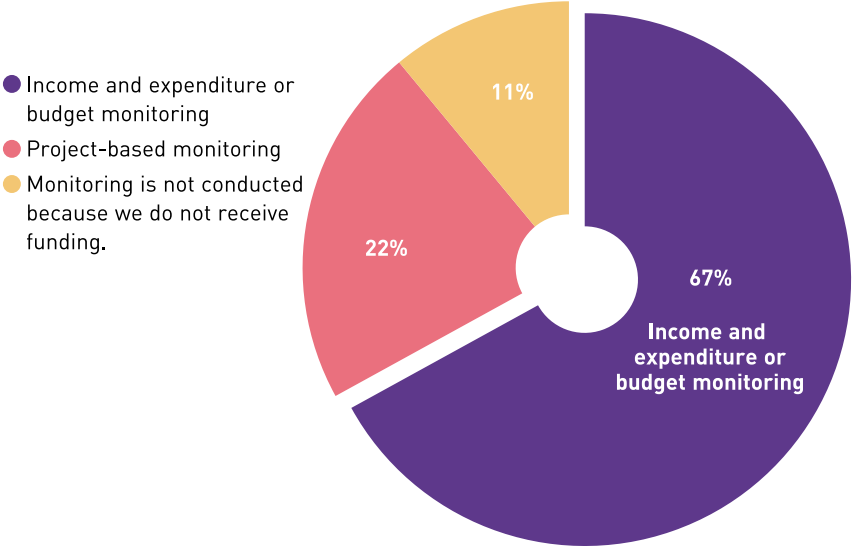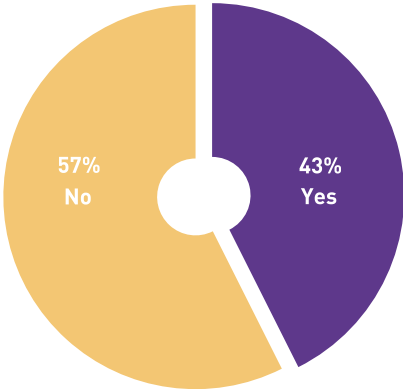

- Income and expenditure or budget monitoring
- Project-based monitoring
- Monitoring is not conducted because we do not receive funding.

CHART 21 Annual Budget Monitoring of Organizations

II.B.4. BUILDING FUNDS/RESOURCES

55 organizations have responded to the question, **"Have your organization ever received any national funding?"** **Approximately half of these organizations (47%)** indicated that they have received a national funding. Of the 54 organizations that answered the question, **"Have you ever received funding from abroad?"** **43%** responded with **"Yes"**.

Have you ever received funding from abroad?

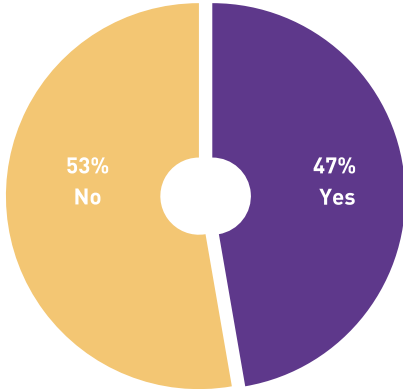**Have your ever received national funding?**

CHART 22 Organizations's Status in Receiving Funding from National and International Sources

26 organizations have provided an answer to the question, **"If your organization has received any national funding, could you please indicate the duration of the last funding you received and the project/grant subject?"** 19 of the responses, in other words, **73%** of the organizations that had received funding at least once in the past, stated that it was for one year or less, and only **3** of the responses **(12%)**, stated that it was for institutional support.

22 organizations have responded to the question, **"If your organization has received any funding from abroad, could you please indicate the duration of the last funding you received and the project/ grant subject?"** **7** of the organizations indicated that they received funding from consulates, the Delegation of the European Union to Turkey, or UN Women. **15** organizations have benefited from other international funding opportunities. Of the **15** organizations that received funding from abroad, **13** indicated that these opportunities were for one year or less, while only **2** received institutional support.

