

THE NEXUS BETWEEN LOCAL
GOVERNMENT, ORGANIZATIONAL
JUSTICE AND GENDER:
A CASE STUDY ON ISTANBUL
METROPOLITAN MUNICIPALITY
THROUGH 'STUDYING UP' AND
SCORECARD ANALYSIS

Melis Arıksöy



The woman in the red dress (Gezi Park Protests, 2013)

An academic at Istanbul's Technical University named Ceyda Sngr had gone to Gezi Park to defend it against a contentious redevelopment project that would have covered one of the city's few remaining green areas with concrete. Ms. Sungur discovered herself in front of a row of riot police when she got there. She was left struggling for air when one of them knelt down and shot her with tear gas. The incident was photographed by Reuters photographer Osman Orsal, and shortly after, the pictures went viral on social media, inspiring parodies as well as stickers and posters that other demonstrators used. The pictures are a useful publicity tool for government critics. Speaking to Turkish media, Ms. Sngr described herself as a "reluctant figurehead" who was only a small part of a massive grassroots effort to save Gezi Park. "A lot of people no different from me were out protecting the park, defending their rights, defending democracy," she stated. "They also got gassed." (BBC News, 2013).

Acknowledgements

I would like to thank my supervisor Dr. Andie Reynolds for the eye-opening advice and recommendations on this dissertation. Further, I would like to express my sincere gratitude to President's Fund which is given by Edinburgh Association of University Women on behalf of my studies and research objectives of this dissertation. I cannot forget to thank my distinguished interviewees for their great contribution in nurturing my research either.

I could not have undertaken this journey without my mother and father, Ayşe Zeynep – Ahmet Ariksoy, who have given me the all unconditional support since the day I was born. Thanks should also go to my grandparents as they have played a big role in my personal development throughout my childhood; mother's side: Sabahat-Mehmet Yaşar Eser and father's side: Gönül-İlhan Ariksoy.

Likewise, I would like to thank my teachers and professors who have impacted my educational capabilities since the early years of my studies. Selma Alaftar, as my primary school teacher; Filiz Besbelli, Hans Rai Chabra and Doruk Gürkan as my English teachers from high school and finally Prof. Yılmaz Esmer, Prof. Selcen Öner, and Prof. Ebru Canan Sokullu have contributed significantly to my educational capabilities during my undergraduate studies.

As an only child, I'm extremely grateful to my closest friends who have continuously encouraged me to accomplish success in my life. I would like to mention their names in alphabetical order: Beril Timuçin Çolakoğlu, Deha Çun, Erman Ermihan, who is going to receive his PhD in International Relations in the following months, Aslı Akman Gümüş, Ozan Kandemir, Milica Matanovic, Dilara Ceren Özer, Hazal Sayın, Oğuzcan Şirolu, and Deniz Tunalı.

I dedicate this dissertation to all women who have experienced unfairness at some point of their lives.

Contents

Acknowledgements.....	2
Abstract	4
Introduction.....	6
Background.....	6
The Research	8
Review of the Literature	10
United Nations (UN), Gender Equality, and Local Governments	12
Gender (In)equality in Türkiye at National and Local Government Levels.....	13
National Level.....	13
Local Level	16
Organizational Justice and Female Employees.....	19
Research Design and Methodology	23
Epistemology and Ontology.....	23
Methodology	25
Primary Data Analysis of the Scorecard.....	25
Methods	31
Semi-structured Interviews	31
Sampling	34
Thematic Analysis of Interviews.....	35
Ethical Considerations	37
Reflexivity and Positionality	38
Presentation and Discussion of Findings	41
Gender-sensitivity	41
Data-driven Local Government.....	44
Inclusive Local Service Provision	50
Conclusion.....	53
Summary.....	53
Limitations.....	55
Recommendations	56
Appendix	73
Criteria of Inclusive Municipality Governance Scorecard	73
Six-phase Guidance of Braun & Clarke (2006).....	90
Tables of Thematic Analyses	92
Scorecard Analysis of IMM.....	99

Abstract

The overarching goal of this study is to illuminate the possible nexus between gender, local government and organizational justice. Likewise, research topic was inspired by a previously conducted scorecard analysis ‘Inclusive Municipality Governance Scorecard’¹ (2019) which was based on evaluating municipal processes and inclusion of women in decision-making processes to distribution of local services in accordance with their daily needs. Moreover, this study takes a step further by considering elite and expert voices on understanding current approaches on how local government structures might be linked to tenets of organizational justice² through revealing levels of inclusion of women, gender-sensitivity and data-based documentations by evaluating local practices of Istanbul Metropolitan Municipality (IMM).

In accordance with the methodology “Studying ‘up’”³ (Stich & Colyar, 2015) one elite and one expert interview were conducted to discuss further the potential links between organizational justice, gender and local government. Likewise, as another essential part of the study, primary data analysis of ‘Inclusive Municipality Governance Scorecard’ (2019) was carried out which would contribute to interviews that provide important insights. The criteria measuring structures of inclusive local government were taken as a guide for the preparation of interview questions. Thus scorecard results and interview insights were blended to emphasize the possible nexus between justice inside the organization, local government and gender.

According to research findings, the potential nexus was revealed through IMM’s fulfillment of some requirements for creating a local government framework that prioritizes inclusivity, gender sensitivity, and data-drivenness. Similarly, when citizens have access to publicly available data, corresponding endeavors and activities are made visible by internalizing these ideas.

1 The research was conducted by Argüden Governance Academy Foundation (AKADEMİ) and Association of Supporting Women Candidates (KA.DER)

2 Distributive, procedural, and informational/interactional justice

3 A used methodology on studying elite individuals, groups and organisations in social sciences.

On the other hand, there are still important areas of development where local authorities should reevaluate establishing justice in the municipality. It is recommended for IMM to record decisions, activities, and impacts transparently to strengthen informational/interactional justice and procedural justice.

It is crucial to include diverse voices from different demographic structures in decision-making processes to ensure distributive justice. Gender sensitivity should be evident in local government structures to foster procedural justice. Overcoming the gender gap and promoting women's representation in decision-making mechanisms is essential. IMM should continue realizing notable advancements in awareness of these issues. It is also suggested for all local governments in Türkiye include gender dimensions in planning, reporting, and data collection processes which would contribute to distributive justice by ensuring gender-sensitive budgeting and waging structures are visible to female staff and citizens. More women should take active roles in decision-making, receive promotions, and hold higher job titles as part of procedural justice requirements. Tracking and measuring local efforts to promote gender equality and addressing discriminatory issues is crucial in terms of sustaining informational/interactional justice. Collaboration with NGOs and ensuring women's access to and equitable participation in local decision-making is also essential.

Introduction

Background

Local governments play a crucial role in addressing the daily challenges⁴ faced by women, particularly in metropolitan municipalities. By including female municipal staff in decision-making processes and considering their voices, they can improve governance quality and address gender-based inequality (UN Women, 2021). Despite being a priority area for women's representation and participation, gender-based inequality still persists at metropolitan municipalities⁵ (Yaylıoğlu and Eroğlu, 2015). Hence it is critical to emphasize organizational justice as it draws attention to evaluations of female municipal staff regarding how they perceive fairness in the workplace.

Organizational justice is a key factor in determining employees' loyalty, job satisfaction, performance, and motivation (Colquitt, 2012). However, perception of organizational justice is negatively impacted by gender discrimination, which refers to different treatment based on gender (Jepsen and Rodwell, 2010). This discrimination can lead to preliminary discrimination in job opportunities and disproportional salaries between male and female employees despite the same levels of work (Escott, 2008). Addressing gender-based inequality is crucial for promoting gender equality and fostering a more inclusive and equitable workplace (Alparslan et al., 2015).

Organizational justice is crucial for local personnel in public administration as a human resources application (Işık, 2020). Employees can evaluate themselves against others, such as females over males, in terms of workload, authority, responsibility, rewards, and sanctions, regardless of their organization (Işık, 2020).

⁴ e.g. restrictions on working life, domestic/work life balance etc.

⁵ According to the definition of Turkish Grand National Assembly, metropolitan municipalities cover at least three district or first-tier municipalities and provide coordination between these municipalities; while fulfilling the duties and responsibilities given by the laws, using the authorities. They are considered as public legal entities that have administrative and financial autonomy and whose decision-making body is elected by the voters.

Negative evaluations can lead to lower job satisfaction, internal conflict, and informal sabotaging actions, such as slowing down or interfering with work completion (Işık, 2020; Ajala and Bolarinwa, 2015).

Moreover, Istanbul Metropolitan Municipality (IMM) is selected as the unit of analysis for this research study. Firstly, due to Istanbul's dense population of 16 million with an equal distribution of female and male citizens would be considered as a representative sample. As it is mentioned in IMM's Strategic Plan (2020-2024), it is a metropolitan city located at the intersection of Europe and Asia which has hosted different cultures for centuries and been the capital of three different empires. It has a unique heritage with its 10,000 years of cultural richness. Similarly, Istanbul is still considered as the city where most of the minority community⁶ resides (Republic of Türkiye Ministry of Foreign Affairs, 2008).

In 2019, IMM was transferred to the CHP⁷ (Republican People's Party) after 25 years of AKP's⁸ (Justice and Development Party) rule (Yılmaz and Karakaş, 2019). This marked a significant milestone as AKP demonstrated a competitive authoritarian regime in Istanbul, the nation's economic hub and a major source of clientelist relations (Esen and Gümüşçü, 2020). The IMM has since implemented its own local vision and policies, focusing more on gender and human rights than in the previous administration, according to the IMM Strategic Plan, 2020-2024. For instance, number of female managers in Istanbul Metropolitan Municipality increased approximately threefold, from 50 to 142 where share of female managers in total increased from 11.5% to %26.1 (IPA, 2020). Total number of women working in IMM increased by 1817 women from 11.772 to 13.580 (IPA, 2020).

⁶ According to the report prepared by the Ministry of Foreign Affairs (year), there are 60.000 Armenians, 25.000 Jews, and 3000-4000 Greek residents who reside in Türkiye.

⁷ According to PolitPro (2023); CHP is a republican, secular, and social democratic political party. The administration supports individual liberties and civil rights while highlighting the need to keep politics and religion apart.

⁸ AKP supports traditional and Islamic conservatism. The party highlights family values and pushes for Islam to play a bigger role in Turkish society.

Likewise, female demographics in Türkiye are significant, accounting for half of the population. The Address Based Population Registration System (ADNKS) shows that 49.9% of the population is women, while 50.1% is men. The household labor force survey shows that 28% of women and 62.8% of men are in the labor force. Women are mostly responsible for housework, childcare, laundry, dishwashing, cooking, and daily tidying, while men pay monthly bills and perform minor maintenance (Family Structure Research, 2021). This unequal gender division of labor is a significant obstacle to women pursuing careers, including domestic tasks and paid work.

Men, on the other hand, do not contribute enough at home to support women. Women will have to bear the consequences of bearing both work and family responsibilities, and they will pay a higher price for navigating the adjustments required to balance work and family until household duties are acknowledged as a family matter (Spain and Bianchi, 1996)

The Research

The overall objective of this study is to reveal the potential nexus between gender, local government and organizational justice. It aims to shed light on this issue by evaluating gender sensitivity, data-drivenness and inclusiveness in local structures of IMM. I aim to discover if the well-functioning of a gender-sensitive local government is nourished by how it is performing according to organizational justice notions. Likewise, I hope to discover a three-dimensional relationship between these concepts which would pave the way evaluating organizational justice within and outside of the local government. By placing IMM to the center of this study, following main and sub research questions were introduced:

Is there a nexus between gender, local governments and notions of organizational justice? If so, how can this nexus be explained at administrative level in local governance through:

- Gender-sensitivity?
- Data-drivenness?
- Inclusive service provision?

This dissertation consists of six chapters. The review of literature consists of theories and arguments which are formed on public administration, intersections among UN, gender equality and local governments, gender inequality in Türkiye and organizational justice notions. The research design and methodology chapter provides detailed explanations on methods used for conducting the research including epistemology and ontology, sampling strategy, elements of the primary data analysis, interviews and participants, reflexivity and positionality, ethical considerations and thematic analysis. Similarly, presentation and discussion of findings section harmonizes outcomes of interviews and primary data analysis which were brought together under gender-sensitive and data-driven local government and inclusive service provision. The conclusion chapter sums up the research findings and reveals answers and explanations to my research question and objectives. Lastly, implications for practice and further research are explored.

Review of the Literature

As discussed in the previous chapter, research questions were proposed to reveal possible connections between gender, local government, and organizational justice notions. The specific areas to be evaluated are gender sensitivity, data-drivenness, and inclusiveness of women in service provision in local government structures. Similarly, gender sensitivity at the local government level cannot be separated from providing services to women who have different needs (e.g., disadvantaged, elderly, etc.). A literature review has been conducted on public administration, local government, and women; gender equality, local governments, and the United Nations; Turkish context from both national and local levels, and organizational justice as part of the social justice phenomenon.

Public Administration, Local Government and Women

According to Simon et al. (1966), public administration primarily concerns the organization of public services or public power (Giritli,1983). This includes the behavior of individuals and groups that are involved in the state and its affiliated institutions, as well as its bureaucratic mechanisms (Yılmaz and Telsaç, 2021). For this reason, public administration can also be defined as the executive branch of government within a state (Rosenbloom et al., 2021) and refers to the provision of government at different levels⁹ (Basu, 2012).

The fact that public administration is the state's outreach to the populace is one of the essential characteristics of local governments (Parlak, 2022). Local governments, the city, and citizens are closely related concepts where the lives of citizens are daily affected by local service provision (Abyari et al., 2016). Municipalities, acting on behalf of local government, are considered public administration entities that have the greatest direct impact on citizens' lives (AKADEMİ, 2018).

⁹ Local, federal or regional

Similarly, municipalities that involve citizens without gender discrimination in their decision-making processes make better decisions to deliver higher-quality services (LGA, 2023). Furthermore, the UNDP report 'Gender Equality in public administration' (2014) acknowledges that public administration is not utilizing the full potential of a nation's workforce, capacity, and creativity without the inclusion of women. Generally speaking, women make up more than half of the population and for this reason, equal participation in public administration can significantly affect women's economic empowerment because it is a major employer in many countries.

Regarding public service, women city managers are generally more dedicated to public services, according to Fox and Schuhmann (1999). Community and citizen welfare were cited by women managers more frequently than by men as the main goals of their local development agenda programs (Aryani et al., 2023). In terms of women's representation in public administration, better public goods delivery has resulted from an increase in female political representation (Hessami and da Fonseca, 2020).

Research shows that increased women's representation in local government has a positive impact on transparency and social inclusion (Araujo and Tejedo-Romero, 2017). In developing nations, female legislators increase public spending allocation and advance economic welfare (Tusalem, 2022). Female mayors promote greater public involvement, communication, and input compared to male mayors (Prihatini, 2021; Rodríguez-García, 2014). They are more likely to construct public health facilities and support institutional delivery, antenatal care, and vaccination, which improve health service outcomes (Bhalotra and Clots-Figueras, 2014).

Women's representation in decision-making bodies can help change laws, policies, service delivery, cultural attitudes, and social norms over time, enhancing women's agency (Asian Development Bank, 2014). However, women's participation in local politics and service design is often discouraged and constrained by discriminatory practices, social conventions, and cultural conceptions (World Bank, 2011). To ensure equal rights and opportunities for women in all areas of social life and empowerment, their participation in local decision-making mechanisms is essential for generating egalitarian and inclusive local policies (KA.DER, 2021). Equal representation in the employment of deputy mayors, directors, and staff would enrich the sustainability of inclusion within organizational structures (UN Women, 2022).

United Nations (UN), Gender Equality, and Local Governments

The UN 2030 Agenda for Sustainable Development Goals (SDGs) aims to end discrimination against women and girls, with SDG target 5.5 focusing on women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life (UNDP, p.3, 2023). However, 13% of metrics gauging women's participation in political decision-making are still "very distant" from the SDG 5 targets, 15% are "far from the target," and over a quarter are "far or very far" from the 2030 goals (UN Women, pp.12, 2023). To speed up progress, immediate action is required, especially in local decision-making. By 2030, gender equality will not be achieved unless more is done on a global scale, especially regarding local decision-making (UN Women, 2022).

As one of the barriers put against the gender equality, the COVID-19 pandemic has negatively impacted women's jobs 1.8 times more than men's, disproportionately due to the increased burden of unpaid care. This gender gap is exacerbated by female employees in local government dealing with the stress of caring for children and family members while providing essential local services, as noted by McKinsey (2020). This has led to a larger effect on gender equality worldwide (Close the Gap, 2020). Thus economic inclusion is crucial for reducing poverty, fostering economic growth, and creating resilient communities (LGA, 2023).

Encouraging everyone, especially women, to reach their full potential in local government work, regardless of age, disability, gender reassignment, marriage, pregnancy, race, religion, sex, sexual orientation, caring responsibilities, or "children in care," is essential for reaching the inclusive dimension of the economy (LGA, 2023). This can be done by revealing the possible advantages of diversity which have been extensively discussed in the literature (Cox and Blake, 1991; Herriot and Pemberton, 1996; Mazur, 2013). Involving both men and women in local government decision-making broadens perspectives, fosters innovation and creativity, diversifies the pool of skills and competencies, lessens conflicts, enhances the decision-making process, and may better represent the interests of various shareholders (Rose, 2007).

Profeta (2017) also asserts that female leadership in the decision-making process enhances diversity by enabling better handling of personal relationships, attention to needs, conflict prevention and resolution, sharing opinions, and diligent feedback. This makes municipal bodies, particularly local governments, crucial in achieving global gender equality targets, as women are more willing to share opinions and work towards agreements (UN Women, 2022).

Gender (In)equality in Türkiye at National and Local Government Levels

National Level

Türkiye has shown improvement in gender equality prospects over the past few decades, but its current state is far from ideal (CEID and UNDP, 2022). Turkey ranks 54th on the Human Index of Development (HDI), with persistent and large gender disparities. The gender social norms index shows a downward trend, with a rise in the proportion of persons with at least one and up to two biases for both men and women between 2005-2009 and 2010-2014. Türkiye is considered in the bottom three countries in Eurasia and Central Asia, with a 14.9% point disparity in parity between the highest and lowest ranking nations. It is estimated that it will take 167 years for gender parity to be achieved in the region at the current rate of progress (Global Gender Gap Report, 2022).

Likewise, Türkiye has been working on reforms to integrate gender equality into its national legal framework, but has not yet fully aligned with the European Standard of Gender Equality (ESGE) (Scotti and Roma, 2021). As a recognized EU candidate since 1999, Türkiye has made progress in gender equality by adopting EU policies and norms into its justice and political system (European Commission, 2009). Civil and penal codes have been regulated to ensure gender equality within the family and non-discrimination based on gender (Albal, 2020). For example, the ratification of CEDAW (Convention on the Elimination of Discrimination against Women) by the UN in 1985 was an announcement to the international arena that Türkiye was eager to take adequate measures to accomplish the requirements of gender equality within the country.

In addition, new commissions, boards, and even ministries¹⁰ were established in the interest of equality for women. Turkish development plans which are prepared in every five years contain statements that emphasize healing the current position of women within the society through increasing female employment and participation in the labor force (9th Development Plan 2007-2013). For instance, 11th Development Plan of the Turkish Republic (2019-2023) aims to sustain gender equality in areas such as education, labor, and social life. However, these changes were top-down and did not involve the participation of independent campaigners and NGOs for women and gender equality (Bodur Ün, 2019). The plan also lacks a section for cooperation in gender-sensitive policy-making with related stake-holders such as NGOs who work/with women (Bodur Ün, 2019). This highlights the lack of popular discussion and grassroots struggle for gender-based advancements and legislation (Bodur Ün, 2019).

¹⁰ Equal Opportunities Commission for Women and Men”, “Advisory Board for Policies with regards to Women”, “KGSM (General Directorate on The Status of Women)”, “Ministry of Women and Family Affairs, which was replaced with “Ministry of Family and Social Policies”, “Advisory Board on the Status of Women”, and “The Equal Opportunities Commission” (European Commission, 2009).

Furthermore, the Istanbul Convention, part of the CEDAW structure, is the first legally binding document in Europe to prevent and combat violence against women and domestic abuse (Council of Europe, 2011). After being ratified by 45 countries and EU member states, Turkey has become the first and only country to withdraw from the convention in 2021 (CEDAW, 2021). The primary justification for revoking the convention is the discomfort caused by LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer/questioning, and Intersex) promotion in Turkish families (Yeni Şafak, 2021). Pro-Istanbul convention citizens argue that the protocol covers violence against women in the home, public sphere, workplaces, schools, police stations, prisons, and prohibits violence against employed women in organizations. The pro-Istanbul convention covers violence against women in various settings, including public sphere, workplaces, schools, and prisons (Sözcü Gazetesi, 2021).

Despite its implementation issues, the Convention is crucial for anyone¹¹ who is vulnerable to or at risk of domestic abuse, regardless of whether they live together (Council of Europe, 2021). It reiterates the state's obligations in preventing violence against women and outlines the steps that must be taken for the campaign to be effective (CEDAW, 2021). For instance, the Convention utilizes various measures to combat violence against vulnerable groups through various measures such as (Kadının İnsan Hakları Derneği¹², 2021):

- Urging everyone in society—including the media and the private sector—to spread the word about the fact that violence against women is a violation of human rights,
- Incorporating anti-discrimination and equality into school curricula and promoting early awareness of the dangers of violence,

¹¹ Women, children, the elderly and/or disabled, immigrants and refugees, and members of the LGBTI+ community (CEDAW, 2021)

¹² Women for Women's Human Rights Association

- Assisting with financial planning, housing, education, and employment search, as well as legal and psychological counseling services,
- Setting up 24-hour, multilingual hotlines that offer accessible, affordable, and emergency assistance for all violent cases across the country,
- Providing an adequate number of easily accessible shelters that offer victims of violence, particularly women and children, a safe place to stay,
- Establishing sexual assault crisis centers, which offer counseling, trauma support, and forensic and medical evaluations for victims of sexual assault.

