

Terms of Reference

Decentralized Evaluation of the ECHO funded Emergency Social Safety Net (ESSN) in Turkey

November 2016-December 2017

WFP Turkey Country Office

Table of Contents

1. Introduction	1
2. Reasons for the Evaluation	1
2.1. Rationale	1
2.2. Objectives.....	2
2.3. Stakeholders and Users.....	2
3. Context and subject of the Evaluation	7
3.1. Context	7
3.2. Subject of the evaluation.....	9
4. Evaluation Approach	10
4.1. Scope.....	10
4.2. Evaluation Criteria and Questions	11
4.3. Data Availability.....	13
4.4. Methodology.....	14
4.5. Quality Assurance and Quality Assessment.....	15
5. Phases and Deliverables.....	16
6. Organization of the Evaluation.....	17
6.1. Evaluation Conduct	17
6.2. Team composition and competencies.....	18
6.3. Security Considerations	19
7. Roles and Responsibilities of Stakeholders	20
8. Communication and budget	21
8.1. Communication.....	21
8.2. Budget	22
Annex 1 Map	
Annex 2 Evaluation Schedule	
Annex 3 Membership of the internal evaluation committee and of the evaluation reference group	
Annex 4 Acronyms	
Annex 5 ESSN Theory of Change	

List of Tables, Graphs & Figures

Table 1: Preliminary Stakeholders' analysis	3
Figure 1: Age/Gender distribution of Syrians Under Temporary Protection, 29.12.2016, DGMM data.....	6
Figure 2: Non-Syrian populations by province, listed for 15 provinces with highest populations, 31.12.2016 UNHCR data.....	7
Figure 3: Projected ESSN Applications and Beneficiaries, November 2016-June 2017.....	8
Table 2: Criteria and evaluation questions.....	9

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Emergency Social Safety Net in Turkey. This evaluation is commissioned by the Turkey Country Office, covering the period from November 2016 – December 2017. This will be a mid-term evaluation, as the ESSN is expected to finish in December 2018. The evaluation will cover the ESSN programme, which can be considered a WFP Turkey activity within the scope of these TOR. As the evaluation will span multiple missions across the year, it must include analysis of outputs, activities and outcomes.
2. These TOR were prepared by the Turkey Country Office, VAM & M&E Unit, based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation. As it is expected that multiple stakeholders will be engaged in the evaluation throughout the year, these TOR will serve as the key source of information for any questions about the evaluation, its scope and its purpose.
3. In February 2016, the European Union (EU) announced the Facility for Refugees in Turkey (FRiT) (2016- 2018), to ensure that the needs of refugees and host communities are addressed in a comprehensive and coordinated manner. This will be an opportunity to scale up basic needs assistance to refugees in Turkey. The Facility will coordinate assistance of €1.4 billion for humanitarian needs and a further €1.6 billion in longer-term structural assistance. Under this Facility, ECHO has partnered with the World Food Program (WFP), the Turkish Red Crescent (TRC) and the Ministry of Family and Social Policy (MoFSP), to roll out the Emergency Social Safety Net (ESSN). It is a joint effort to establish one single delivery system of assistance through monthly prepaid debit cards. The ESSN is the subject of this evaluation.

2. Reasons for the Evaluation

4. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale

5. The evaluation is being commissioned for the following reasons:
6. The ESSN includes the largest ever EU- supported humanitarian cash transfer programme. It is the culmination of a decade of thinking, piloting and programming of cash in humanitarian contexts and increased consideration to the value of integrated programming. The cash transfer programme is innovative as it brings the use of unrestricted cash transfer to scale, attaches itself to the Turkish Social Welfare System and provides a system for other cash-based assistance, such as Conditional Cash Transfers for education, through a single national platform. The national outreach to and contact with vulnerable refugees is also an opportunity to increase access to non-cash based assistance; registration will ensure that refugees are able to access their entitlements, and the contact with refugees is intended to facilitate referrals to health, education and other specialised programmes.

7. Given the importance of this large, innovative programme, the mid-term evaluation will serve to document and learn from the ESSN, examining its design and outcomes. The ESSN is intended to be a two-year programme, eventually being streamlined into the Turkish national systems. The lessons from the mid-term evaluation will inform changes in programme design and delivery for year two and beyond.
8. The evaluation will have the following uses for the WFP Turkey Office:
9. WFP is a key stakeholder within the ESSN; WFP worked closely with ECHO to design the programme, is accountable for all programme finances, and is responsible for overall project monitoring. As such, improving programme effectiveness and efficiency is of particular interest to WFP. The mid-term evaluation will provide the learning required to make improvements for year two of the programme.