56 organizations have answered the question, **"Are there any individuals who can write project proposals or reports?"** Of these organizations, **71.4%** indicated **"Yes"**. To the question **"Are there any individuals who can write project proposals or reports in English?"**, **53.6%** have provided the answer **"Yes"**.

Are there any invidividuals who can write project proposals or reports?
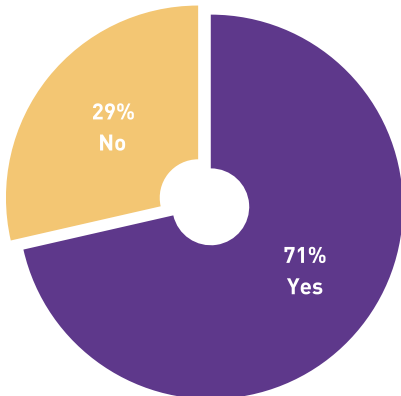
Are there any invidividuals who can write project proposals or reports in English?
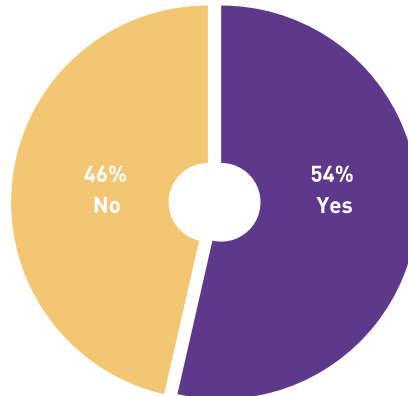
CHART 23 Availability of Personnel in Organizations for Project Proposal and Report Writing in Turkish and English

In response to the question, **"Are you able to effectively track funding and grant opportunities?"**, 52 of the participant organizations provided answers, with **79%** indicating **"No"**.

Are you able to effectively track funding and grant opportunities?

CHART 24 Organization's Adequacy to Track Funding Sources and Grant Opportunities

46 organizations have answered the question, *"**Where do you track funding sources and grant announcements?**"* **7** organizations stated that they do not follow funding/grant announcements.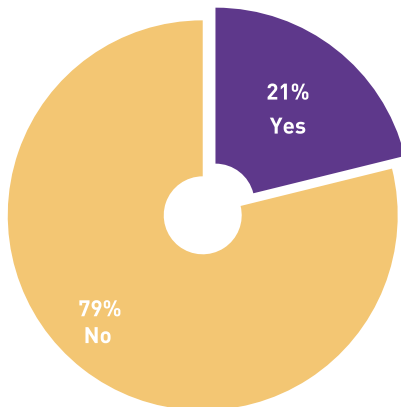 The remaining **39** organizations stated that they track these announcements through social media posts, emails sent to their groups, or messages shared within the networks they are part of. Some organizations mentioned the names of the institutions through which they follow these announcements. These institutions include **Civil Society Development Center (STGM)**, **Sivil Düşün**, **AB-İlan**, **Etkiniz**, **Civil Pages**, **Civic Space**, **Consulates, UN Agencies**, **WWHR**, **Foundation for the Support of Women's Work (KEDV)**, and **Provincial Directory of Industry and Commerce**.

53 organizations have answered the question, *"**Would you be interested in receiving capacity-building support on utilizing AI tools for project development and reporting?**"* 45 of these organizations **(85%)** responded by saying **"Yes"**.

## II.B.5.BUILDING SOLIDARITY NETWORKS, ADVOCACY AND ORGANIZING CAMPAIGNS

52 organizations have responded to the question, *"**Are there any networks or platforms that your organization has taken an active role in establishing?**"*. Of these organizations, **58%** stated "Yes". 29 organizations have provided an answer to the question, *"**Could you please specify the names of networks and/or platforms?**"* The responses show that **23** organizations have actively contributed to the formation of a local or regional network.