Last but not least, it is worthy to consider speeches and language of state figures and pro-government organizations, such as KADEM¹³ on women and gender equality issues. For example, “gender justice” is a term used by the organization as an alternative to advocacy for gender equality (Ün, 2019). In 7th Congress on Gender Justice (2020), it was underlined the concept of “gender justice,” views men and women as equal who are “complementary to one another” on both ontological and legal levels. The pro-family discourses on gender were also prevalent by glorifying “motherhood”, “women as caregivers”, “reproduction”, and “maternal rules” (Bodur Ün, pp.839-844, 2019). By viewing women as just a component of the family and social order rather than as an individual, the state authorities’ perception of women deviates from notions of gender equality.

Local Level

In Türkiye, the fact that there are only 2 out of 30 female metropolitan mayors is thought-provoking (TESEV, 2017). The percentage of female members of metropolitan municipality assemblies, which is stuck around 10%, is another issue that one should be critical (TESEV, 2017).

¹³ Women and Democracy Association, is a non-governmental organization that advocates the principle of "equality in existence, justice in responsibility", working to build a safe society and a just future where women can live with dignity, since its establishment on March 8, 2013. It works to create a justice-centered discourse by producing viable and permanent solutions on issues concerning women's rights and the family. The organization holds strong ties with the governmental authorities including Turkish president and his daughter.

In terms of local governments research has mainly focused on challenges that women and so-called marginalized communities face in daily routines. In a brief report published by Kadın Koalisyonu¹⁴ in 2021, a detailed desk-research integrated with telephone and online interviewing was conducted among selected district and metropolitan municipalities of Türkiye in order to diagnose problems that women and other 'left behind' groups have faced during COVID-19.

For example, the report indicated that it was unclear from the responses from the municipalities that currently have a hotline in place to prevent violence against women if there was a specific regulation in place for the global epidemic process. It was discovered that, contrary to what they had claimed, their guesthouses and/or shelters accommodated homeless women during the global pandemic. This service, however, was only available while the curfew was in effect. However, women who are exposed to or at risk of experiencing violence should stay in shelters whereas these facilities are used by the homeless.

A study by Kaşıkırık (2023) reveals that only seven metropolitan municipalities, including IMM, have included gender equality in their strategic plans. Tekirdağ Metropolitan Municipality has the highest female employee rate at 28%. Furthermore, IMM has launched a "Local Equality Action Plan" for 2021-2024, focusing on accessibility, fairness, and inclusivity. The municipality's strategic goals for 2020-2024 include creating a sharing city, meeting social needs in an equal and inclusive way, and improving services for social groups without equal rights (IMM Strategic Plan, pp.18, 2020-2024). The study highlights the growing issue of gender inequality, leading to a prioritization of services for women and families (Kaşıkırık, 2023).

¹⁴ Woman Coalition

It is also worthy to consider IMM's stance on female employment. According to Activity Report of 2022, "100 Women Software Experts Training Program Project"¹⁵ and "City Restaurant Project"¹⁶ which have created new employment opportunities for women. It is crucial to see tangible results and examples from local governments through a well-prepared frame which would allow anyone to assess municipal processes objectively. In line with this understanding, 'Inclusive Municipality Governance Scorecard' was developed to evaluate female staff and citizens in local government settings (AKADEMİ and KA.DER, 2019). The methodological approach is quantitative, identifying women's position in municipal processes to understand gender inequality and local governance dynamics.

The scorecard is based on three dimensions: local government processes¹⁷, good governance principles¹⁸ and learning cycle¹⁹ (AKADEMİ and KA.DER, 2019). In another study 'Metropolitan Municipality Governance Scorecard' which examines the structure and operation of 30 metropolitan municipalities in Türkiye, set of criteria was designed to gauge performance and compliance with good governance principles (AKADEMİ, 2022). The results show that half of these municipalities did not take any action to promote women's equality, while 19 out of 30 have carried out activities to prevent violence and abuse against women. Only 11 metropolitan municipalities have their own 'Local Equality Action Plans' or are in preparation. The research aims to create a learning environment for metropolitan municipalities through analyzing outcomes and allocating resources for further development (AKADEMİ, 2022).

¹⁵ The restaurant was formed to significantly support IMM by increasing the number of women employed in the software industry and bringing in qualified software experts. Candidates would be hired through regional employment offices. There are 50 hours of career training and 450 hours of academic instruction offered within the municipality.

¹⁶ For the sake of providing reasonably priced, healthful food to students, minimum wage workers, and tradespeople, the all-female was put into action. City Restaurants, which solely hire female staff, have made a substantial contribution to the employment of women. Citizens are served a variety of meals that are prepared by skilled chefs in the hygienic kitchens of the Logistics Support Center. As of 2022, 45 employees in 5 locations had served a total of 258,616 citizens (IMM Activity Report, 2022).

¹⁷ Decision-making, resource usage, provision of services and organizational operations (AKADEMİ and KA.DER, 2019).

¹⁸ Consistency, Responsibility and Sensitivity, Accountability, Fairness and Inclusiveness, Transparency, Effectiveness and efficiency, Representation and Participation (AKADEMİ, 2022)

¹⁹ Structure, application and integration and measurement and learning (AKADEMİ and KA.DER, 2019).

Despite few noteworthy developments in equality for women at local level, there is still a specific gender gap that needs to be closed in addition to legislation to enhance the representation of women in local governments. Examining awareness is important, but it's also equally important to look at how services for women have evolved because of the rise in representation through local governance and organizational justice. It would be crucial for local governments to include the voice of women in their decision-making process. Such an inclusive mechanism would be transformative which would disclose who really matters when it comes to organizational deficits and development areas.

Organizational Justice and Female Employees

Social justice theories have been instrumental in defining the qualities of just societies. Rawls (1999) emphasizes the importance of a well-intentioned state to properly divide fundamental rights and obligations among citizens, aiming to provide the fairest outcome without considering social or natural causes. However, feminist opponents of Rawls have questioned the legitimacy of the family structure as it exists today, particularly the gendered division of labor (Schouten, 2019). This issue is deeply connected to how families are organized and how childcare is funded, which can be observed in most societies worldwide (Okin, 1989).

For instance, participation of women in political arenas is hampered by both legal and informal hurdles, with one of the biggest roadblocks being gender stereotypes and the societal and personal expectations, attitudes, and actions they give rise to (NED, 2020). These patriarchal gender norms have made it so that women are still marginalized in political discourse and excluded from democratic political institutions (UNFPA, 2014). They are also coerced to be in that inferior position since they are not given voice for expressing their views and stances due to cultural or symbolic injustice (Fraser, 2010). Likewise, gender differences influence perceptions of fairness, with women generally less unhappy with unfair compensation than men (Pfeifer and Stephan, 2018).

Men and women may view justice differently, react to injustice differently, or both perceive justice differently and react to it differently (Jepsen and Rodwell, 2010). Women may make selective comparisons with others, using an underpaid woman as a reference (Major and Forcey, 1985).

As the main concern for this study, it is crucial to dive into the term organizational justice which is mostly used as equivalent to perception of fairness in the workplace that encompasses a range of organizational attributes such as performance management policies, procedures, and employee perceptions (Colquitt, 2012). Numerous research publications have included perceptions of female and male employees within their workplaces (Greenberg, 2012).

The common outcomes among these studies were the struggles that women experience due to stereotypes placed on them. However, little research has been done on the factors that affect government employees' perceptions of organizational justice at work, such as the association between years of government service (public service) and perceived organizational justice (Butitova, 2018).

A very few academics, for instance, have studied perceived organizational justice in government level, federal level (Hassan, 2013; Noblet and Rodwell, 2008), state level (De Schrijver et al., 2010; Francis and Barling, 2005; Kouvonen et al., 2008; Marmot and Ajala, 2012), and international context (Cho and Sai, 2012; Choi, 2010; Choi and Rainey, 2013; Lavena, 2014; Rubin, 2011). Research on organizational justice in local governments is also few to be found in the literature (Paredes, 2022). Perceived organizational justice is, nevertheless, conceptualized in many studies as a predictor of various organizational outcomes, such as expectations of career development and job satisfaction (Cho and Sai, 2012), whistleblowing (Lavena, 2014), and turnover intentions and job involvement (Hassan, 2013; Choi, 2010).

This study aims to contribute to this gap through connecting perceptions of female employees in a local government setting for further exploration. Although it is relatively more difficult to encounter studies that focus on perceived organizational justice in government settings, it is important to comprehend notions of organizational justice to understand perception of fairness within organizations. Distributive justice refers to how people view their own treatment, or more generally, how they believe an allocation to be fair (Kaufman, 2012). In the context of organizations, it enables staff to compare themselves to one another on behalf of salary, working hours and conditions (Hunt, 2021).

Procedural justice, on the other hand, paves the way for understanding whether staff is given a voice in the decision-making process which would promote correctability of wrong decisions taken by the top managers and business ethics (Leventhal et al., 1980). The degree to which the dynamics of the decision-making process are thought to be fair is the core understanding of this phenomenon (Mete and Serin, 2014). For example, research shows that women tend to view organizational experiences more through the lens of procedural justice, while men's views of distributive justice are more strongly correlated with fairness of outcomes (Jepsen and Rodwell, 2010). Women prioritize group welfare over men's concerns for defending their interests (Leventhal and Lane, 1970)., and self-employed women tend to pay themselves less than men, according to research on the effects of gender on organizational justice (Sweeney and McFarlin, 1997).

Along with procedures, informational/interactional justice (interpersonal justice) that focuses on personal treatment of the staff whether they are treated with respect, honesty, and trust (Blunt, 2021) is an indicator to unpack organizational capabilities (Colquitt, 2012). In an earlier study conducted by Ragins and Sundstrom (1989), it was revealed that women's ambitions may rise when they see visible role models of women in top management. This is not because the exemplars encourage individual women to set higher goals for their careers, but rather because their presence begins to alter the traditional gender schematic understanding of status and power (Sealy and Singh, 2006).

In organizations lacking senior female models, female managers tend to invest more time and energy in figuring out how they should act and carry themselves at the office (Sheppards, 1989). Since neither men nor women value femininity, leadership and management philosophies are self-perpetuating in their masculinity (Schein et al., 1996). This might be the reason why male employees believe procedural justice and informational/interactional justice to be more fair than those of their female counterparts as they are in a highly privileged position in the workplace (Olowookere et al., 2020). When it comes to the perceptions of government employees age, education, and organizational tenure are among the basic demographic characteristics that have been included in the majority of previous studies, it is important to note that these are frequently treated as control variables and have not received enough attention as a result (Butitova, 2018).

On the other hand, regarding local level, there have been numerous cases worldwide where local government personnel have developed resentment towards managers and supervisors for how they handle situations involving inappropriate outcomes (distributive justice), improper allocation procedures (procedural justice), and inappropriate treatment of employees by authority figures (interactional justice) which has caused psychological distress for the workers (Ajala and Bolarinwa, 2015).

Research Design and Methodology

This chapter provides an overview of the philosophical and methodological underpinnings, and research methods which are used in this study. It gives details about the study's participants, including who they were, what their backgrounds were, and how the sampling strategy was chosen. I aim to discuss this study's goal and the factors that led to the selection of the research design. The methods utilized to carry out this investigation are also presented, along with a description of data was collected. I also cover methods which are utilized to analyze the data. I intended to find answers to my main research questions and objectives which focus on possible linkages among local government, organizational justice notions and gender. Finally, the process' ethical considerations are explored.

Epistemology and Ontology

This research is shaped by the feminist standpoint theory/epistemology. The main goals of feminist standpoint epistemology are to challenge researchers to (1) perceive and comprehend the world from the perspective of oppressed women and their experiences, and (2) use this understanding to advance social activism and bring about social change (Brooks, 2007). It is both a theory of knowledge formation and a research methodology—a strategy for knowledge construction and an appeal for political action (Brooks, 2007).

As it sets the path for placing women and their experiences at the center of social research, the historical trend of women's misrepresentation and exclusion from prevailing knowledge canons will eventually be corrected (Crasnow, 2019). In other words, by applying the notions of feminist standpoint theory to research, I aim to contribute to the gap in the literature by studying organizational justice in a local government setting through placing women at the center of my research.

In order to achieve this goal, (a) I brought together the potential nexus among local government structures, organizational justice notions and gender in order to portray the world in terms of local interests of Istanbul women (b) reveal issues and development areas that they experience and (c) apply theory to practice by utilizing certain tools to contribute to the literature gap on organizational justice in governmental level with an emphasis on women.

Likewise, both quantitative and qualitative methods have informed this dissertation from a feminist approach. The main reason why feminist approach was selected for this research lies in its adoption of critical viewpoints towards dominant intellectual traditions that have previously overlooked and/or defended the oppression of women (Acker et al., 1983). It aims to highlight perspectives that are frequently ignored in knowledge creation and local policy making and women who engage in critical reflection on how decisions may be taken more effectively (Lykes and Hershberg, 2012). According to Acker, et al. (1983), Fonow and Cook (2005), feminist research is dedicated to improving the status of women and is concerned with concerns of social justice and larger social transformation. The overall purpose of the feminist approach is to generate awareness that is valuable for advancing gender justice locally, draw attention to women's subordination, and social inequality that they have been experiencing at local level.

According to Harding (1987), feminist methodology is a notion of research as opposed to a particular technique or method for data collection. By focusing on women's experiences, conducting research on women, and including reflexivity into the process of knowledge creation, Harding establishes these three key characteristics of a feminist methodology. In line with this understanding, I aim to centralize women's experiences in both methods that I chose for this research as well which are primary data analysis and elite/expert interviews. Although I used feminist standpoint epistemology in my research design, I find it important to acknowledge that the expert that I chose for my study was male which will be explained in detail in the following chapters.

Likewise it is evident that research methods such as censuses, labour force surveys, demographic and health surveys, among other traditional data collection techniques, have drawbacks that must be resolved before a feminist approach to data is feasible. These sources can have important data gaps due to a lack of inclusivity and design biases (Lykes and Hershberg, 2012). The wording and method of asking survey questions are rife with gender bias and inequalities within households can be missed by data collected at the household level (Cerrato and Cifre, 2018). Because marginalized or oppressed groups are frequently not counted, women who are most at risk go completely unaccounted for. To ensure equitable data gathering, these issues with traditional sources and methodologies need to be addressed (Glowacki, 2021).

For this reason, I found it adequate to conduct my authentic primary data analysis on a previously held study: “Inclusive Municipality Governance Scorecard” (2019) that consists of inclusion based indicators to measure the status of women at local level. With the insights that I gathered from this analysis, I took one step further by conducting interviews with one elite and expert. By doing so relationship between power, epistemology, and methodology is transparent and made explicit in feminist research which advance the examination of power in the research process by arguing that the power dynamic between the researcher and elite informant not only shapes the interview process but also defines how knowledge is created (Ruan, 2020).

Methodology

Primary Data Analysis of the Scorecard

Primary data analysis of “Inclusive Municipality Governance Scorecard” (2019) allowed me to comprehend the approach towards female staff as well as citizens through municipal processes and strategies. The criteria²⁰ of ‘Inclusive Municipality Governance Scorecard’ (AKADEMÍ and KA.DER, 2019) which prepared the basis for this research were taken as a type of handbook in understanding notions of gender in local government settings.

²⁰ Please see Appendix for reviewing all details of the criteria

It is considered as a good evaluative tool through numerous reasons. The scorecard includes tangible and clearly defined indicators. It makes it possible to concentrate on and judge in light of data. Based on metrics, each section emphasizes the gender perspective in the municipality's overall structure, operation, and activities.

The range of the indicators covers processes including political representation in local government, assuming office in a bureaucratic structure, creating policies, providing services, and monitoring and evaluating results. Secondly, this scorecard is accessible for anyone who is interested in the performance of the local area that they live in. By utilizing the scorecard indicators, any female citizen can examine any municipality in terms of representation, participation, transparency, justice, and other values, have their own opinion, and contribute to well-doing of that given local government unit. This is critical in terms of highlighting the importance of data democratization and open data which paves the way encouraging citizens, governments, and organizations to actively collaborate in order to promote the value of reusing data (Espinosa et al., 2014).

In this way, female citizens can be part of a continuous process of transferring data ownership to enable digital data access to comprehend, find, access, use, interact, and share appropriate data which would foster accountability, cooperation, taking accurate and efficient decisions in the context of local governments (Samarasinghe and Lokuge, 2023). The data gathering phase is created with a user-friendly approach in order to accomplish this advancement process.

Any stakeholder or citizen can gather data and information from the documents and reports (strategic plan, financial performance program, annual report, etc.) that are available on the websites of municipalities using the Internet and can then base evaluations on them. Every woman citizen also has the right to understand how local governments operate and what they do as voters, taxpayers, and recipients of services. This is also supported by current laws (Right to Information Act, 2003). Bearing in mind the content of the law, I generated by own scorecard through evaluating notions of local governance and organizational justice.

The open sources of Istanbul Metropolitan Municipality (IMM) were evaluated through categories of local government processes, good governance principles and learning cycle. I found it reasonable to add tenets of organizational justice (procedural, distributive, informational/interactional justice) to these categories in order to reveal possible linkages between organizational justice, gender and local government. By applying the criteria of the scorecard on official reports, IMM's local structures were analyzed and evaluated by a dichotomous scoring (0 and 1) for each criterion. The rationale behind this scoring technique was to reveal concrete and only fact-based results which would prevent subjective arguments to be made. Similarly, I used the scorecard as my own evaluative checklist and created an authentic scorecard of IMM.

As part of the rationale of this research study, relationship between organizational justice and local government processes is proposed as follows:

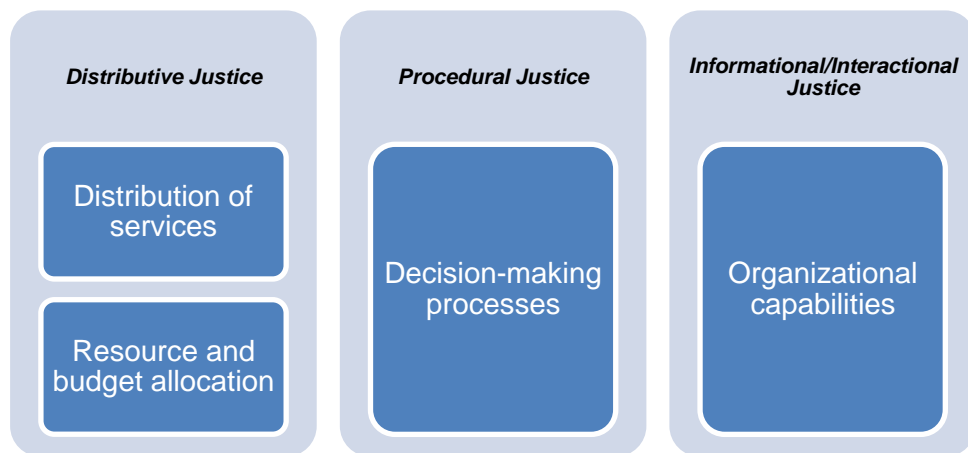


Figure I: Explanation of the Primary Analysis

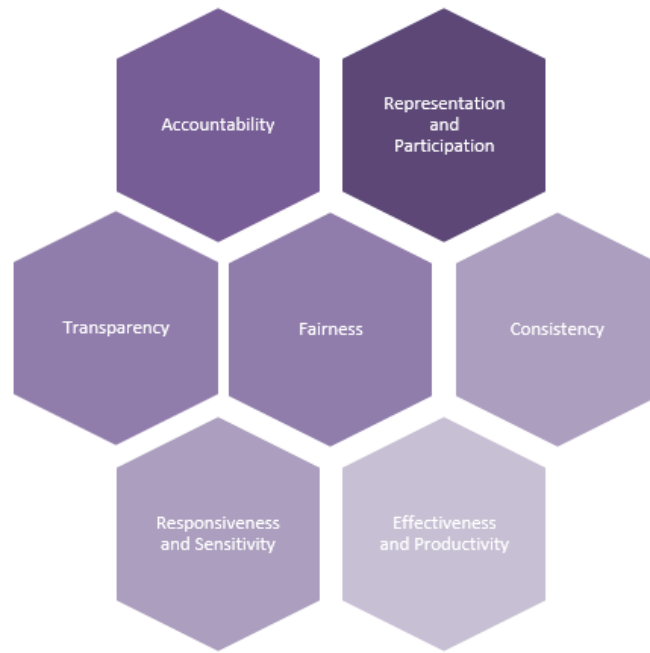


Figure II: Good Governance Principles

According to Argüden (2011), these good governance principles are universal regardless of an organization's size, complexity, or jurisdiction. In order for these principles to be applied among local governments it is important to understand that they go beyond personal interests and call for taking into account the interests of future generations. Similarly, foundations for establishing the rules of engagement for good governance are in place if the stakeholders at all these levels (local, national and global) are motivated by the same values of having an open mind for continuous learning, an open heart for responsibility; a quest for the efficient use of resources for value creation; as well as accountability, consistency, transparency, and fairness for building trust. These values would pave the way for the stakeholders, both citizens and local government authorities to shape the future.

The Implementation of Measuring and Learning Cycle of Municipalities:

- Establishment of a local government structure in line with good governance principles
- Effective and consistent implementation of the good governance principles set in the structure
- Measurement of each implementation, and assessment of the results with a view to understand the stance regarding organizational justice nurtured by good governance principles.