54 organizations answered the question, *"**Does your organization have any experience in organizing or running campaigns?**"* **26%** of these organizations said "**Yes**". 46 organizations responded to the question, *"**Can you write the names of the 3 organizations (local or national level) with which you cooperate the most?**"* The names indicated by five or more organizations are **WWHR (11 organizations)**, **Purple Roof Women's Shelter Foundation (11 organizations)**, **Women's Platform for Equality (EŞİK) (10 organizations)**, and **Women's Coalition (5 organizations)**, respectively.

76% of respondents have given the answer **"Yes"** to the question, *"**Does your organization participate in national campaigns organized within the women's movement?**"* 29 organizations provided responses to the question, *"**Which was the last campaign that your organization participated in?**"* Women's Platform for Equality, Purple Roof and WWHR's campaigns, The Istanbul Convention Campaigns, Women are Being Killed, Who's the Murderer? Campaign, I Was Always Here Campaign, No to Trustees Campaign, Don't Touch My Alimony Campaign, No to 9th Judicial Package Campaign, Campaign against Violence against Journalists, Campaign against Agents of Influence Law, Campaign on the Regulation of Women's Last Names, Campaign for Constitutional Coordination for All of Us were some of the campaigns mentioned. **Three-quarters (74%)** of the organizations indicated that they are inexperienced in organizing or running campaigns.

23% of the organizations have responded "**Yes**" to the question, *"**Does your organization have any experience in international advocacy for women's rights?**"* In the next question, which asked the organizations to briefly describe their experiences with international advocacy mechanisms, 11 organizations provided an answer. Only one organization reported active participation in international advocacy meetings, while **9** organizations mentioned contributions such as "participating in CEDAW Shadow Report processes" and "following other organizations engaged in international advocacy".

Are there any networks or platforms that your organization has taken an active role in establishing?

42% No
58% Yes

Does your organization have any experience in organizing or running campaigns?

26% Yes
74% No
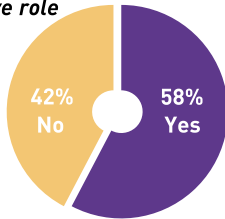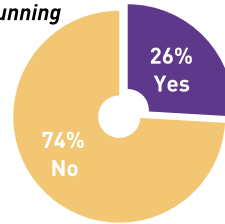
Has your organization ever participated in national-level campaigns?

24% No
76% Yes

Does your organization have any experience in international advocacy?
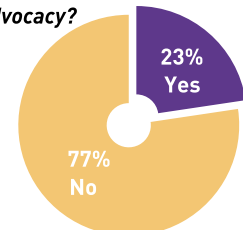
23% Yes
77% No
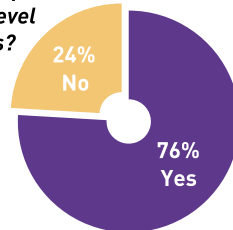
CHART 25 Experience of Organizations in Networking, Campaigning, and International Advocacy

II.B.6. GENDER EQUALITY AND RIGHTS AWARENESS

54 organizations have answered the question, *"Does your organization implement any activities to ensure that employees or volunteers have equal awareness of gender equality?"*, and **83%** of these organizations responded by saying "**Yes**".

Although some practices are already in place, **72% (39** out of 54**)** of the organizations responding to the question, *"Does your organization need capacity-building support to develop a team for delivering gender equality trainings?"* indicated that they require such support.

Are there any activities that you do for achieving gender equality?

17% No
83% Yes
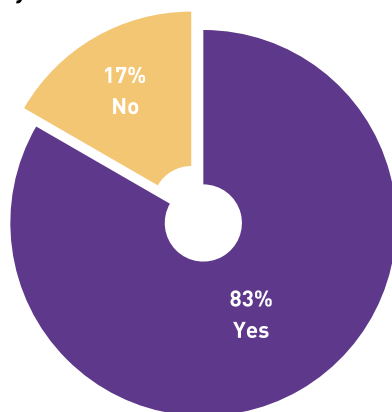
Do you need capacity-building support to develop a team for delivering gender equality trainings?