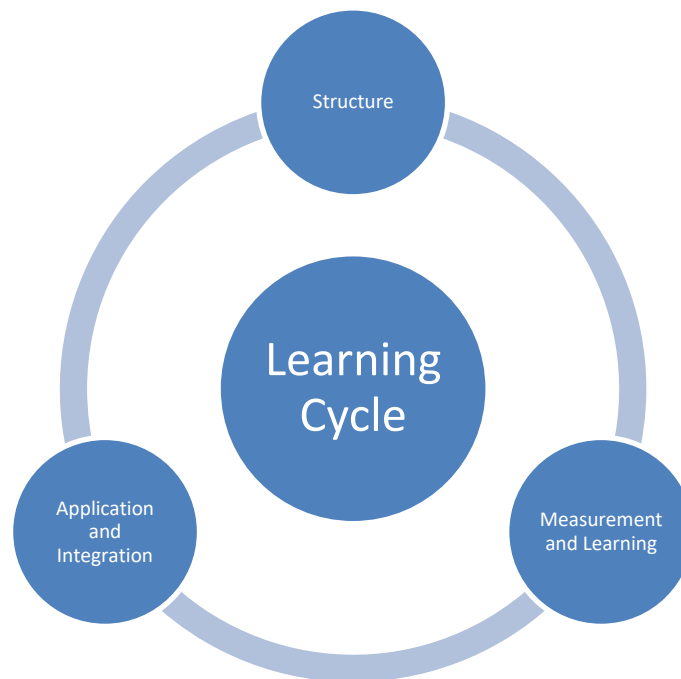


Figure III: Learning Cycle

ORGANIZATIONAL JUSTICE	GOVERNANCE PRINCIPLES	PROCESS	LEARNING CYCLE	NO	CRITERIA
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	19	The Municipality includes the City Council Women's Assembly in the strategic plan preparation process.
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	20	The Municipality City Council evaluates the proposals of the Women's Council and reflects them on the strategic plan.
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	21	The municipality publishes the representation characteristics (disabled, poor, etc.) and the list of women's non-governmental organizations whose opinions are taken while creating the strategic plan.
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	22	The Municipal Council publishes the report/opinion containing the gender sensitive impact assessment on the relevant agenda issues at the monthly council meetings of the Gender/Gender Equality Commission.
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	23	There is a Gender/Gender Equality Unit in the municipality.
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	24	There are strategic forums for the Gender/Gender Equality Unit in the municipality.
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	25	The Municipality publishes the strategic objectives of the Gender/Gender Equality Unit on its website.
Distributive Justice	Representation and Participation	Resource Usage	Structure	26	The City Council has a decision or policy to provide gender-sensitive services.
Distributive Justice	Representation and Participation	Resource Usage	Application and Integration	27	The municipality invites women to the budgeting process.
Distributive Justice	Representation and Participation	Resource Usage	Measurement and Learning	28	The City Council's decision or policy for gender-sensitive services is being
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	29	The City Council has a decision or policy to provide gender-sensitive services.
Distributive Justice	Representation and Participation	Provision of Services	Structure	30	The municipality has a Local Equality Action Plan.
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	31	The City Council's decision or policy for gender-sensitive services is being
Distributive Justice	Representation and Participation	Provision of Services	Application and Integration	32	The Municipality prepares the Local Equality Action Plan together with local stakeholders (public institutions, women's organizations, universities and NGOs).
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	33	Information on the implementation of the City Council's gender-sensitive service decision or policy is published on the website.
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	34	The municipality publishes the implementation results of the Local Equality Action Plan
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Structure	35	The municipality holds regular consultation meetings to identify the needs and priorities of women non-governmental organizations and women citizens.
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Structure	36	The municipality holds regular (monthly) consultation meetings with the neighborhood headpeople to learn about the needs and demands of female citizens.
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Structure	37	The municipality receives the opinions and suggestions of female citizens regarding the services it provides at least once a year.
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Application and Integration	38	The municipality records the meeting decisions for consultation with women's non-
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	39	(monthly) consultation meetings with the neighborhood headpeople.
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	40	The municipality organizes a satisfaction survey for female citizens at least once a year.
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	41	The municipality publishes the number and decisions of its regular consultation meetings with women's non-governmental organizations every year.
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	42	The municipality publishes its activities, which it conducts in connection with the consultation meetings it holds with the neighborhood headpeople on a regular basis
Procedural Justice	Fairness	Decision-Making	Structure	43	In the municipality's strategic plan, activities aimed at prevention (awareness, empowerment, etc.) have been determined for women.
Procedural Justice	Fairness	Decision-Making	Structure	44	In the municipality's strategic plan, activities aimed at protecting women (shelter, combating domestic violence, etc.) have been determined.
Procedural Justice	Fairness	Decision-Making	Structure	45	The municipality has determined activities for poor women in its strategic plan.
Procedural Justice	Fairness	Decision-Making	Structure	46	In the strategic plan of the municipality, activities for nursery / nursery or similar care have been determined for mothers.

Figure IV: An Overview of My Scorecard

This figure represents how I associated notions of organizational justice (1st Column) with the criteria of ‘Inclusive Municipality Governance Scorecard’ (2019) which can be seen in Columns 2 (Governance) 3 (Local Processes) 4 (Learning Cycle) and 6 (Criterion). To give an example, let’s analyze the 23rd criterion (see 5th Column; NO 23): “There is a Gender or Gender Equality unit in the municipality”. It is affiliated with the principle of representation and participation since the existence of the unit would hypothetically enable integrating different voices into local decision-making process.

As part of the learning cycle, the unit would prepare and publish annual reports and strategic plans which would allow measuring its activities and learning from the evaluations. Likewise, procedural justice includes all of these notions as it opens the door to determining if stakeholders have a say in decisions made, whether information is shared consistently, whether local authorities can be held accountable for the decisions they make, and whether their actions are moral (Leventhal et al., 1980). It is important to take into account a potential link between procedural justice and the openness of local decision-making processes.

The other notions of organizational justice (distributive, informational/interactional) are linked with the same technique which are harmonized with the structure of the scorecard criteria.

As a complementary resource, ‘Metropolitan Municipality Governance Scorecard’ (AKADEMİ, 2022) is found to be important in evaluating metropolitan municipality governance and gender-sensitivity of IMM. The same scorecard methodology was also used in this publication with a metropolitan municipality unit of analysis. First of all, the relevant academic literature²¹ and international approaches were studied while generating metropolitan level of scorecards. Afterwards, the duties and jurisdictions of the metropolitan cities were defined so that the research could be conducted in a valid way for Turkish municipalities. By analyzing the relationship between the relevant laws, regulations and upper policy documents and good governance principles, it was evaluated which principle could be put into practice for metropolitan municipalities.

Methods

Semi-structured Interviews

By the help of the scorecard analysis, I shaped my interview structures in a way that I could touch upon the development areas in municipal settings on gender that were derived from the results. I wanted to explore more about the roots of these deficiencies which may not solely be clarified through scorecard methodology.

²¹ OECD. Cities for Citizens: Improving Metropolitan Governance. Paris: OECD Publishing, 2001. <https://doi.org/10.1787/9789264189843-en>.

OECD/European Commission. Cities in the World: A New Perspective on Urbanisation. Paris: OECD Publishing, 2020. <https://doi.org/10.1787/d0efcbda-en>.

UNDP. A User’s Guide to Measuring Local Governance. Oslo: UNDP Oslo Governance Center, 2015.

Value Reporting Foundation, Integrated Thinking Principles: Supporting Holistic Decision-Making, 2021.

World Economic Forum, Arup ve AlphaBeta. BiodiverCities by 2030: Transforming Cities’ Relationship with Nature. World Economic Forum: 2022. https://www3.weforum.org/docs/WEF_BiodiverCities_by_2030_2022.pdf.

It was necessary to dive into issues that concern gender perspective in the overall structure, operations, and activities of the municipality. Therefore, I decided to interview individuals who could provide me insights on gender in the local government and how these terms could be integrated to organizational justice notions. I recruited my interviewees according to previous professional practice network I am embedded in as part of purposive sampling. I aimed to use the outcome data into context by providing a more thorough understanding of what transpired in the field and why.

I found it useful to conduct face-to-face semi structured interviews (SSI's) which would provide some answers to my research questions based on a possible triangular nexus between local government, notions of organizational justice and gender. Due to their adaptability and versatility, SSI's were a preferred method for gathering qualitative data (Kallio et al., 2016). They have given me a thorough grasp of my research objectives and created a safe environment where the participants felt at-ease reflecting on his²² or her own personal experiences with me (Magaldi and Berler, 2020).

Unlike survey, which consists of structured and close-ended questions, SSI's contain few pre-written questions and give the interviewer the option to ask some of their own, unplanned questions (SmartSurvey, 2023). This can then facilitate a more natural flow of conversation, allowing the interviewer to delve deeper into specific themes or responses if they feel they could advance their research (SmartSurvey, 2023). Thanks to open-ended questions and improvised follow-up questions, I could allow for reciprocity with my research aims (Kallio et al. 2016).

²² I would like to emphasize that the main reason why I chose the male interviewee is due his experiences in improving conditions for women in local government structures. He has contributed to many publications and research studies on evaluating local government settings through a woman-friendly lens. Also, I have observed that he views women in accordance with their abilities and competence rather than making a so-called empowering propaganda on women.

On the other hand, it is critical to point out some of the disadvantages that face-to-face SSI's have which partially impacted my research study. Firstly, both respondents specifically wanted me to hold face-to-face interviews with them and this increased potential risks regarding the infection of coronavirus even though I took the adequate measures (e.g., wearing face mask, providing windows ventilation etc.). Furthermore, when high profile people are the researcher's study subjects, it may be difficult to set up an interview schedule in SSI because doing so sometimes calls for third party approval (Kakilla, 2021).

For example, I had to take confirmation from different local government departments to be able to conduct interview with the elite²³ person. It is also possible that the interviewees—in my example the local elite figure—might read the questions beforehand and prevent to capture spontaneous answers from the interviewee (Kakilla, 2021). I faced with this minor obstacle and had to send all interview questions to the respondent one month before our interview time.

By considering the optimum time interval of in-depth interviews I formulated 8 semi-structured questions²⁴ prior to research findings of the primary data analysis of the scorecard for exploring the proposed relationship between above-mentioned notions. With the use of the respondent's insights, local government structures, gender sensitivity in the municipality and the possible nexus of these phenomena to organizational justice were examined. As a result, the coding procedure for the raw data produced from interviews was examined in light of the theoretical framework and literature research.

²³ In this study, I define 'elite' as a local minister who ratifies and has final say before the mayor on policies and services related to empowerment of women and children, gender-sensitivity/equality, preventing violence against women, providing psychosocial and legal consultancy services to women who are exposed to violence and meeting their temporary shelter needs (IMM Strategic Plan, 2020-2024).

²⁴ Please see Appendix

Sampling

Considering the fact women are placed in the center of the research, their marginalized position at local level enabled me to “study up” high profile interviewees on issues which consist of gender and power dynamics (Breslin, 2022). Semi-structured interviewing 2 participants who were NGO founder governance expert and elite figure of a local authority was important in order to advance the research aims of this dissertation. For instance, Richard Roe has been providing consultancy to companies, organizations and individuals in the fields of management strategies, institutionalization, sustainability and governance.

Moreover, he has been actively involved in the foundation process of numerous women associations, foundations and NGO’s which operate in the field of education, private sector, economic and social policies, university graduates, and quality of management. This dissertation was enriched with his expertise on local governance and governments. The main reasons why I decided to interview him was due to his great expertise on local governance and local government structures and experience with working for/with women for a long time.

As being one of the contributors of Inclusive Municipality Governance Scorecard (AKADEMÍ and KA.DER, 2019), he has been organizing many training programs to ensure that women are more involved in decision-making mechanisms. In another research report he has expressed that “the current state of gender inequality and its detrimental effects on women are intolerable in terms of social responsibility and human rights” (AKADEMÍ and KA.DER, pp.7, 2019). In both research publications he has underlined the importance of more integrated and inclusive municipal strategic plans and budgets which would contribute to local democracy and active citizenship in addition to development.

Furthermore, in one of his speeches on why there is a need for more women being in boards, he expresses *“One of the main responsibilities of boards is to evaluate business related matters from different angles and perspectives. For this reason, to have diversity within board members actually enriches the functionality of boards which can be realized through having more female board members. I argue this not because I think we need to include them for the sake of including more women, but I sincerely believe that they have great potential to contribute values-added to boards by enriching the board management with their stances. Boards are not like nations therefore here I emphasize something different than well-representation of society. The presence of women in boards results in more effective board management due to their capabilities in multi-dimensional thinking. It is related to their competence.”* (YKKD, 2021).

Jane Doe has taken active role in working as social worker at local level for years and then become the last responsible person for ratifying local policies and services for women and children before mayor in IMM. She is closely affiliated with fields such as social affairs and participation, social aid and support, and protection of women and family. Likewise, her contributions to this dissertation were critical in terms of linking issues related to gender, organizational justice and municipal structures.

Thematic Analysis of Interviews

In integrating the scorecard analysis into my research methods, I structured my interview questions to align with the criteria and findings of the scorecard. Specifically, I focused on aspects such as efficiency, productivity, and decision-making processes, ensuring that the questions elicited relevant insights from the participants. The thematic analysis, guided by Braun & Clarke's (2006) approach, facilitated the interpretation of interview data, allowing me to identify patterns, codes, and themes. Likewise, utilization of the 'Inclusive Municipality Governance Scorecard' proved to be invaluable in exploring the intersection of gender equality, organizational justice, and local governance dynamics.

This structured framework enabled the systematic evaluation of various aspects of female participation and representation within municipal processes. By aligning interview questions and thematic analysis with the criteria and findings of the scorecard, a comprehensive understanding of gender dynamics in local governance settings was achieved. The quantitative nature of the scorecard facilitated the identification of key areas for improvement and provided a clear assessment of progress towards gender inclusivity objectives. Furthermore, the integration of scorecard data enriched the qualitative analysis, offering concrete insights into the effectiveness of gender-related initiatives and policies within the Istanbul Metropolitan Municipality and beyond. Through this integrated approach, the study not only contributed to academic discourse but also provided actionable recommendations for policymakers and practitioners striving to advance gender equality in local governance.

I benefited from applying thematic analysis to my interviews to interpret meanings within the answers of my interviewees. The practice of finding patterns, themes and codes in qualitative data is known as thematic analysis (Peterson, 2017). As it provides core skills that will be useful for conducting many other kinds of analysis. As a result, it differs from many qualitative techniques in that it is not constrained by a specific theoretical or epistemological stance (Peterson, 2017). I adopted the 6-step approach proposed by Braun & Clarke (2006) which should be considered as guidelines rather than as rigid, prescriptive rules.

Accordingly, I first familiarized myself with the data through re-listening recordings and re-writing themes. Then I generated my initial codes which constituted importance for my study. Afterwards, I reviewed my themes in relation to their relevance to the codes and overall dataset. Later, I defined and redefined all of my themes so that a story could be told by following themes. Finally, I created tables that were considered as the final product and report of my analysis.

I found this method as one of the most influential in the social sciences at least (Vaismoradi, Turunen, & Bonda, 2013), which provides a very clear and practical framework for conducting thematic analysis that seeks to find themes, or patterns in the data that are significant or interesting (Peterson, 2017).

Similarly, there are two levels of themes are semantic and latent, according to Braun & Clarke (2006). I preferred to generate semantic themes which are defined as “...within the explicit or surface meanings of the data and the analyst is not looking for anything beyond what a participant has said or what has been written” (Braun & Clarke, pp.13, 2006). I benefited from their six-phase guidance²⁵ that was a highly helpful framework for my analysis. The guidance is arranged in a logical sequential order, which is not a linear process that progresses through the phases. It was necessary for me to go back and forth between the phases as needed (Luckman, 2016). Likewise, it is critical to understand the six-phase process as a set of guidelines rather than strict rules that can be arbitrarily applied to suit the data and research questions (Braun and Clarke, 2006).

Ethical Considerations

The British Sociological Association Statement of Ethical Practice for the British Sociological Association (2017) was followed to ensure that data collected from participants were kept in protected manner, and physical, social and psychological well-being of research participants would not be adversely affected by the research. The participants were chosen in accordance with their position and expertise on either governance or organizational justice. The copy of two separate written and signed consent forms for the participants were collected and sent to my supervisor. The interviews were audio taped for transcription purposes. A digital recording device that is password protected (an I-phone) was used. The interviews were transcribed verbatim. Only myself and my supervisor had access to the data which is binding by informed consent of my interviewees.

²⁵ Please see Appendix section for details of my thematic analysis as well as six-phase guidance

The anonymity of the participants were guaranteed through changing their names to pseudonyms that were not similar to their real names. All identifiable information was stored in a separate file from the research data. In the reporting of the data, it was ensured that no identifiable characteristics of participants were included. The interviews were stored in my personal computer that is password protected. Audio files were uploaded to Onedrive on completion of the interview. A de-brief session was held for this purpose. I expect that the data may be used for further scientific and professional communication (e.g., publication/conference). Due to the small number of participants there was a small chance that participants could be identifiable. However, I took steps to ensure that no identifiable information was presented in the results (UK legislation, 2018; UKRIO, 2023)

Reflexivity and Positionality

I recognize that that this research study is subjective. Likewise, I am aware that as soon as I formulated my research question bias was introduced into the equation. As this research contains qualitative elements, while acknowledging the benefits and existence of subjectivity, I aimed to make an effort to examine or control my biases through reflexivity. Without identifying and comprehending my own worldviews and premises (paradigms) that underlie this qualitative research that support them, it is impossible to write in any meaningful way about the norms of subjectivity in qualitative research (Ponterotto, 2005).

My own values that affected the research process and procedures, and the language used to communicate the research processes and findings to audiences of the research can all be seen as falling under a paradigm (Ponterotto, 2005). In order to maintain self-awareness and be able to distinguish as clearly as possible between what comes from the participant and what comes from myself, reflexivity is described as an awareness of oneself (Rennie, 2004). This act of reflecting on the research process within the context of my positionality is characterized as reflexivity.

In order to engage in the reflexive process, I employed numerous techniques, such as “bracketing” my preexisting biases and keeping a self-reflective notebook (Stiles, 1997). By keeping my awareness of my own perspectives, I used techniques to distinguish my own experiences and values from those of the participants. Likewise, the feedback from the participants was a great method to determine whether I have successfully struck the right balance between the voices of the participants (subjectivity) and my own interpretation of the meaning (reflexivity) (Williams and Morrow, 2009). Lastly, I intended to guarantee the trustworthiness of my study by one external auditor who is my supervisor (Stronach et al., 2007). It is specifically important for qualitative research studies since forming a common terminology that all researchers can comprehend is critical (Williams and Morrow, 2009).

Unlike quantitative research, qualitative research does not contain numerical data which is a preference for natural science approach, and as having an objectivist conception of social reality (Bell et al., 2022). Instead it offers diverse, varying realities and pursues profound understandings that may not be explained through one single justification.

With regards to my positionality, I am a straight woman with an upper-middle class background and was raised in Istanbul, Türkiye where I have lived throughout my life. I come from a family where female members are valued and not discriminated against male members. I stand with the feminist approaches on the close relationship between patriarchy and religions. In contrast to more traditional Marxists, I agree with Simone De Beauvoir (1953) who sees religion as exploiting and oppressing women. Moreover, I also criticize socially constructed roles put on women such as nurturing, caring for others, and giving birth in numerous religious teachings from a diverse spectrum of religions (Simone de Beauvoir Studies, 2008). Although these roles are portrayed favorably and as being crucial, they actually serve to maintain societal gender stereotypes and patriarchal power systems.

As a woman from Türkiye, I have been critically thinking about the role of women in Turkish society for a long time. The right for women to vote in municipal elections began in 1930; the right to vote and be elected as head person began in 1933; and the right to vote and be elected as a deputy began in 1934 (Union of Turkish Bar Associations, 2016). Türkiye is one of the first countries which adopted laws and policies on women's suffrage as well as including women into social and political arenas (Women and Family Studies Practice and Research Center, 2019). However, it is thought-provoking to see current situation of Turkish women being treated as inferior to Turkish men in the sense that they constitute 33% of the labour force (TURKSTAT, 2021).

Moreover, it is critical to underline violence against women which is a tragedy as 266 women were killed in Türkiye in 2020 as a result of men's violence against women (UNFPA, 2022). These numbers demonstrate gravity of the problems of Türkiye which are considered as 'social abnormalities' from my side. They provoke me to write more about gender equality and social justice for women. I feel the obligation to raise my voice and draw attention to Turkish women's experiences of injustices. For this reason, I found it necessary to explore a potential nexus among organizational justice (as part of social justice), gender and local government which is not a common research topic found in the literature. I hope to touch upon a rarely studied research rationale and objective.

Presentation and Discussion of Findings

This section consists of themes generated through the results²⁶ of the scorecard analysis and interviews with the local elite figure and governance expert. I intended to find commonalities between these three sets of data in order to elucidate answers to my research questions and accomplish my research objectives. As a reminder, I would like to emphasize this study's main sub-research questions: Is there a nexus between gender, local governments and notions of organizational justice? If so, how can this nexus be explained at administrative level in local governance through:

- Gender-sensitivity?
- Data-drivenness?
- Inclusive service provision?

Through a combination of scorecard analysis and interviews, the results of this study have shed light on the nexus between organizational justice traits, gender, and local government. Discussions are had regarding the design's drawbacks, potential consequences, and the implications for how the findings should be interpreted. There are some suggestions for additional research at the end of this chapter.