28% No
72% Yes

CHART 26 Engagement of Organizations in Gender Equality Awareness and Training Activitiesand Their Need for Support

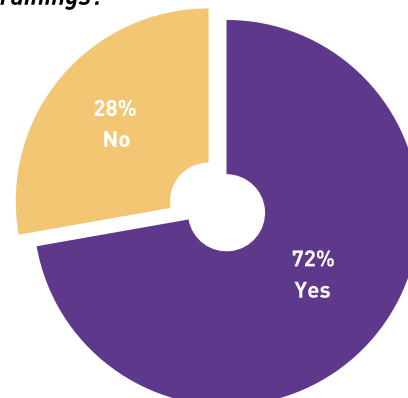41 organizations have answered the question, *"What practices do you implement to enhance rights awareness among those who are or wish to be involved with your organization?"* According to the responses, **61%** of the organizations **(25 organizations)** built this capacity internally using their own resources and efforts, **15% (6 organizations)** relied on external support, and **23% (9 organizations)** developed capacity through a combination of both internal efforts and external support.

66% of the organizations stated that they want to take part in HREP. Among the organizations participating in our study, **23% (12 organizations)** stated that HREP is already being actively implemented within their organizations.

II.B.7. COMMUNICATION AND DIGITAL SKILLS

55 organizations have responded to the question, *"Which social media accounts does your organization have?"* **All the organizations have an Instagram account**, while **75%** have a **Twitter** account, **69%** have a **Facebook** account, **33%** have a **YouTube** account, **11%** have a **LinkedIn** account, and **5%** have a **TikTok** account.

Organizations responded to this question by selecting multiple options.

Number of Organizations
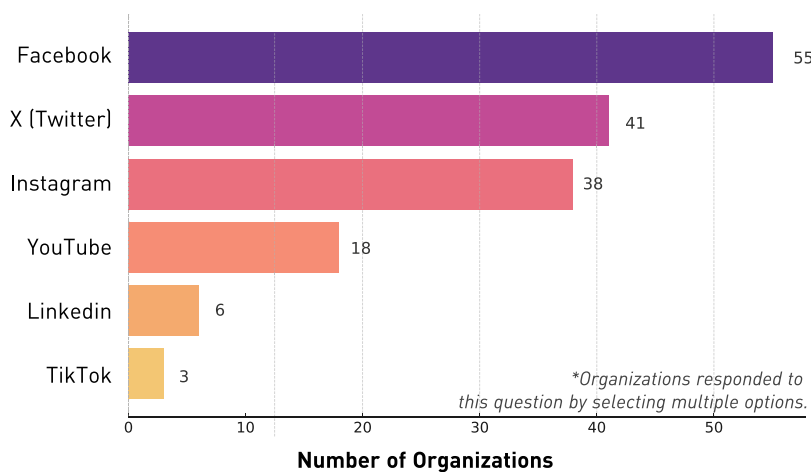
CHART 27 Social Media Platforms Used by the Organizations

Does your organizaiton regularly update its website?
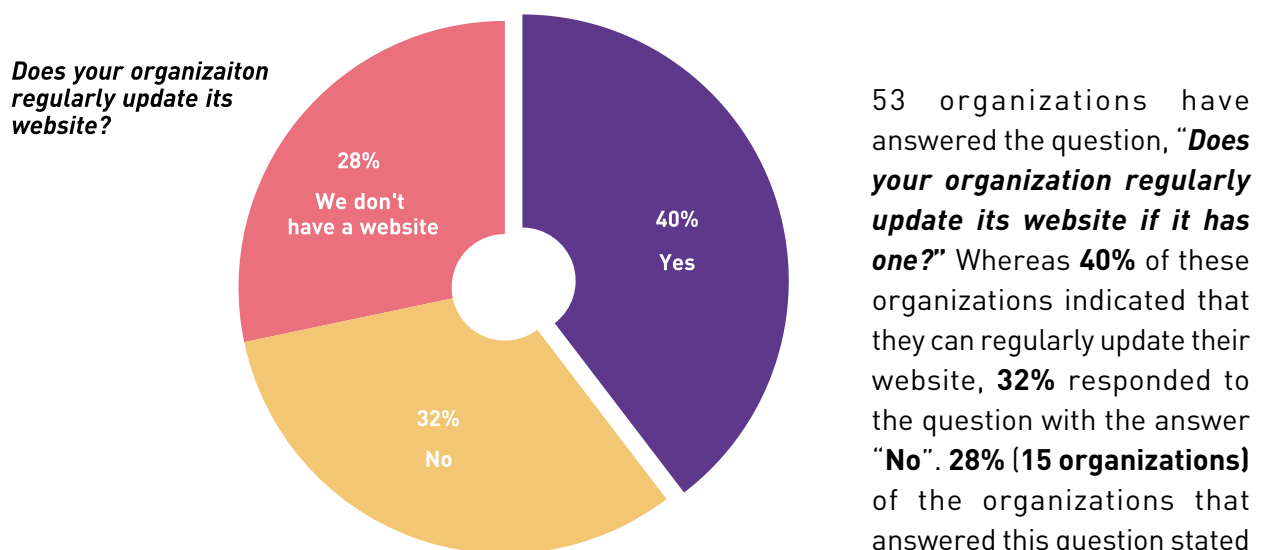
CHART 28 Organizations' Website Availability and Update Frequency

53 organizations have answered the question, *"Does your organization regularly update its website if it has one?"* Whereas **40%** of these organizations indicated that they can regularly update their website, **32%** responded to the question with the answer "**No**". **28%** (**15 organizations)** of the organizations that answered this question stated that they don't have a website.

51 organizations have provided an answer to the question, **"*Do you know how to access information about the users and followers of your organization's website and social media accounts?*"** About half of the organizations indicated that they don't have any information regarding this issue.

Do you know how to access information about the users and followers of your organization's website and social media accounts?
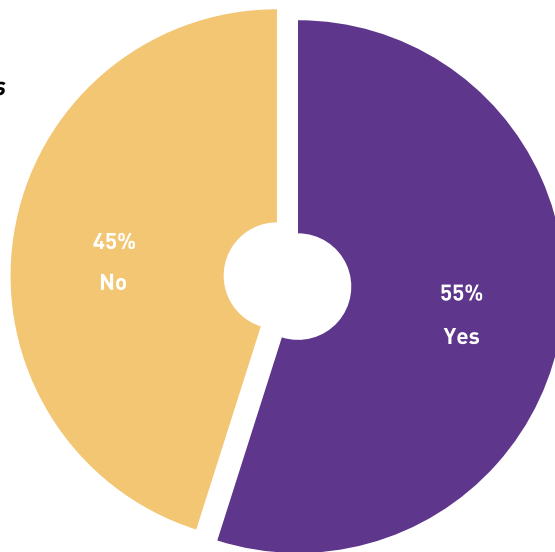
45%
No

55%
Yes

CHART 29 Organizations' Website and Social Media Management and Access to Follower Data

54 organizations have given an answer to the question, **"*Does your organization have experience in raising awareness and organizing campaigns on online platforms?*"**. Of these, **44% (24 organizations)** stated that they are experienced in these areas.

II.B.8. MONITORING AND EVALUATION

62% (33 organizations) of the organizations participating in our study answered the question, **"*Do you conduct monitoring and evaluation of the activities carried out in your organization?*"** with "**Yes, but not sufficiently**," while **38%** responded with "**No**". This indicates that **nearly half of the organizations** <u>do not consider themselves adequate</u> in monitoring and evaluation.