Gender-sensitivity

The local government elite emphasizes that the labor of female metropolitan staff has become more visible by changing perceived notions of 'man's jobs' by recruiting women as machinists or officers cleaning the streets. Moreover, the local employment process has become more fair and transparent thanks to the intensive recruitment of female staff to IMM. Therefore, all the directorate's activities would carry out their activities from this point of view that sets a vision. In this sense, directorates become obliged to continue their activities in line with this vision. For example, there is equal representation between female and male members in all committees of the City Council as well (Istanbul City Council, 2022).

²⁶ Please see Appendix for scorecard results.

Regarding the inner processes of the municipality, scorecard results show that service standards have been determined in a gender-sensitive manner.

The municipality applies the “positive action” principle regarding gender equality in personnel recruitment. The “equal pay for equal work” policy between male and female employees is backed up by an egalitarian wage policy.

In addition, there are activities within the municipality to prevent gender discrimination, which are also published on the official website²⁷. Moreover, there is an institutional structure that coordinates all the work of the municipality on gender-related issues. All information on coordinating gender-sensitive implications is published on IMM’s official website. The municipal Strategic Plan (2020-2024) consists of targets and objectives for promoting gender awareness, such as seminars and conferences for its employees. The results and evaluations of related trainings are published in the annual report (IMM, Annual Report, 2022).

However, it is contradictory to see numerous scorecard results that do not match with the arguments mentioned above, such as i) unequal representation regarding gender for deputy mayors, unit managers, and municipal employees, ii) not seeing any statement about “gender sensitivity, gender equality” in either mission, vision or management principles of the municipality and iii) inexistence of a specific Gender Equality Ministry or Unit. Instead, there is the Ministry of Women and Family Affairs, which is heavily criticized in terms of its name by the local elite figure in her own words:

“Regarding the name ‘Women and Family Affairs’ we have always discussed this as local administrators. We define woman as an element in the family. On the other hand, do we have a directorate called Men and Family Affairs? No. But unfortunately, these are the concepts that will be replaced with higher level of transformation and changes with the names of the norm cadres. Although it looks like a small detail, it is actually something very important.

²⁷ <http://www.ibb.gov.tr>

The transformation of concepts will be fulfilled in the long term. Concepts such as 'Social Equality Unit' or 'Directorate of Equality' will be more inclusive. I think that when we perceive women as individuals, we will now achieve that level of development in terms of gender equality."

In line with this understanding, NGO experts argue that in environments where gender diversity is higher, the possibility of making wrong decisions decreases, and more balanced decisions can be made. More creative and innovative solutions can be found when different perspectives are on the table. For this reason, institutions, cultures, and countries that create an inclusive environment based on gender are actually developing faster (Montalvo and Reynal-Querol, 2021). Although it would not be correct to generalize qualities on gender, he claims that women think more long-term and have an inclusive way of thinking.

Both are essential for sustaining and improving the quality of life (AKADEMİ, 2018). Eventually, I would argue that increasing the number of female metropolitan staff would enrich the scope of local decision-making processes, strengthen notions of gender equality within the local structures, and also contribute to breaking so-called stereotypes of women in society. A gender-sensitive local government, through recruitment of more female staff, equal representation within decision-making, and sharing gender-sensitive information with the public, positively affects justice inside the municipality. This nurtures procedural justice as female municipal staff are given a role and voice in decision-making and informational/interactional justice since there would be consistent information exchange from top to bottom. As municipal personnel are given a role and a voice in decision-making, and there is consistent information flow from top to bottom, it would foster organizational justice by encouraging local governments to be accessible to their personnel and citizens.

Similarly, as it was highlighted in Jepsen and Rodwell's study (2010) women tend to see their organizational experiences more through the prism of procedural justice than men. Therefore, due to the stereotypes imposed on female staff, this may imply that procedural justice components would be more important to women than to men.

Likewise, the literature indicates that informational/interactional justice is equally critical for women as it focuses on individual treatment and whether or not they are treated with respect, honesty, trust, and being informed about organizational decisions (Colquitt, 2012).

Ragins and Sundstrom (1989) have expressed that women's aspirations may increase if they observe visible female role models in upper management. This is because their presence starts to change the traditional gender schematic understanding of status and power, not because the exemplars inspire individual women to set higher career goals (Sealy and Singh, 2006). It is closely linked with the development area linked to scorecard results where deputy mayors, unit managers, and municipal employees are not equally represented in gender. The non-existence of a dedicated Gender Equality Ministry/Unit is another outcome of this development area, which is an area for further research.

Data-driven Local Government

In order to remove all barriers that citizens, particularly women, face in social life and to take action in this direction, it is essential to understand the concept of gender equality, which is defined as the equal participation, visibility, representation, and participation of individuals in all areas of social life without gender-based discrimination (IMM Local Equality Action Plan, 2020-2024). In reference to the Plan, IMM's primary goals are to reform the institutions, relationships, attitudes, and procedures that lead to power imbalances as well as to abolish the hierarchical relationships based on gender inequalities. Likewise, the local government elite argues that IMM emphasizes data-drivenness, and all activities are measured to extract satisfaction and manage citizens' expectation levels through surveys²⁸.

²⁸ Application-based, weighted and satisfaction scale surveys are designed.

Despite its diverse conceptualizations data-drivenness in the local government can be defined as the management of a city, town, or other local government that, by enhancing transparency and involving citizens in the collection, analysis, and use of qualitative and quantitative data to define objectives, monitor and assess performance, identify and resolve issues, and assist in decision-making, can better serve its citizens (Puttick et.al., 2022).

For this reason, it can be argued that surveys conducted by the local government among female personnel would allow them to compare themselves to other employees regarding salaries and working conditions. Second, surveys conducted among female citizens would expose the proportions of municipal resources and funds allocated for them and the purposes for which particular services are offered. It is very critical for IMM or any local government to transparently document and communicate every action, activity, and result that municipalities take on behalf of women (AKADEMÍ and KA.DER, 2019).

Jane Doe also argues that data guides local administrators to plan their activities. The reports are shared publicly on social media channels, which are easily accessible by women. Answers to questions such as “How much budget is allocated?” and “How many people have been reached?” are all shared in local reports. The needs of every target group are identified, turned into data, and used as a base in the application that would be found equivalent in practice. In fact, she declares that the local policy on women and family services is designed in light of this information.

According to the scorecard results, IMM has determined relevant targets in the strategic plan in a gender-sensitive manner and ensured that they complement each other regarding local objectives, goals, and targets. The results of implementing those targets are explicitly published in the Annual Report. The official website also consists of activities based on gender-sensitive data. Nonetheless, when it comes to the realization rate of strategic targets, for example, in the Local Action Equality Plan, no data could be found for citizens to review.

This means that IMM is not completely consistent with its attitude towards equality for citizens, which is an obstacle to seeing the results of its efforts on gender equality.

It is unclear whether IMM has prepared its Strategic Plan and set goals in line with the different needs and demands of women living in the local area. Because there are no detailed targets set for women who belong to diverse categories such as disabled, disadvantaged, or different ethnic communities. There is not any related information on the official website either. It is not inclusive enough to state that certain services were provided for women without underlining the diverse needs of female citizens from different classes, statuses, or any demographic cluster (UN Women APAC, 2022).

For example, the study conducted by Le et al., (2020) acknowledges the intersection of gender and other demographic variables seems to heighten the lack of women's voice in the workplace. Specifically, female employees felt that they were not valued due to their demographic backgrounds, either because of their gender, race, disabilities, age, or a combination of some or all those demographic characteristics, heightening their undervalued experiences of intersectionality being identified as a woman, racial minority and/or a person with a disability (Bilimoria and Xiangfen, 2012).

Furthermore results indicate that IMM holds regular consultation meetings to identify the needs and priorities of women's non-governmental organizations and female citizens. It also received opinions and suggestions from female citizens regarding services it provides at least once a year (IMM Annual Report, 2022). IMM carries out its activities and annually publishes them in line with the decisions taken at the regular (monthly) consultation meetings with the neighborhood head people. However, whether those meetings include needs and demands specific to female citizens is unclear since none of the meeting outcomes is shared openly with the public. The number and/or decisions of regular consultation meetings with women's non-governmental organizations are not shared annually with the public.

It is critical to underline that women NGOs are among the most important actors in fostering women's empowerment among local government structures (TESEV, 2017).

In addition, IMM prepares a participatory budget and makes expenditures for the different needs and demands of women in the local area. About Law on Metropolitan Municipality (pp.4, 2004), IMM is required to;

“carry out and develop health centers, hospitals, mobile health units and all kinds of social and cultural services for adults, the elderly, the disabled, women, youth and children, and to establish social facilities for this purpose, to open, operate or have operated vocational and skill training courses, and to operate these services. To cooperate with universities, colleges, vocational high schools, public institutions, and non-governmental organizations while carrying out the work.”

Nonetheless, IMM does not publish the proportion of budget or expenditure details on women's access to services on its official channels. It contradicts the effectiveness of service distribution without emphasizing how much money was spent to provide certain facilities for female citizens. Similarly, it is unclear whether budget distributions were made fairly, which is a critical indicator in publishing finance-related matters on gender to convince the public that normative arguments would match with practice on gender. Otherwise, it would be detrimental to informational/interactional justice within the municipality as IMM is liable to give accurate information and a rationale and adopt transparent communication regarding its local procedures.

This is critically important for sustaining both procedural and informational/interactional justice since it promotes attention to fairness in terms of female citizens and women NGOs being involved in information processes, as well as attention to the variety of ways they look for, provide, and are themselves the subject of data collection (Mathiesen, 2015).

It may contribute to more communal relationships through timely and transparent communications (Lee and Kim, 2017). Only a local accountable administration for its decisions and expenditures can establish trust between citizens and contribute to fairness and, eventually, organizational justice, which can only be achieved by sharing information about all local processes in a data-based and transparent manner (Schreiber et al., 2023).

The NGO expert underlines the common use of public resources, mostly administered by public institutions, specifically municipalities. The needs and expectations of people might be different and diverse from each other. For this reason, while solving these needs, it is a gain to have diversity and have their stance transformed into data while making the decision and making the adequate application (Williams and Dolkas, 2020). He then adds a good example regarding the quality of inclusiveness and includes opinions of employees and citizens with diverse backgrounds as follows:

“Let us say that we have a very democratic mayor, and the municipality owns land in a central place. He/she asks the employees/citizens how to use this land. We look at it as a very neat approach. When she/he distributes such a service, the answer that would come from those who want to use this area the most is a mini football field²⁹. One can argue that the majority wanted a mini football field, which is built, so everything is fine. But an inclusive understanding needs to go one step further. The majority could have wanted it, but which segments wanted what? It is necessary to look at the lower breaks. For instance, if we build a playground or park in this central place, it will be easier for both the elderly and children to come and go there, and it will bring greater happiness. If others want to play football, we can build a football field two kilometers away. It will also be easy to get there, considering that those who play football would not have a problem walking or using public transportation.

²⁹ This is a real finding indicated by a study that the interviewee has mentioned.

That is why being inclusive, that is, understanding the expectations, situations, and interests of all the segments you influence and those who are affected by the decisions you make, and being able to produce solutions accordingly will certainly increase the happiness in the society. Inclusiveness is an extremely important concept that should be carefully considered, especially in public administration. Besides, local administrators need to be completely open to citizens and their employees by explaining the budget and resources and sharing local processes verbally or via official reports.”

As discussed in the current literature, utilizing voice mechanisms to encourage employee expression and feedback is one of the best ways to improve both procedural and informational/interactional justice. People’s satisfaction and perceptions of justice rise when they are given a “voice” or the chance to express their thoughts and emotions freely on their work issues (Vaamonde and Omar, 2017). For instance, prior research on procedural justice perceptions contends that inclusive leaders' goodwill signals are easier to identify if organizational decision procedures are implemented justly and impartially, as this will make the organization appear trustworthy and dependable to employees (Agarwal, 2014).

In addition, the company will take into account the opinions of its workers when making decisions if it is provided with fair procedures (Pichler et al., 2015). Conversely, the positive relationship between inclusive leadership and voice will be undermined when procedural justice is low. Employees would remain silent even if leaders are approachable and accessible because they are not permitted to participate in decision-making (Niehoff and Moorman, 1993) and because their opinions are somewhat meaningless (Morrison, 2011).

The study conducted by McCarthy et al. (2021) also confirms that when employees perceive informational/interactional justice, their attitudes toward the company equality approach are more supportive. Therefore, if employees felt that interactions with managers and peers were unfair, they were less likely to have positive attitudes toward the equality-related work that the company is doing.

Raising employee attitudes toward and the effectiveness of the company's equality initiatives and employee behaviors toward out-groups may depend on raising perceptions of informational/interactional justice. In addition, informational/interactional justice and distributive justice literature underlines that compared to men, women are more likely to use the equitable distribution that maximizes their financial reward. The fact that women's allocation decisions are based on whether they have amassed more or less money than men suggests that women are more context-sensitive (Miller and Ubeda, 2012).

Inclusive Local Service Provision

The local elite figure argues that the Local Equality Action Plan (2021-2024) reflects IMM's view of women regarding the services and facilities provided to them. For example, vocational training courses such as Culinary Arts Workshop and Institute (IMM Art and Vocational Training Courses) can embody the vision that has finally become institutionalized. When it became an institute, its content was developed and revised, consisting of more employment-oriented practices. Currently, a wide catalog of 12 professional and technical training programs are offered for female citizens in numerous fields, such as information technologies, child development and education, accounting, and so on (Enstitü İstanbul, 2023).

Likewise, Istanbul Family Health and Education Centers have evolved into the new vision as part of the Local Equality Action Plan (2020-2024) with a different perspective. The new vision was applied in workshops that added more to the society, providing training and consultancy, engaging with the society, and bringing it together with various social actors. It has become a place where handicrafts and workshops were brought together, resulting in satisfaction among female participants. The scorecard results indicate that there can be numerous activities for enhancing, empowering, and supporting female citizens in daily life, such as economic empowerment, social/psychological support, the welfare of girls in health, sports, and social life, neighborhood house, social facilities, and special health services (screening tests, diagnosis, and treatment process).

Those services include a guest house/shelter/shelter house for women and children, psychological guidance and counseling, up-to-date activities to prevent violence and abuse against women, and an additional agenda for equality of female citizens in local life.

It is also worthy to acknowledge that IMM cooperates with NGOs and carries out activities and projects in the field of gender. For instance, during the second “Purple Summit” (Yılmaz, 2022), which was based on the first “Istanbul Convention,” numerous institutions, organizations, civil initiatives, activists, experts, and local administrators were brought together to work on “gender equality,” which shaped the structure of “Local Equality Action Plan”. Some NGOs who work closely with/for women who attend the summit are the United Nations Population Fund (UNFPA), Purple Roof Women’s Shelter Foundation, and Foundation for the Support of Women’s Work.

The NGO expert argues that being inclusive and including numerous groups and stakeholders among local structures contributes to creating just and efficient solutions. It first raises both the standard of living and the degree of trust between female citizens and municipalities. Eventually, citizens become more motivated to find solutions when they have confidence in institutions, leading to more recommendations, increased innovation, and more efficient solutions using fewer resources. These are all interconnected components.

Further, he refers to justice, which is treating everyone equally, being aware of their differences, and responding to their needs. It is necessary to be aware of what advantages or disadvantages related differences are for female citizens and which local practices include these factors that increase or decrease these advantages and disadvantages. He underlines the importance of solutions produced with an inclusive consultation that goes into detail based on data with a higher potential to reach inclusive service provision.

Similarly, Richard Roe adds that inclusiveness and involving various groups and stakeholders related to women among local structures aid in developing just and effective solutions. First, it improves the standard of living and confidence that female citizens have in their local governments. When citizens have confidence in municipalities, they eventually become more driven to find solutions, which encourages more recommendations, higher innovation, and the creation of more effective solutions that require fewer resources (OECD, 2023).

Eventually, the value of solutions is developed through an inclusive dialogue that is thorough and data-based and is more likely to lead to inclusive service provision. According to the literature on gender, inclusion, and organizational justice, employers are becoming more conscious of implementing inclusive practices to support socially marginalized groups' fair employment opportunities and organizational inclusion (Le and Fujimoto, 2020). However, compared to historically majority members like white men, previous research has consistently found that women face discrimination and typically have fewer privileges at work (Bobbitt-Zeher, 2011; DiTomaso et al., 2007; Triana et al., 2015).

Conclusion

Summary

This study's main objective was to identify any possible connections between organizational justice, local government, and gender. By assessing gender sensitivity, data-drivenness, and inclusivity in local IMM structures, it was aimed to throw light on this matter. Likewise, my first expectation before doing the analysis was to point out the potential linkage between gender-sensitivity at the local level and organizational justice notions. Later, I reached to a point where gender-sensitive local government structures could not be considered indispensable from inclusive service provision and data-drivenness. The concepts are highly related and may be linked to different tenets of organizational justice. I organized my research findings accordingly by linking these three phenomena with tenets of organizational justice.

Local authorities worldwide have already understood the importance of gender-sensitivity in local contexts becoming more important after a durable and gender-inclusive recovery from the COVID-19 catastrophe. Local governments must set an example for people, corporations, and society when tackling gender norms by attaining the Sustainable Development Goals (SDGs), specifically Goal 5: Gender Equality. In Türkiye, the approach towards gender sensitivity and inequality is compromised when the international indices and rankings are evaluated. Numerous legal documents demonstrate that rights, reforms, legislations, amendments, and commissions related to gender equality exist on paper and are protected by law; however, the success of their implementation is based on normative changes and social transformation. Even re-writing the municipal legislation would not help if there is no discernible improvement in the status of women as it currently stands.

The scorecard analysis on IMM³⁰ is one of the tangible results of this argument, nourished by the elite and expert interviews in this study. Expanding research on organizational justice and public administration will be enormous in the coming years because current research is mostly affiliated with the impact of gender on workplaces such as private corporations and companies. Although it is relatively more challenging to find research in the literature on the connection between tenets of organizational justice, local government, and gender, this study intended to reveal links among these conceptualizations along with gender sensitivity, data-drivenness, and inclusive service provision.

The research findings indicated that there can be a connection between local government, organizational justice, and gender by considering IMM as the unit of analysis of this study. It is revealed that IMM has accomplished certain necessities for establishing a local government structure that emphasizes gender sensitivity, inclusiveness, and data-drivenness. Likewise, with publicly open data provided for citizens, related activities and attempts are revealed through internalizing these concepts. However, there are still critical development areas for local authorities to reconsider establishing justice within the municipality. It is seen that there are local structures that allow the traits mentioned above to be realized.

There is still room for development in measurement and evaluation mechanisms for these notions. It is recommended for IMM to record every decision, every activity carried out, and the created impact in a concrete and measurable way and share them transparently within and outside of the organization. Informational/interactional justice can be strengthened due to the trust-based relationship between parties. The notion of procedural justice comes into the picture as IMM emphasizes inclusion in municipal governance by operations and activities that are sensitive, responsive, and empowering to the local collective needs. It is critical to include voices of women from diverse backgrounds in the decision-making process since women who belong to different demographic structures would have diverse local needs.

³⁰ Please see Appendix for the scorecard result of IMM

IMM needs to emphasize women who belong to several demographic structures³¹ to provide adequate services that would influence the level of distributive justice. Being closely affiliated with inclusion within the municipality, IMM emphasizes sensitivity to gender equality as one of the closest institutions to women's daily local life conditions and experiences.

Therefore, women's representation and participation in IMM's decision-making mechanisms through commissions and ministries would be imperative and have a decisive impact on women's lives. Making gender sensitivity holistically evident in local government structures is necessary for fostering procedural justice within the municipality. Similarly, a specific gender gap still needs to be overcome in addition to laws to increase the presence of women in local governments. For IMM, there have been few notable advancements in awareness of equality for women at the local level however, it is also equally crucial to consider how services for women have changed due to the increase in representation in local government.

Limitations

This study has provided critical first insights into the connection of justice within the organization, gender, and local government. However, it is imperative to point out some potential limitations. The number of interviews I chose for my study is limited and may not fully represent the true views on my research question and objective. The "Studying Up" interviews are only conducted with elite and expert individuals who may lack voices of female citizens on the research question. The number of earlier research papers pertinent to my study may be constrained since there is little to no past research on the direct relationship among tenets of organizational justice, gender, and local government structures. Therefore there needs to be more research in this field. For future studies, it will be beneficial to include female citizens and municipal personnel in the study to hear about their demands and struggles at the local level.

³¹ e.g., disabled, disadvantaged, elderly, etc.

A comparative study would be highly suggested as well in order to check the validity and reliability of my findings. It is possible that the nexus that I have argued throughout this dissertation may be interpreted differently considering the subtleties and variations among citywide, nationwide and worldwide. For instance, it could be beneficial to work on a neighborhood basis since there may be a socio-cultural level gap between neighborhoods within the same district. It is important to take neighborhood-based vulnerabilities of women into account and handle the nexus with an intersectional perspective.

Recommendations

In line with research findings and discussion, some recommendations were formed. It suggested that IMM and all local governments in Türkiye include the gender dimension in the planning, reporting, and data collection processes. It is positive to have reports such as the Local Equality Action Plan (2020-2024); however, gender sensitivity should be explicitly covered in strategic plans, performance programs, and action plans, given that gender impacts all local structures. This way the role of female staff and citizens would be strengthened in the decision-making process which would contribute to procedural justice. It would also contribute to distributive justice as gender-sensitive budgeting and waging structures are visible to female staff and citizens. As a result, local personnel would evaluate the processes as just due to transparent information-sharing and fair wage policy. Likewise, female citizens could review how much of the budget would be allocated for their needs and demands, which might turn into a trust-based relationship between the municipality and the citizens. This way, informational/interactional justice would be highlighted due to constant information sharing within and outside the municipality.

References

- Acker, J., Barry, K. and Esseveld, J. (1983) 'Objectivity and truth: Problems in doing feminist research,' *Womens Studies International Forum*, 6(4), pp. 423–435. [https://doi.org/10.1016/0277-5395\(83\)90035-3](https://doi.org/10.1016/0277-5395(83)90035-3).
- Adams, J.S. (1963) 'Towards an understanding of inequity.', *The Journal of Abnormal and Social Psychology*, 67(5), pp. 422–436. doi:10.1037/h0040968.
- Agarwal, U. (2014) 'Linking justice, trust and innovative work behaviour to work engagement', *Personnel Review*, 43(1), pp. 41–73. doi:10.1108/pr-02-2012-0019.
- Aguilera del Castillo, P. (2023) 'Studying up', *Anthropology* [Preprint]. doi:10.1093/obo/9780199766567-0287.
- Ajala, E. and Bolarinwa, K. (2015) 'Organisational Justice and psychological well-being of employees in the Local Government Service of Osun State, Nigeria', *African Research Review*, 9(4), p. 55. Doi:10.4314/afrev.v9i4.5.
- Albal, H. (2020) 'KAMU HİZMETLERİNDEN YARARLANMADA KADIN-ERKEK EŞİTLİĞİ'. İnönü Üniversitesi Hukuk Fakültesi Dergisi, pp. 213-227
- Alparslan, A.M. (2015) 'İşletmelerde cinsiyet ayrımcılığı ve kadın çalışanların sorunları', *MAKÜ İktisadi ve İdari Bilimler Fakültesi Dergisi*, 2(2), pp. 66–81.
- Araujo, J.F. and Tejedo-Romero, F. (2017) 'Does Gender Equality Affect Municipal Transparency: The case of Spain', *Public Performance & Management Review*, 41(1), pp. 69–99. doi:10.1080/15309576.2017.1362350.
- Argüden Governance Academy (AKADEMİ) (2018) *Municipal Governance Scorecard of Istanbul districts 'From a citizen's perspective'*. Istanbul: Argüden Governance Academy Publishing. Available at: <https://argudenacademy.org/publications/Arguden-Yonetisim-Akademisi-Vatandas-Bakisiyla-Istanbul-Ilcelerinin-Belediye-Yonetisim-Karnesi.pdf?d=2024-01-11-05-54-08> (Accessed: 15 January 2023).
- Argüden Governance Academy (AKADEMİ) (2022) *Governance Scorecard of Metropolitan Municipalities*. Istanbul: Argüden Governance Academy Publishing. Available at: <https://argudenacademy.org/yayinlarimiz/buyuksehir-belediye-yonetisim-karnesi> (Accessed: 15 January 2023).
- Argüden Governance Academy (AKADEMİ) and Association of Supporting Women Candidates (KA.DER) (2019) *Inclusive Municipality Governance Scorecard*. Istanbul: Argüden Governance Academy Publishing. Available at:

- Argüden Governance Academy (AKADEMİ) and Association of Supporting Women Candidates (KA.DER) (2019) *Integrated and Inclusive Strategic Plan Preparation Guide for Municipalities*. Available at: <https://argudenacademy.org/publications/Belediyeler-Icin-Entegre-ve-Kapsayici-Stratejik-Plan-Hazirlama-Rehberi.pdf?d=2023-07-26-14-55-54> (Accessed: 20 November 2023).
- Argüden, Y. (2011) *Keys to governance* [Preprint]. doi:10.1057/9780230348714.
- Aryani, Y.A. *et al.* (2023) ‘Determinants of local government public service quality: Evidence from the developing economy’, *Journal of Governance and Regulation*, 12(1, special issue), pp. 218–229. doi:10.22495/jgrv12i1siart2.
- Basu, R. (2012) *International politics: Concepts, theories and issues* [Preprint]. doi:10.4135/9788132113997.
- BBC News (2013) *Turkey clashes: The woman in the red dress*. Available at: <https://www.bbc.com/news/world-europe-22798827> (Accessed: 06 January 2024).
- Beauvoir, S. de (1953) *The second sex: Translated and edited by H.M. Parshley*. London: J. Cape.
- Bell, E., Bryman, A. and Harley, B. (2022) ‘The nature of quantitative research’, *Business Research Methods* [Preprint]. doi:10.1093/hebz/9780198869443.003.0019.
- Bhalotra, S. and Clots-Figueras, I. (2014) ‘Health and the Political Agency of Women’, *American Economic Journal: Economic Policy*, 6(2), pp. 164–197. doi:10.1257/pol.6.2.164.
- Bilimoria, D. and Xiangfen, L. (2012) *Gender Equity in Science and Engineering: Advancing Change in Higher Education* [Preprint]. doi:10.4324/9780203149133. .
- Bobbitt-Zeher, D. (2011) ‘Gender discrimination at work’, *Gender & Society*, 25(6), pp. 764–786. doi:10.1177/0891243211424741.
- Bodur Ün, M. (2019) ‘Contesting global gender equality norms: The case of Turkey’, *Review of International Studies*, 45(5), pp. 828–847. doi:10.1017/s026021051900024x.
- Braun, V. and Clarke, V. (2006) ‘Using thematic analysis in psychology,’ *Qualitative Research in Psychology*, 3(2), pp. 77–101. <https://doi.org/10.1191/1478088706qp063oa>.
- Breslin, S. (2022) ‘Studying gender while “studying up”’, *Anthropology in Action*, 29(2), pp. 1–10. doi:10.3167/aia.2022.290201.

- British Sociological Association (2017) *Statement of ethical practice* Available at: https://www.britsoc.co.uk/media/24310/bsa_statement_of_ethical_practice.pdf (Accessed: 13 January 2024).
- Brooks, A. (2007) 'Feminist Standpoint Epistemology: Building knowledge and empowerment through women's lived experience,' in *SAGE Publications, Inc. eBooks*, pp. 53–82. <https://doi.org/10.4135/9781412984270.n3>.
- Butitova, D. (2018) 'Perceptions of organizational justice among State Government Employees: The effect of years of public service', *Public Personnel Management*, 48(3), pp. 345–368. doi:10.1177/0091026018816348.
- Cerrato, J. and Cifre, E. (2018) 'Gender inequality in household chores and work-family conflict', *Frontiers in Psychology*, 9. doi:10.3389/fpsyg.2018.01330.
- Cho, Y.J. and Sai, N. (2012) 'Does organizational justice matter in the federal workplace?', *Review of Public Personnel Administration*, 33(3), pp. 227–251. doi:10.1177/0734371x12458126.
- Choi, S. (2010) 'Organizational justice and employee work attitudes: The federal case', *The American Review of Public Administration*, 41(2), pp. 185–204. doi:10.1177/0275074010373275.
- Choi, S. and Rainey, H.G. (2013) 'Organizational fairness and diversity management in public organizations', *Review of Public Personnel Administration*, 34(4), pp. 307–331. doi:10.1177/0734371x13486489.
- Citaristi, I. (2022) 'United Nations Entity for Gender Equality and the empowerment of women—UN women', *The Europa Directory of International Organizations 2022*, pp. 189–192. Doi:10.4324/9781003292548-45.
- Colquitt, J.A. (2012) 'Organizational justice', *The Oxford Handbook of Organizational Psychology, Volume 1*, pp. 526–547. doi:10.1093/oxfordhb/9780199928309.013.0016.
- Conti, J. and O'Neil, M. (2007). Studying power: qualitative methods and the global elite. *Qualitative Research*, 7(1), pp.63-82.
- Cox, T.H. and Blake, S. (1991) 'Managing cultural diversity: Implications for organizational competitiveness', *Academy of Management Perspectives*, 5(3), pp. 45–56. doi:10.5465/ame.1991.4274465.
- CPA Georger, F, J. (2018) 'Special-purpose and State governments.', *Audit and Accounting Guide*, pp. 361–401. doi:10.1002/9781119542414.ch12.
- Crasnow, S. (2019) 'Feminist philosophy of science as social epistemology', *The Routledge Handbook of Social Epistemology*, pp. 250–260. doi:10.4324/9781315717937-25.

- Dar, S.A. and Shairgojri, A.A. (2022) ‘Role of women in good governance’, *Journal of Social Science*, 3(4), pp. 648–655. doi:10.46799/jss.v3i4.360.
- De Schrijver, A. *et al.* (2010) ‘Fairness perceptions and organizational misbehavior: An empirical study’, *The American Review of Public Administration*, 40(6), pp. 691–703. doi:10.1177/0275074010363742.
- Demircan Çakar, N. (2015) ‘Gender-Based Perceptions of Organizational Justice: The Role of Ethical Climate’, *KADEM JOURNAL OF WOMEN’S STUDIES*, 1(2), pp. 94–107. doi: <https://dergipark.org.tr/tr/download/article-file/792703>.
- Department of Strategy Development (2020-2024) *IMM Strategic Plan* . Istanbul: Istanbul Metropolitan Municipality.
- Department of Strategy Development (2021-2024) *IMM Local Equality Action Plan* . Istanbul: Istanbul Metropolitan Municipality.
- Department of Strategy Development (2022) *IMM Activity Report* . Istanbul: Istanbul Metropolitan Municipality.
- YKKD (Yönetim Kurulunda Kadın Derneği) (2021) *YKKD Mentorlari, Yönetim Kurulunda Kadın Derneği*. Available at: <https://www.yonetimkurulundakadin.org/> (Accessed: 07 December 2023).
- DiTomaso, N., Post, C. and Parks-Yancy, R. (2007) ‘Workforce diversity and inequality: Power, status, and numbers’, *Annual Review of Sociology*, 33(1), pp. 473–501. doi:10.1146/annurev.soc.33.040406.131805.
- Enstitü İstanbul (İSMEK) (2023) *All trainings*. Available at: <https://enstitu.ibb.istanbul/> (Accessed: 01 January 2024).
- Esarey, J. and Chirillo, G. (2013) “‘fairer sex’ or purity myth? corruption, gender, and institutional context”, *Politics & Gender*, 9(04), pp. 361–389. doi:10.1017/s1743923x13000378.
- Escott, K. (2008) ‘Accessing the labour market’, *Policy for a change: Local labour market analysis and gender equality*, pp. 97–115. doi:10.1332/policypress/9781847420541.003.0006.
- Esen, B. and Gumuscu, S. (2020) ‘Why did Turkish democracy collapse? A political economy account of AKP’s authoritarianism’, *Party Politics*, 27(6), pp. 1075–1091. doi:10.1177/1354068820923722.
- Espinosa, R. *et al.* (2014) ‘Linked open data mining for democratization of Big Data’, *2014 IEEE International Conference on Big Data (Big Data)* [Preprint]. doi:10.1109/bigdata.2014.7004479.

- European Union (2009) *The European Commission's management of pre-accession assistance to Turkey*. Luxembourg: Publications Office of the European Union.
- Fonow, M.M. and Cook, J.A. (2005) 'Feminist Methodology: New applications in the academy and public Policy,' *Signs*, 30(4), pp. 2211–2236.
<https://doi.org/10.1086/428417>.
- Fox, R.L. and Schuhmann, R.A. (1999) 'Gender and Local Government: A comparison of women and Men City Managers', *Public Administration Review*, 59(3), p. 231. doi:10.2307/3109951.
- Francis, L. and Barling, J. (2005) 'Organizational injustice and psychological strain.', *Canadian Journal of Behavioural Science / Revue canadienne des sciences du comportement*, 37(4), pp. 250–261. doi:10.1037/h0087260.
- Fraser, N. (1997) *Justice Interruptus: Critical Reflections on the 'Post-socialist' Condition*. New York: Routledge. 'Chapter 1: From Redistribution to Recognition' Fraser, N. (2010). 'Who Counts? Dilemmas of Justice in a Post-westphalian World,' *Antipode*, Vol. 41, (1), pp. 281-297
- Fry, B.R. and Raadschelders, J.C.N. (2014) *Mastering public administration: From Max Weber to Dwight Waldo* [Preprint]. doi:10.4135/9781506374529.
- Giritli, İ. (1983). 'Kamu Yönetimi Teşkilatı ve Personeli', Filiz Kitabevi, İstanbul.
- Glowacki, B.R. (2021) 'Book review | data feminism by Catherine D'Ignazio and Lauren F. Klein (MIT Press, 2020)', *Catalyst: Feminism, Theory, Technoscience*, 7(1). doi:10.28968/cftt.v7i1.35192.
- Güler et al. (2022) *Home Page: Istanbul Planning Agency, İstanbul Planlama Ajansı*. Available at: <https://ipa.istanbul/en/> (Accessed: 14 November 2023).
- Harding, S.G. (1987) 'Introduction: Is there a Feminist Method?', in S.G. Harding (ed.) *Feminism and Methodology: Social Science Issues*, pp. 1–14. Bloomington, IN: Indiana
- Hassan, S. (2012) 'Does fair treatment in the workplace matter? an assessment of organizational fairness and employee outcomes in government', *The American Review of Public Administration*, 43(5), pp. 539–557.
doi:10.1177/0275074012447979.
- Hausmann, R., Tyson, L.D. and Zahidi, S. (2012) 'The global gender gap report 2012,' *World Economic Forum* [Preprint]. <https://apo.org.au/node/225701>.
- Herriot, P. and Pemberton, C. : Competitive advantage through diversity. organizational learning from difference' (1996) *Organization Studies*, 17(2), pp. 354–355. doi:10.1177/017084069601700217.

- Hessami, Z. and Lopes da Fonseca, M. (2020) 'Female political representation and substantive effects on policies: A literature review', *SSRN Electronic Journal* [Preprint]. doi:10.2139/ssrn.3555582.
- Hunt, L.W. (2021) 'Policing, brutality, and the demands of Justice', *Criminal Justice Ethics*, 40(1), pp. 40–55. Doi:10.1080/0731129x.2021.1893930.
- Işık, M. and Kaçar, T. (2020) 'ÇALIŞMA HAYATINDA KADINLARIN GÖRSEL SÖMÜRÜSÜ ÜZERİNE NİTEL BİR ARAŞTIRMA', *ASSAM ULUSLARARASI HAKEMLİ DERGİ*, 7(17), pp. 11–25. Peer Reviewed Journal
- Istanbul City Council (2022) *Activity Report*. Istanbul: Istanbul Metropolitan Municipality.
- Jepsen, D.M. and Rodwell, J. (2010) 'Female perceptions of organizational justice', *Gender, Work & Organization*, 19(6), pp. 723–740. Doi:10.1111/j.1468-0432.2010.00538.x.
- KA.DER Yerel Seçimlerde Aday Kadınlar İçin Rehber (2021) <https://kader.org.tr/wp-content/uploads/2021/05/kader-yerel-secimlerde-aday-kadınlar-icin-bir-rehber.pdf>. Istanbul : KA.DER (Kadın Adayları Destekleme Derneği).
- KADEM (The Women and Democracy Association) (2023) *ABOUT KADEM*. Available at: <https://kadem.org.tr/en/> (Accessed: 17 November 2023).
- Kadın Koalisyonu (Women Coalition) (2021) *COVID-19 Salgını Döneminde Belediyeler: Toplumsal Cinsiyet Eşitliği İçin Neler Yapıldı?* Available at: https://kadinkoalisyonu.org/wp-content/uploads/2021/07/62adin-koalisyonu-rapor_2021_baglanti.pdf (Accessed: 17 November 2023).
- Kadının İnsan Hakları Derneği (Women For Women's Human Rights) (2021) *What is the Istanbul Convention? Why do we need the istanbul convention to combat violence against women?* Available at: https://kadinininsanhaklari.org/wp-content/uploads/2021/06/yasatir_brosur-ing-web.pdf (Accessed: 28 January 2024).
- Kakilla, C. (2021) *Strengths and weaknesses of semi-structured interviews in qualitative research: A critical essay* [Preprint]. doi:10.20944/preprints202106.0491.v1.
- Kallio, H. et al. (2016) 'Systematic methodological review: Developing a framework for a qualitative semi-structured interview guide', *Journal of Advanced Nursing*, 72(12), pp. 2954–2965. doi:10.1111/jan.13031.
- Kaşıkırık, A. (2023) *Stratejik Planlarda Kadınlar: Büyükşehir Belediyelerinin 2020-2024 Stratejik Planlarında Toplumsal Cinsiyet Eşitliğinin İzini Sürmek*, (5), pp. 125–159. doi:<https://dergipark.org.tr/tr/pub/anasamasd/issue/78661/1321206>.

- Kaufman, A. (2012) 'Distributive justice, theories of', *Encyclopedia of Applied Ethics*, pp. 842–850. Doi:10.1016/b978-0-12-373932-2.00227-1.
- Kouvonen, A. *et al.* (2008) 'Low organisational justice and heavy drinking: A prospective cohort study', *Occupational and Environmental Medicine*, 65(1), pp. 44–50. doi:10.1136/oem.2007.032755.
- Lavena, C.F. (2014) 'Whistle-blowing', *The American Review of Public Administration*, 46(1), pp. 113–136. doi:10.1177/0275074014535241.
- Le, H., Palmer Johnson, C. and Fujimoto, Y. (2020) 'Organizational justice and climate for inclusion', *Personnel Review*, 50(1), pp. 1–20. doi:10.1108/pr-10-2019-0546.
- Lee, Y. and Kim, J.-N. (2017) 'Authentic enterprise, organization-employee relationship, and employee-generated managerial assets', *Journal of Communication Management*, 21(3), pp. 236–253. doi:10.1108/jcom-02-2017-0011.
- Leventhal, G.S. and Lane, D.W. (1970) 'Sex, age, and equity behavior.', *Journal of Personality and Social Psychology*, 15(4), pp. 312–316. Doi:10.1037/h0029611.
- Local Government Association (2023) *LGA Guiding Principles Underpinning Equality, diversity and economic inclusion in employment and Skills*. Available at: <https://www.local.gov.uk/publications/lga-guiding-principles-underpinning-equality-diversity-and-economic-inclusion> (Accessed: 17 November 2023).
- Lowitja Institute for the Close the Gap Steering Committee (2020) *Close the Gap*. IndigiPrint Publishing. Available at: <https://humanrights.gov.au/our-work/aboriginal-and-torres-strait-islander-social-justice/publications/close-gap-2020> (Accessed: 14 November 2023).
- Luckman, S. (2016) 'Virginia Braun and Victoria Clarke, *successful qualitative research: A practical guide for beginners*', *Feminism & Psychology*, 26(3), pp. 387–391. doi:10.1177/0959353515614115.
- Lykes, M.B. and Hershberg, R.M. (2012) 'Participatory Action Research and Feminisms: Social Inequalities and Transformative Praxis,' *ResearchGate* [Preprint]. https://www.researchgate.net/publication/260434551_Participatory_Action_Research_and_Feminisms_Social_Inequalities_and_Transformative_Praxis.
- Magaldi, D. and Berler, M. (2020) 'Semi-structured interviews', *Encyclopedia of Personality and Individual Differences*, pp. 4825–4830. doi:10.1007/978-3-319-24612-3_857.

- Major, B. and Forcey, B. (1985) 'Social comparisons and pay evaluations: Preferences for same-sex and same-job wage comparisons', *Journal of Experimental Social Psychology*, 21(4), pp. 393–405. Doi:10.1016/0022-1031(85)90038-1.
- Marmot, M. and Bell, R. (2012) 'Fair Society, healthy lives', *Public Health*, 126. doi:10.1016/j.puhe.2012.05.014.
- Mathiesen, K. (2015) 'Toward a political philosophy of information', *Library Trends*, 63(3), pp. 427–447. doi:10.1353/lib.2015.0000.
- Mazur, B. (2013) 'Linking diversity management and corporate social responsibility', *Journal of Intercultural Management*, 5(3), pp. 39–47. doi:10.2478/joim-2013-0017.
- McCarthy, C. *et al.* (2021) 'Understanding gender equality policy and practice gaps through the lens of Organisational Justice: Development of an employee alignment model', *Frontiers in Sociology*, 6. doi:10.3389/fsoc.2021.681086.
- McKinsey & Company (2020) *Covid-19: Implications for business in 2020*. Available at: <https://www.mckinsey.com/capabilities/risk-and-resilience/our-insights/covid-19-implications-for-business-2020> (Accessed: 14 November 2023).
- Méndez-Picazo, M., Martín, M.Á.G. and Castaño-Martínez, M.-S. (2021) 'Effects of sociocultural and economic factors on social entrepreneurship and sustainable development,' *Journal of Innovation & Knowledge*, 6(2), pp. 69–77. <https://doi.org/10.1016/j.jik.2020.06.001>.
- METE, Y.A. and SERİN, H. (2014) 'Örgütsel Adalet ve örgütsel Güven Algısının örgütsel Bağlılık Davranışına Etkisi', *Journal of Educational Sciences Research*, 4(2), pp. 265–286. doi:10.12973/jesr.2014.42.15.
- Miller, L. and Ubeda, P. (2012) 'Are women more sensitive to the decision-making context?', *Journal of Economic Behavior & Organization*, 83(1), pp. 98–104. doi:10.1016/j.jebo.2011.06.014.
- Montalvo, J.G. and Reynal-Querol, M. (2021) 'Ethnic diversity and growth: Revisiting the evidence', *The Review of Economics and Statistics*, 103(3), pp. 521–532. doi:10.1162/rest_a_00901.
- Mor Çatı Kadın Sığınağı Vakfı (Women's Shelter Foundation) (2021) *İstanbul Sözleşmesi Bilgi Notu*, Available at: <https://morcati.org.tr/genel/istanbul-sozlesmesi-bilgi-notu/> (Accessed: 17 November 2023).
- Morrison, E.W. (2011) 'Employee voice behavior: Integration and directions for future research', *Academy of Management Annals*, 5(1), pp. 373–412. doi:10.5465/19416520.2011.574506.