● We conduct monitoring and evaluation.
● We conduct monitoring and evaluation, but it is not sufficient.
● We do not conduct monitoring and evaluation.

15%

23%

62%
We conduct monitoring and evaluation, but it is not sufficient.
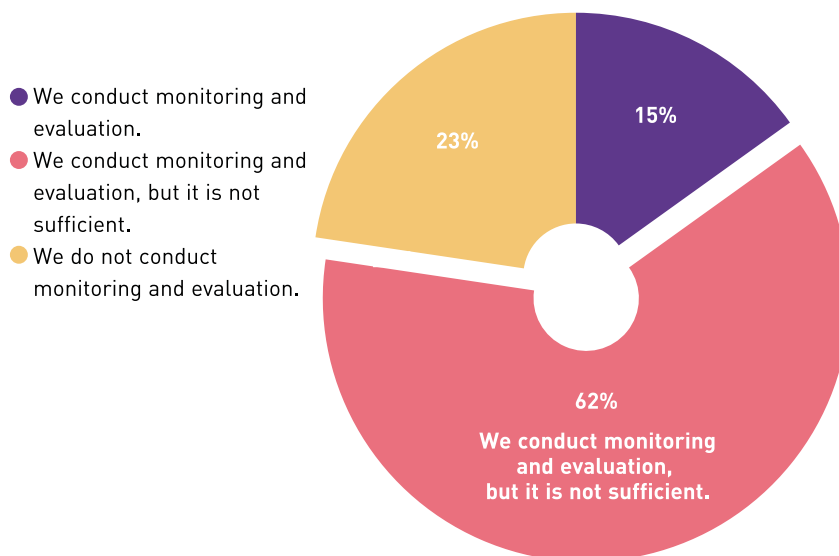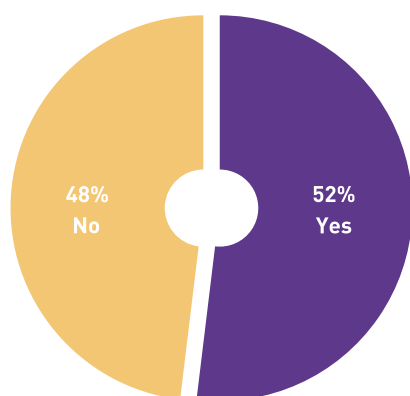
CHART 30 Monitoring and Evaluation Activities of Organizations

24 organizations have responded to the question, **"*If you monitor and evaluate the activities carried out in your organization, which methods do you use for impact assessment?*" 15** organizations specified their methods for evaluation. **11** organizations stated that they collect feedback from participants in their activities using various methods.

54 organizations have answered the question, **"*Does your organization have qualified human resources for conducting and reporting on monitoring and evaluation activities?*" 63%** of these organizations responded with "**No**". **52%** of the 52 organizations that responded to the question, **"Does your organization have a functioning feedback culture?"**, stated that they have a functioning feedback culture.

Does your organization have a functioning feedback culture?

Does your organization have qualified human resources for conducting and reporting on monitoring and evaluation activities?
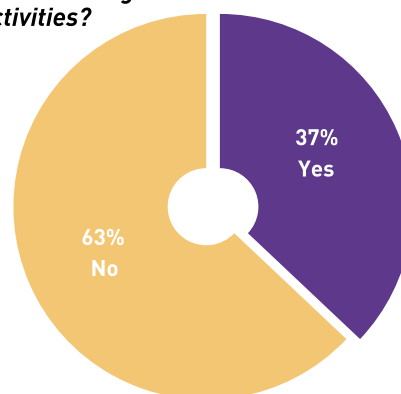

48%
No

52%
Yes

37%
Yes

63%
No

CHART 31 Organizations' Feedback Culture and Human Resources in Monitoring and Evaluation

15 organizations have answered the question, **"*What methods, if any, does your organization use to measure progress toward achieving its medium- or long-term goals?*" Half of the responses** indicated the presence of an existing strategy, while **the other half** stated that no such methods had been developed yet, as the organization is still new.