- National Endowment For Democracy (NED) (2020) *2020 Annual Report*. Available at: <https://www.ned.org/annual-report/2020-annual-report> (Accessed: 17 November 2023).
- Nations, U. (2021) *Gender inequality index, Human Development Reports*. Available at: <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index> (Accessed: 17 November 2023).
- Nations, U. (2021) *Human development index, Human Development Reports*. Available at: <https://hdr.undp.org/data-center/human-development-index> (Accessed: 17 November 2023).
- Niehoff, B.P. and Moorman, R.H. (1993) 'Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior', *Academy of Management Journal*, 36(3), pp. 527–556. doi:10.5465/256591.
- Noblet, A.J. and Rodwell, J.J. (2008) 'Integrating job stress and social exchange theories to predict employee strain in reformed public sector contexts', *Journal of Public Administration Research and Theory*, 19(3), pp. 555–578. doi:10.1093/jopart/mun019.
- Okin, S.M. (1989) 'Reason and feeling in thinking about justice', *Ethics*, 99(2), pp. 229–249. Doi:10.1086/293064.
- Organisation for Economic Co-operation and Development (OECD) (2023) *Global trends in government innovation 2023. OECD Public Governance Reviews*. Available at: doi:10.1787/0655b570-en Accessed: 14 January 2024.
- Paredes, M. (2022) *Organizational Justice and Perceived Organizational Support Towards the Work Engagement of Local Government Unit Employees in Carmona*. dissertation.
- Parlak, B. (2022) 'Interdisciplinary Relationship with the Concept and Phenomenon of Public Administration', in K.C. Doğan (ed.) *The Handbook of Public Administration*. Lyon, France: Livre de Lyon, p. 6.
- Peterson, B.L. (2017) 'Thematic Analysis/interpretive thematic analysis', *The International Encyclopedia of Communication Research Methods*, pp. 1–9. doi:10.1002/9781118901731.iecrm0249.
- Pfeifer, C. and Stephan, G. (2018) *Why women do not ask: Gender differences in fairness perceptions of own wages and subsequent wage growth*, OUP Academic. Available at: <https://academic.oup.com/cje/article/43/2/295/5124595> (Accessed: 03 February 2024).

- Pichler, S. *et al.* (2015) ‘Leader-member exchange, group- and individual-level procedural justice and reactions to performance appraisals’, *Human Resource Management*, 55(5), pp. 871–883. doi:10.1002/hrm.21724.
- PolitPro (2023) *Turkey: Political parties at a glance*. Available at: <https://politpro.eu/en/turkey/parties> (Accessed: 06 December 2023).
- Ponterotto, J.G. (2005) ‘Qualitative Research in Counseling Psychology: A Primer on Research Paradigms and Philosophy of Science.’, *Journal of Counseling Psychology*, 52(2), pp. 126–136. doi:10.1037/0022-0167.52.2.126.
- Presidential Legislation Information System (2004) *Law on Metropolitan Municipality*. Available at: <https://www.mevzuat.gov.tr/MevzuatMetin/1.5.5216.pdf> (Accessed: 08 June 2023).
- Prihatini, E.S. (2021) ‘Women’s representation and government welfare spending in Indonesia 1970—2020’, *IOP Conference Series: Earth and Environmental Science*, 729(1), p. 012139. doi:10.1088/1755-1315/729/1/012139.
- Profeta, P. (2017) ‘Gender equality in decision-making positions: The efficiency gains’, *Intereconomics*, 52(1), pp. 34–37. Doi:10.1007/s10272-017-0640-4.
- Puttick, R., Fiedler, L.M. and Park, J. (2022) ‘Diffusion of data-driven practices: How the opinion leading U.S. cities are advancing the use of data in local government’, *State and Local Government Review*, 54(1), pp. 52–67. doi:10.1177/0160323x221088017.
- Ragins, B.R. and Sundstrom, E. (1989) ‘Gender and power in organizations: A longitudinal perspective.’, *Psychological Bulletin*, 105(1), pp. 51–88. Doi:10.1037/0033-2909.105.1.51.
- Rawls, J. (1999) *A Theory of Justice*. Cambridge: Harvard University Press. ‘Chapter 1: Justice as Fairness’
- Rennie, D.L. (2004) ‘Reflexivity and personcentered counseling’, *Journal of Humanistic Psychology*, 44(2), pp. 182–203. doi:10.1177/0022167804263066.
- Republic of Türkiye Legislation Information System (2001) *Turkish Civil Code*. Available at: <https://www.mevzuat.gov.tr/mevzuatmetin/1.5.4721.pdf> (Accessed: 17 May 2023).
- Republic of Türkiye Ministry of Foreign Affairs (no date) *Turkish Minority of Western Thrace and the Turkish Community in the Dodecanese*. Available at: <https://www.mfa.gov.tr/turkish-minority-of-western-thrace.en.mfa> (Accessed: 14 November 2023).

- Rodríguez-García, M.J. (2014) 'Local women's coalitions: Critical actors and substantive representation in Spanish municipalities', *European Journal of Women's Studies*, 22(2), pp. 223–240. doi:10.1177/1350506814549424.
- Rose, K. (2007) *Managing cultural diversity* [Preprint]. Doi:10.14264/339260.
- Rosenbloom, D.H., Kravchuk, R.S. and Clerkin, R.M. (2021) *Public administration* [Preprint]. doi:10.4324/9781003198116.
- Ruan, N. (2020) 'Interviewing elite women professors: Methodological reflections with feminist research ethics', *Qualitative Research*, 22(1), pp. 110–125. doi:10.1177/1468794120965368.
- Rubin, E.V. (2011) 'Exploring the link between procedural fairness and union membership in the Federal Government', *Review of Public Personnel Administration*, 31(2), pp. 128–142. doi:10.1177/0734371x11408571.
- Samarasinghe, S. and Lokuge, S. (2023) 'Data democratization', *Advances in Business Information Systems and Analytics*, pp. 155–183. doi:10.4018/978-1-6684-7568-3.ch008.
- Schouten, G. (2019) 'Introduction', *Liberalism, Neutrality, and the Gendered Division of Labor*, pp. 1–30. Doi:10.1093/oso/9780198813071.003.0009.
- Schreiber, K., Pommerening, P. and Schoel, P. (2023) 'Chapter 1 the data governance act', *New Data Governance Act*, pp. 1–8. doi:10.5771/9783748937050-1.
- Scotti, V.R. and Roma, M. (2021) 'The European standard of Gender Equality in Turkey: Harmonization, cross-fertilization or reputational reforms?', *Women's Studies International Forum*, 86, p. 102475. doi:10.1016/j.wsif.2021.102475.
- SEALY, R. and SINGH, V. (2006) 'Role models, work identity and senior women's career progression – why are role models important?', *Academy of Management Proceedings*, 2006(1). Doi:10.5465/ambpp.2006.22898277.
- Simon, H.A., Smithburg, D.W. and Thompson, V.A. (2017) *Public administration* [Preprint]. doi:10.4324/9781315127705.
- Simone de Beauvoir Studies, E. (2008) 'Simone de Beauvoir Society', *Simone de Beauvoir Studies*, 24(1), p. 105. doi:10.1163/25897616-024010013.
- SmartSurvey (2023) *Structured or semi-structured questionnaire?*. Available at: <https://www.smartsurvey.co.uk/blog/structured-or-semi-structured-questionnaire> (Accessed: 07 December 2023).

- Sözcü Gazetesi (2021) *İstanbul Sözleşmesi Nedir, neden Kaldırıldı?*. Available at: <https://www.sozcu.com.tr/2021/gundem/68adin68ul-sozlesmesi-nedir-neden-kaldirildi-istanbul-sozlesmesi-maddeleri-6515549/> (Accessed: 17 November 2023).
- Spain, D and Bianchi, M. S. (1996) 'Balancing Act: Motherhood, Marriage, and Employment Among American Women', *Choice Reviews Online*, 34(05). Available at: doi:10.5860/choice.34-3057.
- Stich, A.E. and Colyar, J.E. (2013) 'Thinking relationally about studying "up"', *British Journal of Sociology of Education*, 36(5), pp. 729–746. Doi:10.1080/01425692.2013.843954.
- Stiles, W.B. (1997) 'Consensual qualitative research', *The Counseling Psychologist*, 25(4), pp. 586–598. doi:10.1177/0011000097254003.
- Stronach, I. *et al.* (2007) 'Reflexivity, the picturing of selves, the forging of Method', *Qualitative Inquiry*, 13(2), pp. 179–203. doi:10.1177/1077800406295476.
- Sweeney, P.D. and McFarlin, D.B. (1997) 'Procedural and distributive justice scales', *PsycTESTS Dataset* [Preprint]. Doi:10.1037/t27527-000.
- The National League of Cities (NLC) (2023) *Women's History Month: Spotighting Women in Local Government*, National League of Cities. Available at: <https://www.nlc.org/article/2023/02/28/womens-history-month-spotighting-women-in-local-government/> (Accessed: 13 November 2023).
- Triana, M. del, Jayasinghe, M. and Pieper, J.R. (2015) 'Perceived workplace racial discrimination and its correlates: A meta-analysis', *Journal of Organizational Behavior*, 36(4), pp. 491–513. doi:10.1002/job.1988.
- Turkish Economic and Social Studies Foundation (TESEV) (2017) *Women in Municipalities, Municipality for Women. Istanbul: İmak Publishing*. Available at: https://www.tesev.org.tr/wp-content/uploads/rapor_BelediyelerdeKadinRaporTR1.pdf (Accessed: 13 November 2023).
- Turkish Presidential Strategy and Budget Directorate (2007) *9th Development Plan (2007-2013)*. Available at: https://www.sbb.gov.tr/wpcontent/uploads/2022/07/Dokuzuncu_Kalkinma_Planı-2007-2013.pdf (Accessed: 10 May 2023).
- Turkish Presidential Strategy and Budget Directorate (2019) *11th Development Plan (2019- 2023)*. Available at: https://www.sbb.gov.tr/wp-content/uploads/2022/07/On_Birinci_Kalkinma_Planı-2019-2023.pdf (Accessed: 10 May 2023).

- Turkish Statistical Institute (Turkstat) (2021) *TÜİK*. Available at: <https://www.tuik.gov.tr/en/> (Accessed: 13 November 2023).
- Turkish Statistical Institute (Turkstat) (2021) *Turkstat corporate*. Available at: <https://data.tuik.gov.tr/Bulten/Index?p=Turkiye-Family-Structure-Survey-2021-45813&dil=2> (Accessed: 14 November 2023).
- Turner, B. (2011) ‘Council of Europe’, *The Statesman’s Yearbook*, pp. 37–38. Doi:10.1007/978-1-349-59051-3_11.
- Tusalem, R.F. (2022) ‘Gendered governance: Examining the relationship between women legislators and effective public goods provision from a global sample’, *Polity*, 54(2), pp. 298–333. doi:10.1086/718579.
- TUTAR, S. and KALAYCI, M. (2015) ‘Global gender gap report 2022: Türkiye, Letonya ve İzlanda’da Kadınların toplumsal Cinsiyet Eşitsizliği üzerine değerlendirme global gender gap report 2022: An assessment on gender inequality of women in Turkey, Latvia and Iceland’, *Aydın İnsan ve Toplum Dergisi*, 9(1), pp. 18–44. Doi:10.17932/iau.ait.2015.012/ait_v09i1002.
- UK legislation (2018) *Data Protection Act*. Available at: <https://www.legislation.gov.uk/ukpga/2018/12/contents/enacted/data.pdf> (Accessed: 04 February 2024).
- UK Research Integrity Office (2023) *Code of Practice for Research Promoting good practice and preventing misconduct*. Available at: doi: <https://doi.org/10.37672/UKRIO.2023.04.cod>
- UN Women (2020) *Covid-19 and ensuring safe transport with and for women and girls* Available at: doi:10.18356/27084191-8 (Accessed: 7 January 2023).
- UN Women (2022) *Diversity does not automatically translate into inclusion: Sarah Knibbs, UN Women APAC*. Available at: <https://asiapacific.unwomen.org/en/stories/feature-story/2022/03/diversity-does-not-automatically-translate-into-inclusion> (Accessed: 23 December 2023).
- UN Women (2021) What does gender equality look like today?. [online] Available at: <<https://www.unwomen.org/en/news/stories/2021/10/feature-what-does-gender-equality-look-like-today>> [Accessed 30 November 2021].
- UNDP (2021) *Global report on gender equality in public administration*. Available at: <https://www.undp.org/publications/global-report-gender-equality-public-administration> (Accessed: 09 January 2024).
- UNFPA Türkiye (2022) *Gender equality*. Available at: <https://turkiye.unfpa.org/en/gender-equality> (Accessed: 08 December 2023).

- Union of Turkish Bar Associations (2016) *History of The Union of Turkish Bar Associations* Available at: <https://www.barobirlik.org.tr/en> (Accessed: 08 December 2023).
- United Nations (2006) *The International Forum for Social Development Social Justice in an Open World The Role of the United Nations*. Newyork: United Nations Publishing.
- United Nations (UN) (2023) *Progress on the sustainable development goals: The gender snapshot 2023*. Available at: <https://www.unwomen.org/sites/default/files/2023-09/progress-on-the-sustainable-development-goals-the-gender-snapshot-2023-references-notes-en.pdf> (Accessed: 28 January 2024).
- United Nations (UN) (2023) *The Sustainable Development Goals Report 2023: Special edition* Available at: doi:10.18356/9789210024914 (Accessed: 7 November 2023)
- United Nations Economic Commission for Europe (2019) *Share of women ministers, 2008, 2014 and 2017* Available at: <https://w3.unece.org/PXWeb/en/Table?IndicatorCode=19> (Accessed: 20 April 2023).
- United Nations Human Rights Office of the High Commissioner (2023) *Treaty Bodies Committee on the Elimination of Discrimination Against Women* Available at: <https://www.ohchr.org/en/treaty-bodies/cedaw> (Accessed: 17 November 2023).
- United Nations Population Fund (2014) *Men, masculinities, and changing power – united nations population fund*. Available at: <https://unfpa.org/sites/default/files/resource-pdf/Men-Masculinities-and-Changing-Power-MenEngage-2014.pdf> (Accessed: 17 November 2023).
- Uslu, F. (eds) (2017) *Türk Anayasa Hukukunun Güncel Sorunları*. Sakarya: Beşköprü Publishing.
- Uslu, F. (eds) (2017) *Türk Anayasa Hukukunun Güncel Sorunları*. Sakarya: Beşköprü Publishing.
- Vaamonde, J.D. and Omar, A. (2017) ‘Percepciones de Justicia organizacional y sexismo ambivalente: El Rol Moderador del individualismo-colectivismo’, *Revista de Psicología*, 35(1), pp. 31–60. doi:10.18800/psico.201701.002.
- Vaismoradi, M., Turunen, H. and Bondas, T. (2013) ‘Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study’, *Nursing & Health Sciences*, 15(3), pp. 398–405. doi:10.1111/nhs.12048.

- van der Waldt, G. (2014) 'Public administration teaching and Interdisciplinarity', *Teaching Public Administration*, 32(2), pp. 169–193. doi:10.1177/0144739414523285.
- Williams, E.N. and Morrow, S.L. (2009) 'Achieving trustworthiness in qualitative research: A pan-paradigmatic perspective', *Psychotherapy Research*, 19(4–5), pp. 576–582. doi:10.1080/10503300802702113.
- Williams, J.C. and Dolkas, J. (2020) '7. the opt-out revolution revisited', *Women Who Opt Out*, pp. 149–176. doi:10.18574/nyu/9780814745052.003.0011.
- Women and Family Studies Practice and Research Center (2019) *Çankırı Karatekin Üniversitesi*. Available at: <https://kam.karatekin.edu.tr/en-home> (Accessed: 08 December 2023).
- Women's Budget Group (2023) *About Us*. Available at: <https://wbg.org.uk/> (Accessed: 13 November 2023).
- World Bank (2007) *Consultations with Civil Society: A Sourcebook Working Document*. Available at: https://www.worldbank.org/content/dam/Worldbank/Civil%20Society/cso_documents/ConsultationsSourcebook_Feb2007.pdf (Accessed 29 November 2023).
- World Bank (2021) *Increasing the participation of women entrepreneurs in the Solomon Islands Aid Economy* Available at: doi:10.1596/27893 (Accessed: 05 April 2023).
- World Bank (2021) *Turkey Economic Monitor, April 2021: Navigating the Waves*. Available at: doi:10.1596/35497 (Accessed: 04 February 2023).
- World Economic Forum (2022) *Global Gender Gap Report 2022* Available at: <https://www.weforum.org/publications/global-gender-gap-report-2022/> (Accessed: 17 November 2023).
- World Economic Forum (WEF) (2021) *Global Gender Gap Report 2021: INSIGHT REPORT MARCH 2021*. Available at: https://www3.weforum.org/docs/WEF_GGGR_2021.pdf (Accessed 30 November 2022).
- Yale Insights (2021) *Women aren't promoted because managers underestimate their potential*. Available at: <https://insights.som.yale.edu/insights/women-arent-promoted-because-managers-underestimate-their-potential> (Accessed: 17 November 2023).

Yeni Şafak (2021) *Türkiye, istanbul sözleşmesi'ni çöpe gönderdi, nihayet!:* Yusuf Kaplan, *Yeni Şafak*. Available at: <https://www.yenisafak.com/yazarlar/yusuf-kaplan/turkiye-istanbul-sozlesmesini-cope-gonderdi-nihayet-2057963> (Accessed: 17 November 2023).

Yılmaz, D. (2022) *Sosyal Hizmetler Dairesi Başkanlığı*. Available at: <https://sosyalhizmetler.ibb.gov.tr/haberdetay.aspx?ID=49> (Accessed: 01 January 2024).

YILMAZ, M. and KARAKAŞ, O. (2019) 'Analysis of 23 June 2019 Istanbul Metropolitan Municipality election in terms of political values', *AJIT-e: Online Academic Journal of Information Technology*, 10(38), pp. 35–52. doi:10.5824/1309-1581.2019.3.002.x.

YILMAZ, V. and TELSAC, C. (2021) 'Weber'in Bakış Açısından Otorite Ve Bürokrasi', *Mehmet Akif Ersoy Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (34), pp. 42–52. doi:10.20875/makusobed.903546.

Appendix

Criteria of Inclusive Municipality Governance Scorecard

ORGANIZATIONAL JUSTICE	GOVERNANCE PRINCIPLES	PROCESS	LEARNING CYCLE	NUMBER	CRITERIA
Procedural Justice	Representation and Participation	Decision-Making	Structure	1	<i>The information of the City Council Members is published on the website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Structure	2	<i>There is equal representation in all committees of the City Council.</i>
Procedural Justice	Representation and Participation	Decision-Making	Structure	3	<i>The information of all commission members of the City Council is published on the website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Structure	4	<i>There is a Gender/Gender Equality Commission in the City Council.</i>
Procedural Justice	Representation and Participation	Decision-Making	Structure	5	<i>The Gender/Gender Equality Commission presents recommendations/reports to the Municipal Assembly for consideration.</i>
Procedural Justice	Representation and Participation	Decision-Making	Structure	6	<i>The proposals/reports submitted by the Municipality Gender/Gender Equality Commission to the Municipal Assembly are published on its website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Structure	7	<i>There is equal representation in the Deputy Mayors.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	8	<i>There is equal representation in City Council Members.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	9	<i>The municipality publishes the information of the Vice Presidents on its website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	10	<i>In the municipality, there is equal representation in the unit managers.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	11	<i>The municipality publishes the information of the unit managers on its website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	12	<i>There is equal representation among municipal employees.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	13	<i>The municipality publishes gender-sensitive information of its employees on its website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	14	<i>The municipality includes women citizens in the strategic plan preparation process through institutional participation mechanisms.</i>

Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	15	<i>The municipality publishes the representation characteristics (neighborhood, disabled, poor, etc.) and the number of female citizens whose opinion is taken in the strategic plan.</i>
Procedural Justice	Representation and Participation	Decision-Making	Application and Integration	16	<i>The municipality includes women's non-governmental organizations in the strategic plan preparation process.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	17	<i>The municipality evaluates the suggestions of women's non-governmental organizations included in the strategic plan and reflects them on the plan.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	18	<i>The municipality publishes the representation characteristics (disabled, poor, etc.) and the list of women's non-governmental organizations whose opinions are taken while creating the strategic plan.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	19	<i>The Municipality includes the City Council Women's Assembly in the strategic plan preparation process.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	20	<i>The Municipality City Council evaluates the proposals of the Women's Council and reflects them on the strategic plan.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	21	<i>The Municipal Council publishes the report/opinion containing the gender sensitive impact assessment on the relevant agenda issues at the monthly council meetings of the Gender/Gender Equality Commission.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	22	<i>There is a Gender/Gender Equality Unit in the municipality.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	23	<i>There are strategic targets for the Gender/Gender Equality Unit in the municipality.</i>

Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	24	<i>The Municipality publishes the strategic objectives of the Gender/Gender Equality Unit on its website.</i>
Procedural Justice	Representation and Participation	Decision-Making	Measurement and Learning	25	<i>The City Council has a decision or policy to provide gender-sensitive services.</i>
Distributive Justice	Representation and Participation	Resource Usage	Structure	26	<i>The municipality invites women to the budgeting process.</i>
Distributive Justice	Representation and Participation	Resource Usage	Application and Integration	27	<i>The City Council's decision or policy for gender-sensitive services is being implemented.</i>
Distributive Justice	Representation and Participation	Resource Usage	Measurement and Learning	28	<i>The municipality has a Local Equality Action Plan.</i>
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	29	<i>The Municipality prepares the Local Equality Action Plan together with local stakeholders (public institutions, women's organizations, universities and NGOs).</i>
Distributive Justice	Representation and Participation	Provision of Services	Structure	30	<i>Information on the implementation of the City Council's gender-sensitive service decision or policy is published on the website.</i>
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	31	<i>The municipality publishes the implementation results of the Local Equality Action Plan on its website annually.</i>
Distributive Justice	Representation and Participation	Provision of Services	Application and Integration	32	<i>The municipality holds regular consultation meetings to identify the needs and priorities of women non-governmental organizations and women citizens.</i>

Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	33	<i>The municipality holds regular (monthly) consultation meetings with the neighborhood headpeople to learn about the needs and demands of female citizens.</i>
Distributive Justice	Representation and Participation	Provision of Services	Measurement and Learning	34	<i>The municipality receives the opinions and suggestions of female citizens regarding the services it provides at least once a year.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Structure	35	<i>The municipality records the meeting decisions for consultation with women's non-governmental organizations.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Structure	36	<i>The municipality carries out its activities in line with the decisions taken at the regular (monthly) consultation meetings with the neighborhood headpeople.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Structure	37	<i>The municipality organizes a satisfaction survey for female citizens at least once a year.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Application and Integration	38	<i>The municipality publishes the number and decisions of its regular consultation meetings with women's non-governmental organizations every year.</i>

Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	39	<i>The municipality publishes its activities, which it conducts in connection with the consultation meetings it holds with the neighborhood headpeople on a regular basis (once a month), in its Annual Report.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	40	<i>In the municipality's strategic plan, activities aimed at prevention (awareness, empowerment, etc.) have been determined for women.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	41	<i>In the municipality's strategic plan, activities aimed at protecting women (shelter, combating domestic violence, etc.) have been determined.</i>
Informational/Interactional Justice	Representation and Participation	Organizational Operations	Measurement and Learning	42	<i>The municipality has determined activities for poor women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Structure	43	<i>In the strategic plan of the municipality, activities for nursery / nursery or similar care have been determined for mothers.</i>
Procedural Justice	Fairness	Decision-Making	Structure	44	<i>In its strategic plan, the municipality has determined activities for social/psychological support for women.</i>
Procedural Justice	Fairness	Decision-Making	Structure	45	<i>The municipality has determined activities for disabled women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Structure	46	<i>In its strategic plan, the municipality has identified activities aimed at economic empowerment for women.</i>

Procedural Justice	Fairness	Decision-Making	Structure	47	<i>The municipality has determined activities for the welfare of girls (health, sports, social, etc.) in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Structure	48	<i>The municipality has determined activities for the welfare of aged women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Structure	49	<i>In the municipality's strategic plan, spatial/urban activities (urban planning, design, facilities, etc.) for women have been determined.</i>
Procedural Justice	Fairness	Decision-Making	Structure	50	<i>The municipality has centers (neighborhood house, social facility, etc.) that can bring women together at the neighborhood level.</i>
Procedural Justice	Fairness	Decision-Making	Structure	51	<i>The municipality offers special health services (screening tests, diagnosis and treatment process) for girls and women.</i>
Procedural Justice	Fairness	Decision-Making	Structure	52	<i>The municipality implements prevention (awareness, empowerment, etc.) activities for women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Structure	53	<i>The municipality implements protection (shelter, combating domestic violence, etc.) activities for women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Structure	54	<i>It implements its activities for poor women in the Municipality Strategic Plan.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	55	<i>The municipality implements nursery / nursery or similar care activities for mothers in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	56	<i>The municipality implements its activities aimed at social/psychological support for women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	57	<i>The municipality implements its activities aimed at economic empowerment for women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	58	<i>The municipality implements its activities for the welfare of girls (health, sports, social, etc.) in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	59	<i>The municipality implements its activities for the welfare of aged women in its strategic plan.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	60	<i>The municipality regularly carries out activities in women's centers (neighborhood house, social facility, etc.).</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	61	<i>The municipality regularly implements special health services (screening tests, diagnosis and treatment process) for girls and women.</i>
Procedural Justice	Fairness	Decision-Making	Application and Integration	62	<i>The municipality publishes the results of its activities for protection (shelter, combating domestic violence, etc.) for women in its strategic plan in its Annual Report, based on data.</i>

Procedural Justice	Fairness	Decision-Making	Application and Integration	63	<i>The municipality publishes the results of the activities it carries out for poor women in its strategic plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	64	<i>The municipality publishes the results of activities for nursery / nursery or similar care for mothers in its strategic plan in the Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	65	<i>The Municipality publishes the results of its activities aimed at social/psychological support for women in its Strategic Plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	66	<i>The municipality publishes the results of the activities for disabled women in its strategic plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	67	<i>The municipality publishes the results of its activities for economic empowerment in its strategic plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	68	<i>The municipality publishes the results of its activities for the welfare of girls (health, sports, social, etc.) in its strategic plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	69	<i>The municipality publishes the results of its activities for the welfare of aged women in its strategic plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	70	<i>The municipality publishes the results of its spatial/urban activities (urban planning, design, facilities, etc.) for women in its strategic plan in its Annual Report, based on data.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	71	<i>Municipality, women's centers (neighborhood house, social facility etc.) regularly publishes the results of its activities on its website.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	72	<i>The municipality publishes data on private health services (screening tests, diagnosis and treatment process) for girls and women on its website.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	73	<i>The municipality prepares a participatory budget for the different needs and demands of women in the local area.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	74	<i>The municipality cooperates with non-governmental organizations in the field of gender.</i>
Procedural Justice	Fairness	Decision-Making	Measurement and Learning	75	<i>The municipality makes expenditures in line with the different needs and demands of women in the local area.</i>
Distributive Justice	Fairness	Resource Usage	Structure	76	<i>The municipality carries out joint activities/projects in the field of gender with non-governmental organizations.</i>

Distributive Justice	Fairness	Resource Usage	Structure	77	<i>The municipality operates a guest house/shelter/shelter house for women and children.</i>
Distributive Justice	Fairness	Resource Usage	Application and Integration	78	<i>The municipality explains the expenditures made in accordance with the different needs and demands of women on the basis of performance and publishes them on its website.</i>
Distributive Justice	Fairness	Resource Usage	Application and Integration	79	<i>The municipality has current activities to provide guidance and counseling to women.</i>
Distributive Justice	Fairness	Resource Usage	Application and Integration	80	<i>The municipality has up-to-date activities to prevent violence and abuse against women.</i>
Distributive Justice	Fairness	Resource Usage	Measurement and Learning	81	<i>The results of the joint activities/projects carried out with the municipal non-governmental organizations in the field of gender are included in the Annual Report or website</i>
Distributive Justice	Fairness	Resource Usage	Measurement and Learning	82	<i>The municipality shares its services for women citizens with the public in a data-based and comparison-friendly way.</i>
Distributive Justice	Fairness	Resource Usage	Measurement and Learning	83	<i>The municipality has up-to-date activities for women's equality.</i>
Distributive Justice	Fairness	Resource Usage	Measurement and Learning	84	<i>The municipality records the services it offers to women citizens in a data-based and comparison-friendly manner.</i>
Distributive Justice	Fairness	Provision of Services	Structure	85	<i>The municipality shares the results of the services it provides for women citizens in its Annual Report, which is data-based and allows for comparison.</i>
Distributive Justice	Fairness	Provision of Services	Structure	86	<i>The municipality has determined Ethical Values regarding gender.</i>
Distributive Justice	Fairness	Provision of Services	Application and Integration	87	<i>The municipality sets gender awareness targets for its employees in its strategic plan.</i>
Distributive Justice	Fairness	Provision of Services	Measurement and Learning	88	<i>The municipality has an Ethics Committee.</i>
Informational/Interactional Justice	Fairness	Organizational Operations	Structure	89	<i>The municipality implements its objectives regarding gender awareness in the strategic plan.</i>

Informational/Interactional Justice	Fairness	Organizational Operations	Structure	90	<i>The municipality publishes its studies on gender awareness training in its Annual Report, based on data.</i>
Informational/Interactional Justice	Fairness	Organizational Operations	Application and Integration	91	<i>The Municipality's Ethics Commission reports and/or decisions are published on the website in a gender-sensitive manner.</i>
Informational/Interactional Justice	Fairness	Organizational Operations	Application and Integration	92	<i>There are statements about "Gender Sensitivity"/"Gender Equality" in the mission or vision of the municipality.</i>
Informational/Interactional Justice	Fairness	Organizational Operations	Measurement and Learning	93	<i>There are statements about "Gender Sensitivity"/"Gender Equality" in the management principles of the municipality.</i>
Informational/Interactional Justice	Fairness	Organizational Operations	Measurement and Learning	94	<i>Gender-related statements in the municipality's strategic plan comply with the Sustainable Development Goals.</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Structure	95	<i>The municipality has set targets related to "Gender Sensitivity"/"Gender Equality" in its strategic plan.</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Structure	96	<i>The municipality determines and implements targets in line with the Gender-related Sustainable Development Goals within its strategic plan.</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Structure	97	<i>In the strategic plan, the municipality publishes indicators regarding the targets related to "Gender Sensitivity"/"Equality between Women and Men".</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Application and Integration	98	<i>The municipality publishes the results of the implementation of the Gender-related Sustainable Development Goals within its strategic plan in its Annual Report.</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Application and Integration	99	<i>The municipality allocates a budget for harmonization with the Gender-related Sustainable Development Goals within its strategic plan.</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Measurement and Learning	100	<i>The municipality allocates a budget for the target of gender sensitivity.</i>
Procedural Justice	Responsiveness and Sensitivity	Decision-Making	Measurement and Learning	101	<i>The Municipality spends on targets in line with the Gender-related Sustainable Development Goals within its Strategic Plan.</i>
Distributive Justice	Responsiveness and Sensitivity	Resource Usage	Structure	102	<i>The municipality is making expenditures for its gender sensitivity target.</i>
Distributive Justice	Responsiveness and Sensitivity	Resource Usage	Structure	103	<i>The Municipality publishes its expenditures on gender-related Sustainable Development Goals within its Strategic Plan, based on data.</i>
Distributive Justice	Responsiveness and Sensitivity	Resource Usage	Application and Integration	104	<i>The municipality publishes its expenditures for the target of gender sensitivity.</i>
Distributive Justice	Responsiveness and Sensitivity	Resource Usage	Application and Integration	105	<i>The municipality provides opportunities to provide corporate volunteering services for female citizens.</i>

Distributive Justice	Responsiveness and Sensitivity	Resource Usage	Measurement and Learning	106	<i>The municipality reports on data based what is done within the scope of corporate volunteering service for women citizens.</i>
Distributive Justice	Responsiveness and Sensitivity	Resource Usage	Measurement and Learning	107	<i>The municipality reports on the basis of data what has been done within the scope of corporate volunteering service for women citizens and publishes it on its website.</i>
Distributive Justice	Responsiveness and Sensitivity	Provision of Services	Structure	108	<i>The municipality provides information on the complaint rights of female citizens on its website.</i>
Distributive Justice	Responsiveness and Sensitivity	Provision of Services	Application and Integration	109	<i>There are activities within the municipality to prevent gender discrimination.</i>
Distributive Justice	Responsiveness and Sensitivity	Provision of Services	Measurement and Learning	110	<i>The municipality has a gender sensitive "parent policy".</i>

Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Structure	111	<i>The municipality has a policy of sanctioning those who inflict violence on their spouses among male employees.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Structure	112	<i>In the municipality, 8 March Women's Day is a public holiday.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Structure	113	<i>The municipality keeps the number of complaints coming from the website as gender sensitive.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Structure	114	<i>It carries out activities against gender discrimination within the municipality.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Structure	115	<i>The municipality implements the parent policy.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Application and Integration	116	<i>The municipality imposes sanctions on those who use violence against their spouses among male employees.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Application and Integration	117	<i>The municipality imposes a public holiday for female employees on March 8.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Application and Integration	118	<i>The municipality publishes the number of complaints received from the website in its Annual Report, sensitive to gender.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Application and Integration	119	<i>The municipality publishes the results of its activities against gender discrimination on its website.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Application and Integration	120	<i>The municipality publishes the results of its activities on the implementation of the parent policy on its website.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Measurement and Learning	121	<i>The municipality publishes on its website the sanctions it imposes on those who commit violence against their spouses among male employees.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Measurement and Learning	122	<i>The municipality publishes information on the implementation of the March 8 public holiday on its website.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Measurement and Learning	123	<i>The municipality prepares a strategic plan in line with the different needs and demands of women living in the local area.</i>

Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Measurement and Learning	124	<i>The municipality publishes information on the services it offers to women on its website.</i>
Informational/Interactional Justice	Responsiveness and Sensitivity	Organizational Operations	Measurement and Learning	125	<i>The municipality analyzed the different needs and demands of local women based on data and determined strategic targets based on these.</i>
Procedural Justice	Effectiveness and Productivity	Decision-Making	Structure	126	<i>The municipality makes services for women accessible on its website (via the e-municipality application).</i>
Procedural Justice	Effectiveness and Productivity	Decision-Making	Structure	127	<i>The municipality publishes its strategic goals, which are suitable for the different needs and demands of local women, on its website.</i>
Procedural Justice	Effectiveness and Productivity	Decision-Making	Application and Integration	128	<i>The municipality publishes detailed information on the use of services for women in its Annual Report.</i>
Procedural Justice	Effectiveness and Productivity	Decision-Making	Application and Integration	129	<i>The municipality allocates a budget to make its services for women accessible.</i>
Procedural Justice	Effectiveness and Productivity	Decision-Making	Measurement and Learning	130	<i>The municipality publishes the proportion of the budget allocated for women's access to services.</i>
Procedural Justice	Effectiveness and Productivity	Decision-Making	Measurement and Learning	131	<i>The municipality publishes detailed expenditures on women's access to services on its website.</i>
Distributive Justice	Effectiveness and Productivity	Resource Usage	Structure	132	<i>The municipality evaluates the satisfaction of female citizens at least once a year.</i>
Distributive Justice	Effectiveness and Productivity	Resource Usage	Application and Integration	133	<i>The municipality regularly receives the opinions and thoughts of its female citizens regarding the services it provides according to the different needs of female citizens.</i>
Distributive Justice	Effectiveness and Productivity	Resource Usage	Measurement and Learning	134	<i>The municipality registers complaints about services as gender sensitive.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Structure	135	<i>The municipality conducts the satisfaction survey of female citizens at least once a year.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Structure	136	<i>The municipality organizes a service area-based satisfaction survey for female citizens at least once a year.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Structure	137	<i>The municipality records the number of complaints about services in a gender sensitive manner.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Application and Integration	138	<i>The municipality records the nature of complaints about services in a gender sensitive manner.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Application and Integration	139	<i>The municipality organizes an annual training program on "Gender-Responsive Service" for its personnel.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Application and Integration	140	<i>The municipality organizes an annual training program on "Violence Against Women" for its personnel.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Application and Integration	141	<i>The municipality shares the number of complaints about services in a gender sensitive manner.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Measurement and Learning	142	<i>The municipality shares the nature of complaints about services in a gender sensitive manner.</i>

Distributive Justice	Effectiveness and Productivity	Provision of Services	Measurement and Learning	143	<i>The municipality shares the number of participants in the training program on "Violence Against Women", which it organizes for its personnel, on a gender-sensitive basis.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Measurement and Learning	144	<i>The Municipality provides training to its personnel on Gender Sensitive Service throughout the year.</i>
Distributive Justice	Effectiveness and Productivity	Provision of Services	Measurement and Learning	145	<i>The municipality provides training to its personnel on "Violence Against Women" throughout the year.</i>
Informational/Interactional Justice	Effectiveness and Productivity	Organizational Operations	Structure	146	<i>The Municipality publishes the information about the Gender Sensitive Service trainings received by its employees throughout the year.</i>
Informational/Interactional Justice	Effectiveness and Productivity	Organizational Operations	Structure	147	<i>The municipality publishes the information about the "Violence Against Women" trainings received by its employees during the year.</i>
Informational/Interactional Justice	Effectiveness and Productivity	Organizational Operations	Application and Integration	148	<i>The municipality has determined the relevant targets in the strategic plan in a gender sensitive manner.</i>
Informational/Interactional Justice	Effectiveness and Productivity	Organizational Operations	Application and Integration	149	<i>The municipality has a gender sensitive data collection system.</i>
Informational/Interactional Justice	Effectiveness and Productivity	Organizational Operations	Measurement and Learning	150	<i>The municipality publishes its strategic plan on its website.</i>
Informational/Interactional Justice	Effectiveness and Productivity	Organizational Operations	Measurement and Learning	151	<i>City Council decisions are published on the website.</i>
Procedural Justice	Transparency	Decision-Making	Structure	152	<i>The decision/reports of the Gender/Gender Equality Committee of the Municipal Assembly are published on the website.</i>
Procedural Justice	Transparency	Decision-Making	Structure	153	<i>The municipality publishes the gender-sensitive Ethics Commission reports on its website.</i>
Procedural Justice	Transparency	Decision-Making	Structure	154	<i>The municipality publishes gender-sensitive Internal Audit reports on its website.</i>
Procedural Justice	Transparency	Decision-Making	Structure	155	<i>The municipality reflects the results of the implementation of the relevant targets in the strategic plan in the Annual Report in a gender sensitive manner.</i>
Procedural Justice	Transparency	Decision-Making	Structure	156	<i>The municipality reflects its activities in the Annual Report with gender-sensitive data.</i>
Procedural Justice	Transparency	Decision-Making	Structure	157	<i>The municipality publishes the results of the implementation of the relevant targets in the strategic plan on its website in a gender-sensitive manner.</i>
Procedural Justice	Transparency	Decision-Making	Structure	158	<i>The municipality publishes its activities on its website based on gender-sensitive data.</i>
Procedural Justice	Transparency	Decision-Making	Application and Integration	159	<i>The Municipality publishes the Activity Report on its website.</i>
Procedural Justice	Transparency	Decision-Making	Application and Integration	160	<i>The Municipality publishes the Performance Program on its website.</i>

Procedural Justice	Transparency	Decision-Making	Measurement and Learning	161	<i>The municipality publishes its financial reports on its website.</i>
Procedural Justice	Transparency	Decision-Making	Measurement and Learning	162	<i>The municipality shares its final account reports on its website.</i>
Procedural Justice	Transparency	Decision-Making	Measurement and Learning	163	<i>The municipality has a gender-sensitive budgeting policy.</i>
Procedural Justice	Transparency	Decision-Making	Measurement and Learning	164	<i>The municipality makes gender-sensitive budgeting.</i>
Procedural Justice	Transparency	Decision-Making	Measurement and Learning	165	<i>The municipality reports its expenditures sensitive to gender and publishes it on its website.</i>
Distributive Justice	Transparency	Resource Usage	Structure	166	<i>The municipality publishes its gender-sensitive budget on its website.</i>
Distributive Justice	Transparency	Resource Usage	Structure	167	<i>Municipal service standards have been determined in a gender-sensitive manner.</i>
Distributive Justice	Transparency	Resource Usage	Application and Integration	168	<i>The municipality has a "positive action" principle in terms of gender equality in personnel recruitment.</i>
Distributive Justice	Transparency	Resource Usage	Measurement and Learning	169	<i>The municipality has a policy of "equal pay for equal work" between male and female employees.</i>
Distributive Justice	Transparency	Resource Usage	Measurement and Learning	170	<i>The municipality applies gender-sensitive standards while providing services.</i>
Distributive Justice	Transparency	Provision of Services	Structure	171	<i>The municipality applies the principle of positive action when recruiting personnel.</i>
Distributive Justice	Transparency	Provision of Services	Structure	172	<i>The municipality implements an egalitarian wage policy.</i>
Distributive Justice	Transparency	Provision of Services	Structure	173	<i>Municipality shares gender-sensitive service standards on its website</i>
Distributive Justice	Transparency	Provision of Services	Application and Integration	174	<i>The municipality publishes data on personnel recruitment on its website in a gender-sensitive manner.</i>
Distributive Justice	Transparency	Provision of Services	Application and Integration	175	<i>The municipality publishes detailed data on the implementation of the egalitarian wage policy on its website.</i>
Distributive Justice	Transparency	Provision of Services	Application and Integration	176	<i>There is a section on the right to information on the municipality's website.</i>
Distributive Justice	Transparency	Provision of Services	Measurement and Learning	177	<i>The municipality records the number of requests for information in a gender-sensitive manner.</i>
Distributive Justice	Transparency	Provision of Services	Application and Integration	178	<i>The municipality records the nature of information requests as gender sensitive.</i>
Distributive Justice	Transparency	Provision of Services	Measurement and Learning	179	<i>The municipality publishes the number of requests for information on its website in a gender-sensitive manner.</i>
Informational/Interactional Justice	Transparency	Organizational Operations	Structure	180	<i>The municipality publishes the nature of information requests on its website in a gender-sensitive manner.</i>
Informational/Interactional Justice	Transparency	Organizational Operations	Application and Integration	181	<i>The contact information of the municipality council members is published on the website.</i>
Informational/Interactional Justice	Transparency	Organizational Operations	Application and Integration	182	<i>The contact information of the Municipality Gender/Gender Equality Commission is published on the website.</i>
Informational/Interactional Justice	Transparency	Organizational Operations	Application and Integration	183	<i>The contact information of the Municipal Ethics Committee is published on the website.</i>