II.B.9. RISK MANAGEMENT

50 organizations have answered the question, **"*What do you think is the biggest risk your organization may face in the next year or two, whether political, legal, economic, or otherwise?*"** the majority of the organizations listed risks across multiple categories. The responses reveal that organizations see the following as the greatest risks: **economic risks (64%)**, **political risks (62%)**, **and organizational risks (10%)**, which include challenges such as difficulties in engaging young people in the organization's activities, decreasing motivation, staff shortages, and lack of human resources at the local level.

42 organizations have responded to the question, "***What capacity-building needs does your organization have in order to prepare for such risks?*"** According to the responses, **57%** of organizations see the solution in **resource-building and financial sustainability**, **21%** in **human resources and volunteer organization**, and **21% in capacity and strategy building and empowerment**.

53 organizations have provided an answer to the question, **"Does your organization have a disaster-preparedness plan?" 94%** of these organizations said "**No**". To the follow-up question **"If your answer is yes, is there a person responsible for this planning?" 77%** provided the answer "**No**".

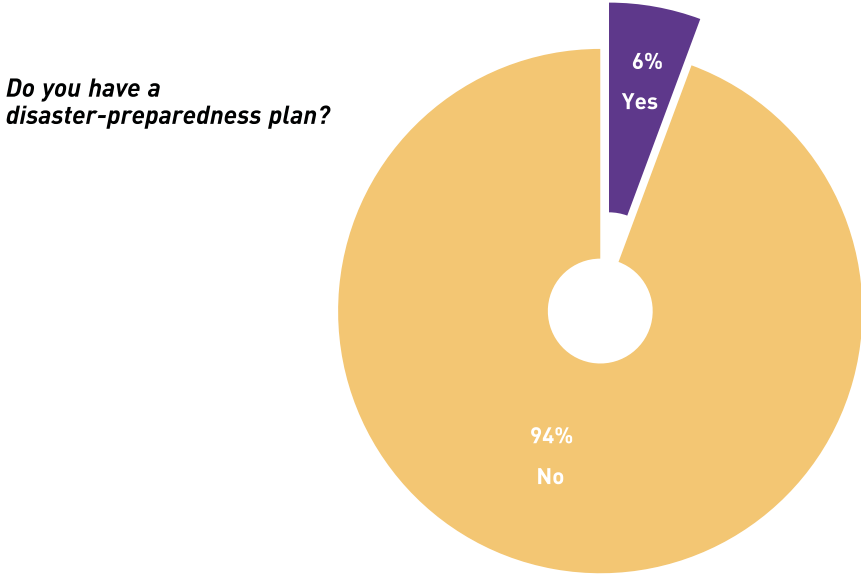**Do you have a disaster-preparedness plan?**

CHART 32 Disaster Preparedness Plans of Organizations

Four organizations responded to the question, **"What is the scope and content of your organization's disaster-preparedness plan, if you have one, and do you consider this plan adequate?"** One organization stated that they conduct first-aid training but do not find their current disaster-preparedness plans adequate. Another organization stated that they were stockpiling supplies. Another organization mentioned that they have been conducting trainings with professional search and rescue teams and plan to expand these activities with a specialized approach for women. In addition, this organization emphasized that instead of limiting its plan to its own organization, it aims to expand it beyond internal planning to engage in collaborative efforts with a broader network. Finally, one organization drew attention to the destructive effects of their financial difficulties by saying, **"We are in a process where we are trying to overcome our own earthquakes."**

II.C. GENERAL ANALYSIS OF CAPACITY BUILDING NEEDS AND CONCLUSION

In this study, the current conditions and capacity-building needs of women's organizations were analyzed in the following areas:

1. **Human Resources, Organizational Structure, and Administrative Tasks**

2. **Financial Tasks**

3. **Strategic Planning**

4. **Building Funds/Resources**

5. **Building Solidarity Networks, Advocacy, and Organizing Campaigns**

6. **Gender Equality and Rights Awareness**

7. **Communication and Digital Skills**

8. **Monitoring and Evaluation**

9. **Risk Management**

For each of these areas, detailed questions were carefully formulated and presented. For the final question of the study, participants were presented with a list of capacity-building needs in these areas and asked to rate them using the following categories: "*very much needed*," "*needed*," "*not sure*," "*not needed*," and "*this question does not apply to us*." All needs were presented together to identify which were considered more prominent than others. 55 organizations responded to this question. The responses show how organizations rank capacity-building needs in terms of importance. **The category most frequently rated as "*very much needed*" or "*needed*" was "*support to ensure the well-being of volunteer workers*."** This was followed by "*support in conducting risk analysis for disaster-preparedness*" and "*support in visual and poster design*." The ranking of these areas where capacity-building support is needed is presented in CHART 33.

Priority Area	Number of Organizations
Well-being of volunteers	42
Risk analysis for disaster preparedness	39
Design of visuals and posters	39
Monitoring and evaluation	34
Project design and proposal writing	34
Social media use	32
Strategic planning	31
Well-being of employees	29
Administrative affairs and organizational functioning	26
Legislation and freedom of association	26
Finances and reporting	24

Number of Organizations

Organizations responded to this question by selecting multiple options.

CHART 33 Priority Areas for Capacity Building in Organizations

The fact that "**well-being of volunteers**" is the most prominent capacity building need of organizations seems to be consistent with the answers given to other questions in this study. The answers to the questions on human resources showed that **77%** of the organizations did not have even one full-time employee. As stated in previous sections, the vast majority of participating organizations conduct their work primarily on a **volunteer-basis**. For the organizations that primarily rely on volunteers, it is not surprising that the main need is the support for the sustainability of such labor. However, one particularly noteworthy finding of this study is the following: When organizations were asked about the most pressing short-term risks they face, economic risks emerged as the most critical concern. In response, "fund/resource building and financial sustainability" was identified as the top priority for capacity-building to effectively address these challenges. The fact that "fund/resource building" emerged as the most prominent need when framed within the context of risk preparedness, yet did not rank among the top three needs when asked without any context, suggests that organizations traditionally rely on their own resources—both financial and human—to sustain their operations rather than actively seeking external funding. That said, it is likely that organizations find it challenging to explicitly express their need for support in fund/resource building for various reasons. These may include political, structural, or practical reasons. Yet, the fact that **85%** of the organizations that answered the question, ***"Would you be interested in receiving capacity-building support on utilizing AI tools for project development and reporting?"***, responded by saying "**Yes**", may suggest that the main reason is not structural or political but rather the lack of certain technical skills and capacities.

The capacity-building needs that ranked second were "visual and poster design" and "risk analysis for disaster-preparedness." The interest in visual and poster design suggests that organizations seek to strengthen their presence on online and social media platforms. A stronger digital presence may be viewed as a tool to enhance the effectiveness of their activities and attract more volunteers. In this regard, the prominence of this need aligns with the other findings of the study.

Along with visual and poster design, another critical need expressed by a significant number of organizations is "risk analysis for disaster-preparedness." Given that approximately 40% of

the organizations participating in this study are based in the Marmara Region, with the majority located in Istanbul, it is evident that disaster-preparedness remains a pressing concern. This urgency is largely influenced by the impact of the 2023 Kahramanmaraş Earthquakes and the anticipated earthquake in Istanbul. The responses to the question, *"Does your organization have a disaster-preparedness plan?"* reveal that **94%** of the organizations don't have any plans. Given the recent natural disasters, it is of utmost urgency to support women's organizations—already vulnerable to economic and political risks—in strengthening their preparedness for potential future disasters.