Informational/Interactional Justice	Transparency	Organizational Operations	Application and Integration	184	<i>There is an area on the municipality's website for collecting requests from citizens.</i>
Procedural Justice	Accountability	Decision-Making	Structure	185	<i>The Municipality publishes the number of requests and requests received from women citizens throughout the year in its Annual Report.</i>
Procedural Justice	Accountability	Decision-Making	Structure	186	<i>The Municipality publishes the nature of the demands and requests received from women citizens throughout the year in its Annual Report.</i>
Procedural Justice	Accountability	Decision-Making	Structure	187	<i>The Municipality shares its evaluations of the demands and requests received from women citizens throughout the year in its Annual Report.</i>
Procedural Justice	Accountability	Decision-Making	Structure	188	<i>The municipality reports its gender-sensitive expenditures.</i>
Procedural Justice	Accountability	Decision-Making	Application and Integration	189	<i>The municipality records its gender-sensitive expenditures in a data-based and comparable manner.</i>
Procedural Justice	Accountability	Decision-Making	Application and Integration	190	<i>The municipality publishes its gender-sensitive expenditures on its website in a data-based and comparable manner.</i>
Procedural Justice	Accountability	Decision-Making	Measurement and Learning	191	<i>The municipality evaluates the services it provides with gender-sensitive indicators.</i>
Distributive Justice	Accountability	Resource Usage	Structure	192	<i>The municipality reports the quality and data of the services it provides in a gender-sensitive manner.</i>
Distributive Justice	Accountability	Resource Usage	Application and Integration	193	<i>The municipality evaluates and publishes the quality and data of the services it provides in its Annual Report, in a gender-sensitive manner.</i>
Distributive Justice	Accountability	Resource Usage	Measurement and Learning	194	<i>The reports of the Municipal Assembly Audit Committee are prepared in a gender sensitive manner.</i>
Distributive Justice	Accountability	Provision of Services	Structure	195	<i>The reports of the Municipal Assembly Audit Committee are considered as gender sensitive.</i>
Distributive Justice	Accountability	Provision of Services	Application and Integration	196	<i>The reports of the Municipal Assembly Audit Committee are published on the website as sensitive to gender.</i>
Distributive Justice	Accountability	Provision of Services	Measurement and Learning	197	<i>The municipality prepares its strategic plan in line with the gender-related upper policy/plans.</i>
Informational/Interactional Justice	Accountability	Organizational Operations	Structure	198	<i>There is harmony between the objectives of the Local Action Equality Plan and the strategic plan.</i>
Informational/Interactional Justice	Accountability	Organizational Operations	Application and Integration	199	<i>The municipality determined its strategic goals by establishing harmony between the strategic plan and the upper plan/policies.</i>

Informational/Interactive Justice	Accountability	Organizational Operations	Measurement and Learning	200	Indicators reflecting the harmony between the objectives of the Local Action Equality Plan and the strategic plan were determined.
Procedural Justice	Consistency	Decision-Making	Structure	201	The municipality publishes the realization status of the strategic targets prepared in harmony between the strategic plan and the upper plan/policies in the Annual Report.
Procedural Justice	Consistency	Decision-Making	Structure	202	The realization rate of the targets in the Local Action Equality Plan is published on the website.
Procedural Justice	Consistency	Decision-Making	Application and Integration	203	It allocates resources for the Gender Equality/Equality unit in the municipality
Procedural Justice	Consistency	Decision-Making	Application and Integration	204	Resources are allocated for Local Action Equality Plan objectives.
Procedural Justice	Consistency	Decision-Making	Measurement and Learning	205	The municipality records the expenditures made by the Gender Equality/Equality Unit.
Procedural Justice	Consistency	Decision-Making	Measurement and Learning	206	Resources spent for Local Action Equality Plan targets are recorded in a data-based and comparable manner.
Distributive Justice	Consistency	Resource Usage	Structure	207	The expenditures made by the Municipality's Gender Equality/Equality Unit are published on the website.
Distributive Justice	Consistency	Resource Usage	Structure	208	The resources spent for the Local Action Equality Plan targets are published on the website in a data-based and benchmarking manner.
Distributive Justice	Consistency	Resource Usage	Structure	209	The municipality reflects the realization status of its gender-sensitive strategic plan activities in its Annual Report.
Distributive Justice	Consistency	Resource Usage	Application and Integration	210	The Municipality evaluates the realization rate of gender-sensitive strategic plan activities in the Annual Report, based on data and in line with comparison.
Distributive Justice	Consistency	Resource Usage	Application and Integration	211	The municipality publishes the realization rate of gender-sensitive strategic plan activities in its Annual Report, based on data and in line with comparison.
Distributive Justice	Consistency	Resource Usage	Application and Integration	212	The Municipality announces the activity results of the Gender Equality/Equality Unit every year, based on data and in line with comparison.
Distributive Justice	Consistency	Resource Usage	Measurement and Learning	213	The Gender Equality/Equality Committee of the Municipal Assembly evaluates municipal activities in terms of gender every year.

Distributive Justice	Consistency	Resource Usage	Measurement and Learning	214	There is an institutional structure that coordinates all the work of the municipality on gender issues.
Distributive Justice	Consistency	Resource Usage	Measurement and Learning	215	The Municipality records the activity results of the Gender Equality/Equality Unit based on data.
Distributive Justice	Consistency	Provision of Services	Structure	216	The Gender Equality/Equality Committee of the Municipal Assembly reports the activities of the municipality in terms of gender every year.
Distributive Justice	Consistency	Provision of Services	Application and Integration	217	The municipality implements gender studies in a coordinated manner.
Distributive Justice	Consistency	Provision of Services	Measurement and Learning	218	The Municipality publishes the activity results of the Gender Equality/Equality Unit on its website every year based on data.
Informational/Interactional Justice	Consistency	Organizational Operations	Structure	219	The City Council Gender Equality/Equality Commission publishes its report, which evaluates municipal activities in terms of gender, on its website.
Informational/Interactional Justice	Consistency	Organizational Operations	Structure	220	The municipality publishes information on the coordination of gender studies on its website.

Semi-structured Interview Questions

1. First of all, can you briefly tell us about yourself? I would appreciate it if you could talk about your educational background, profession, ideals and your current position.
2. What do you think it is like to work both for and with women? Can you please share your experiences with me?
3. As you know, in 2019, the IMM administration passed to the candidate of an opposition party for the first time in a long time. Various effects/consequences of this change were observed both within and outside the municipality. When you look from the perspective of local governments, especially when you consider the four processes of municipalities (decision making, institutional functioning, resource use and service delivery), how do you think these processes are affected?
4. When you evaluate the past 4 years, what were the effects of this change in achieving gender equality?
5. Again, when you evaluate the past 4 years, what were the effects of this change in terms of organizational justice?
6. You are aware of the concept of governance, which has become very popular in Turkey, especially in the world, in recent years. When we reduce this concept to municipalities, it appears as local governance. How would you evaluate the level/situation of local governance in İstanbul?
7. Well, when we say good governance (e.g. principles of accountability, consistency, transparency, etc.), do you think your directorate is well governed? In what ways/angles do you have this opinion?
8. When you think about your answers to previous questions; Do you think a relationship can be established between the concepts of gender sensitivity, organizational justice and local governance? How would you evaluate the nature of this relationship?

Six-phase Guidance of Braun & Clarke (2006)

Step 1: Become familiar with the data

Firstly, I read and re-read both transcripts and took my primary notes regarding initial impressions and interpretations from interviewees.

Step 2: Generate initial codes

In this stage, I began to meaningfully organize my data. I chose to conduct a theoretical theme analysis rather than an inductive one because I was interested in answering particular research questions and I did the data analysis with this in mind. In light of this, I coded every piece of data that related to or illustrated an intriguing aspect of the potential link between organizational justice, good governance and gender equality at local level. I employed open coding, which means that I created and adjusted the codes as I went along in the coding process rather than using pre-set codes.

Among early concepts for codes, one topic that repeatedly came up that was quite important to my research question was the need to address the connections between local good governance and organizational justice on a one-to-one basis with respondents. I analyzed them in detail and came up with my first apparent concepts. As I went through them, I created new codes and occasionally updated existing ones on a Microsoft Excel document. Afterwards, I kept on generating my themes accordingly.

Step 3: Search for themes

When I looked at the codes in this instance, some of them obviously made up a theme. For instance, I had number of codes connected to gender equality and organizational justice or good governance principles and their implication at local level. The codes had been arranged at the conclusion of this stage into more general themes that appeared to have anything to say specifically about my research question. To determine how the good governance might affect organizational justice for women, particularly at the local government level, the very first themes were formed as follows:

Table I

<i>Background information</i>
<ul style="list-style-type: none"> • Educational background • Current position and title • Objectives and ideals
<i>Women in local governance</i>
<ul style="list-style-type: none"> • <i>Status of women at local level</i>
<i>The local authority of Istanbul Metropolitan Municipality</i>
<ul style="list-style-type: none"> • <i>The stance of local authority on processes such as decision-making, resource usage, provision of services and organizational capabilities</i> • <i>Evaluation of last four years of local governance:</i> <ul style="list-style-type: none"> ○ <i>Gender equality</i> ○ <i>Organizational justice</i>
<i>Governance</i>
<ul style="list-style-type: none"> • The quality of local governance • Good governance and its principles
The triangular relationship between gender equality, organizational justice and local governance

Step 4: Review themes

In this stage, the first concepts that I found in Step 3 were reviewed, modified, and developed. I re-evaluated their interconnectedness to my research aims and objectives and re-formed them accordingly:

Table II

Education
Career
Ideals
Work with/for women
Local governance in Istanbul Metropolitan Municipality (IMM) related to women
Local government processes in IMM and women
Gender equality in IMM
Gender equality and organizational justice in IMM
Good governance and implication of its principles in IMM
The relationship between gender equality, organizational justice and local governance

Step 5: Define themes

In this stage, my main goal was to ".identify the 'essence' of what each theme was about" in this final iteration of the themes (Braun and Clarke, 2006, p.92).

Step 6: Writing-up

My *dissertation* as a whole is the *final product* of my study.

Tables of Thematic Analyses

Jane Doe

Table III

Themes	Codes
Education	<i>Social services</i> <i>Social work</i> <i>The relationship between social cooperatives and women's employment</i> <i>Employment and social participation scale</i>
Career	<i>Social work</i> <i>Women and Family Affairs</i> <i>Turkish Red Crescent</i> <i>Juvenile heavy penal court</i> <i>Istanbul Metropolitan Municipality</i> <i>Izmit Municipality</i>
Ideals	<i>Making women visible</i> <i>Women as individuals</i> <i>Being involved in decision-making and implementing</i>
Work with/for women	<i>Advantages of working with/for women</i> <i>To know/feel/understand women</i> <i>Disadvantaged position of women</i>

<p>Local governance in IMM related to women</p>	<p><i>IMM's views of women</i> <i>Social democratic municipalities</i> <i>Workshop on Combating Violence Against Women</i> <i>Women's Vision</i> <i>IMM Heritage</i> <i>Women and Family Affairs Branch</i> <i>Woman-friendly budgeting and human resources</i> <i>Recruiting more female machinists</i> <i>Local Equality Action Plan</i> <i>Culinary Arts Workshop</i> <i>Istanbul ISMEK</i> <i>Istanbul Family Health and Education Centers</i> <i>Real life good example from ISMEK</i></p>
<p>Local government processes and women</p>	<p><i>Human resources</i> <i>Ratio of department heads and managers</i> <i>Women are now present in decision making mechanisms</i> <i>ISMEK and employing women</i> <i>Women's labour offices</i> <i>Woman-friendly approach</i></p>

<p>Gender equality in IMM</p>	<p><i>A man's job</i> <i>Women as machinists, officers cleaning streets</i> <i>Intensive recruitment of female staff</i> <i>Employment process has become more fair and transparent</i> <i>Local Equality Action Plan</i> <i>Trainings on gender</i> <i>Gender equality perspective</i> <i>Strategy Directorate</i> <i>Many directorates are involved</i> <i>Vision</i> <i>Woman as an element in the family</i> <i>Men and Family Affairs</i> <i>Social Equality Unit</i> <i>Directorate of Equality</i> <i>Women as individuals</i> <i>Local legislation</i> <i>Names of directorates</i> <i>Developing country</i> <i>Positive discrimination for women</i> <i>Women being behind</i></p>
<p>Gender equality and organizational justice in IMM</p>	<p><i>Equality</i> <i>Justice</i> <i>Equity</i> <i>The visual</i> <i>Justice and equality are complementary</i> <i>Social justice</i> <i>Organizational justice</i> <i>Justice compasses equality</i> <i>Equality of opportunity</i> <i>Acting justly and equitably in practices</i></p>

<p>Good governance and implication of its principles in IMM</p>	<p><i>Transparency</i> <i>Consistency</i> <i>Good governance principles</i> <i>Keeping data</i> <i>Women's current situation</i> <i>Women's policy</i> <i>Women's demands</i> <i>Assistance for women</i> <i>Istanbul 95</i> <i>Women and family services</i> <i>Data</i> <i>Social impact</i></p>
<p>The relationship between gender equality, organizational justice and local governance</p>	<p><i>Management approach</i> <i>Rights-based</i> <i>Social work practice</i> <i>Social justice</i> <i>Social state</i> <i>Equality</i> <i>Data-based local governance</i> <i>Satisfaction and expectation</i> <i>Survey</i> <i>Include women in social life</i> <i>Publicly shared reports</i></p>
<p>The relationship between gender equality, organizational justice and local governance</p>	<p><i>Rights-based</i> <i>Social work practice</i> <i>Social justice</i> <i>Social state</i> <i>Equality</i> <i>Data-based local governance</i> <i>Satisfaction and expectation</i> <i>Survey</i> <i>Include women in social life</i> <i>Publicly shared reports</i></p>

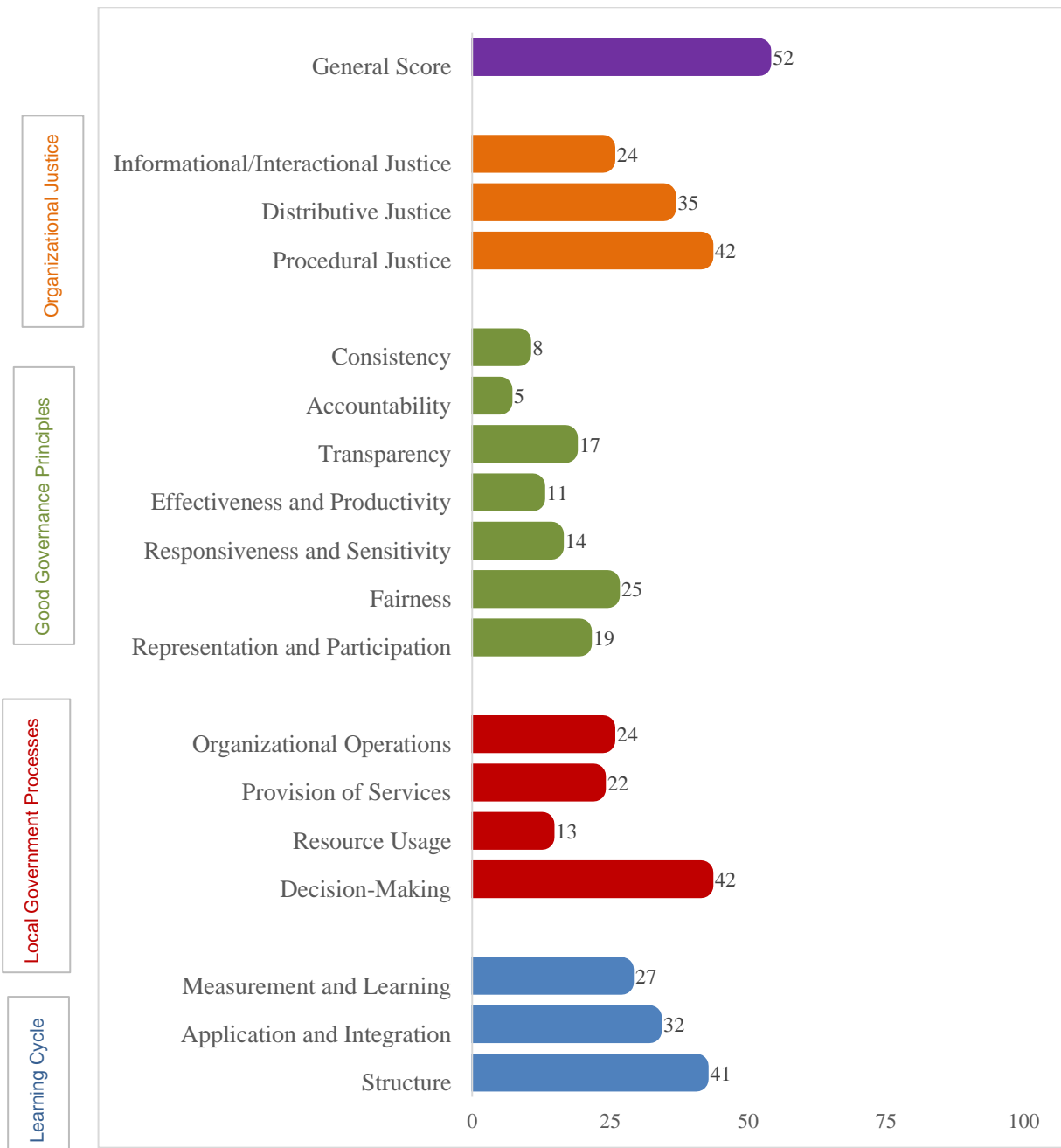
Table IV

Themes	Codes
Education and career	<i>Industrial engineering</i> <i>management consultant</i> <i>Investment banker</i> <i>Board</i> <i>Strategy and governance</i>
Ideals	<i>Quality of life</i> <i>Sustainable future</i> <i>Trust in institutions</i>
Work with women	<i>Inclusiveness and jointly producing solutions</i> <i>Decision-making approaches</i> <i>Diversity</i> <i>Boards of directors</i> <i>Gender equality</i> <i>Women's association in the board of directors</i> <i>TÜSİAD's issue of gender equality</i> <i>Age and geographical distribution.</i>
Work with/for women	<i>Pros and cons</i> <i>Diversity</i> <i>Possibility of making wrong decisions decreases</i> <i>Balanced decisions</i> <i>Different perspective</i> <i>Creative and innovative solutions</i> <i>Inclusive environment</i> <i>Long-term and inclusive thinking</i> <i>Raising children.</i> <i>Development</i> <i>Focusing on the day</i> <i>Hunting</i> <i>Essential elements for sustaining life and improving the quality of life</i> <i>Not male and female traits</i>

<p>Local governance in related to women</p>	<p><i>Valuable contribution</i> <i>Quality of knowledge</i> <i>People from different backgrounds</i> <i>People with different experiences</i> <i>Holistic information</i> <i>Better decision-making</i> <i>Interests and expectations of different segments</i> <i>Orientation of knowledge to learning</i> <i>Being a teacher, raising children, taking a longer-term view</i> <i>Preparing the future and developing the future</i> <i>Stakeholders' trust</i></p>
<p>Local government processes and women</p>	<p><i>Diversity in service delivery</i> <i>People from different walks of life</i> <i>People with different knowledge from different age groups</i> <i>Gender diversity in service delivery</i> <i>Innovations</i></p>
<p>Local government budget allocation</p>	<p><i>Diversity and profit</i> <i>Understanding expectations</i> <i>Situation and interests of segments</i> <i>Happiness in the society</i></p>
<p>Gender equality</p>	<p><i>Language and habits of families</i> <i>Women driving car</i> <i>Men in the kitchen</i> <i>Success of female employees</i> <i>Reliability in society</i></p>
<p>Gender equality and organizational justice at local level</p>	<p><i>Treating everyone equally</i> <i>Being aware of their differences</i> <i>Responding to them and their needs</i> <i>Act fairly by considering these differences.</i> <i>Advantages and disadvantages of different people</i> <i>Inclusive consultation</i></p>

<p>Good governance and implication of its principles at local level</p>	<p><i>Room for improvement in accountability.</i></p> <p><i>Integrated reporting</i></p> <p><i>Reporting that includes the integrity</i></p> <p><i>Systematic and advanced</i></p> <p><i>Deficiency</i></p> <p><i>Participatory budget</i></p> <p><i>IFRS</i></p> <p><i>Trust in the society</i></p> <p><i>Quality of life</i></p> <p><i>Strategic plan</i></p> <p><i>The budget,</i></p> <p><i>Sharing with the citizens</i></p> <p><i>Explaining changes</i></p> <p><i>To measure goals set beforehand</i></p> <p><i>Corporate learning</i></p> <p><i>Effectiveness</i></p>
<p>The relationship between gender equality, organizational justice and local governance</p>	<p><i>Inclusive participation</i></p> <p><i>Governance, inclusiveness, gender equality</i></p> <p><i>Societies whose institutions are trusted</i></p> <p><i>Fair solutions</i></p> <p><i>Quality of life</i></p> <p><i>Potential for innovation</i></p> <p><i>Good governance</i></p> <p><i>Inclusiveness and justice</i></p> <p><i>Subsets of good governance</i></p>

Scorecard Analysis of IMM



Graph I: Scores of the Secondary Analysis

Istanbul Metropolitan Municipality (IMM) was evaluated by an inclusive governance and organizational justice approach. By taking into account the scorecard methodology, woman friendly and gender sensitive criteria were scored by open sources provided by the municipality. On a hundred scale IMM holds general score of 52 which was calculated through tenets of good governance principles, organizational justice, learning cycle and local government processes.

In accordance with the relationship between organizational justice and local government processes most of the scores are gained through procedural justice and decision-making process (42%). The second largest set of scores are followed by distributive justice (35%) which consists of provision of services (22%) and resource usage (13%). The last trait of organizational justice, informational/interactional justice, received the lowest score by the performance on organizational operations (24%). Furthermore when the implications of good governance was analyzed, all principles were evaluated below 50%. Fairness (25%) and Representation and Participation (19%) constituted 44% of the total scores whereas Transparency (17%), Responsiveness and Sensitivity (14%), and Effectiveness and Productivity (11%) constituted the 42% of the total good governance score. On the other hand, IMM performs relatively lower while implementing Consistency (8%) and Accountability (5%) principles on its internal organizational structure.