2.2. Objectives

10. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the Emergency Social Safety Net programme.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems
11. The evaluation is mid-term, in order to inform year two design and delivery. As such, the learning objective is given more weight, to inform key programmatic decision making. A final evaluation will take place in 2018, which will assess accountability more thoroughly.
12. The results of this evaluation are intended for use within the humanitarian community at large, as the ESSN is the first programme of its kind. This is of particular interest to ECHO, as the ESSN is the largest ever single humanitarian aid project funded by ECHO. The programme may set precedent for other countries to follow suit, therefore learning and documentation is essential.

2.3. Stakeholders and Users

13. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.
14. Accountability to affected populations, is tied to WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Country Office (CO) [Turkey]	Responsible for the country level planning and operations implementation, It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation. WFP Turkey's key role in the ESSN is around monitoring and evaluation; this evaluation will provide much needed learning about the programme.
Regional Bureau (RB) [Cairo]	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. Within the region, many COs have implemented cash based programmes and RBC is working to consolidate the learning from these CBTs – the ESSN evaluation will contribute to this body of knowledge.
WFP HQ	WFP has an interest in the lessons that emerge from evaluations, particularly as they relate to WFP strategies, policies, thematic areas, or delivery modality with wider relevance to WFP programming. In addition, as WFP shifts toward more cash based transfers, learning from the ESSN will be critical to inform better programme design in future. Understanding the benefits and drawbacks to a basic needs approach, rather than the typical WFP focus on food assistance, will also will also feed into WFP strategic planning.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but key findings will be shared, and findings may feed into annual syntheses and into corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the recipients the ESSN cash transfers, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought. Given the restrictions within the cultures of many of the beneficiary populations regarding female roles outside the home, it essential that women and girls are consulted separately about the entire ESSN process and their perceptions.

	Beneficiaries of different nationalities and ethnicities will be consulted to better understand specific barriers to application or biases. Beneficiaries of different ages must also be consulted to understand age-specific difficulties (for example, learning to use an ATM), and age-specific impacts of the assistance (for example, sending children to school). In general, beneficiaries will be consulted to understand their perspectives on the modality, the application process, the targeting criteria, the amount and the impact on their households.
Non-Beneficiaries and Turkish Citizens	The evaluation results will be important for non-beneficiaries and Turkish citizens, as they will identify any unintended negative consequences, and shape the design of the programme in year two. Better understanding how the ESSN has impacted non-beneficiaries, including Turkish Citizens, with a focus on protection principles and do no harm, is an essential component of the evaluation. Year two programme delivery will seek to minimize any identified negative impacts, and improve social cohesion.
Ministry of Family and Social Policies	The MoFSP is responsible for accepting and processing all ESSN applications through the local SASF offices. The staff at district level interact with applicants on a daily basis, and are the primary point of contact for many concerns and questions. It is also expected that at the end of the two year ESSN, the project will be streamlined into existing government services. While the ESSN has been designed to align with government systems as much as possible, the key programmatic difference is the multipurpose assistance, versus MoFSP sector specific assistance. Understanding the difference in this design will be of particular interest to the MoFSP, with implications for their own national assistance. The sustainability/connectedness questions will also be particularly relevant to MoFSP.
Disaster and Emergency Management Presidency (AFAD)	The Disaster and Emergency Management Authority (AFAD) is responsible for emergency response within Turkey, and therefore is also a key stakeholder within the ESSN. AFAD plays a role in overall coordination of the ESSN, and is responsible for refugee support in camps. Therefore AFAD will be interested in understanding the effectiveness of the system as integrated within the government.
Ministry of Interior	Key agencies of the MoI implicated within the ESSN include the Directorate General of Migration Management (DGMM) and the Population Department (Nufus). Essential pre-requisites for ESSN applications include registration of all family members with DGMM, and registration of the household address with Nufus. These requirements are placing significant additional burden on these offices, as they seek to register new households and correct existing data. Understanding the ESSN, its relevance and impact, will be critical for the MoI to understand the importance of the work they have invested. In addition, these MoI investments may be critical links for the sustainability/connectedness evaluation questions.
Other Government Agencies	The ESSN has been highly politicized, as a key component of the EU-Turkey deal. Therefore in addition to the specific government branches noted above, the Government of Turkey (GoT) in general will be interested to understand whether or not the project has achieved its goals, and if these goals are aligned with GoT priorities.

	Particularly of interest will be social cohesion with local populations, capacity development and sustainability. As noted above, it is intended for the ESSN to last two years with ECHO funding, and then be streamlined into Turkish national systems for the following years. As such, the GoT is a critical stakeholder within the ESSN mid-term evaluation; the learning will be essential to improve the programme and better understand its sustainability within Turkey.
Turkish Crescent	Red The Turkish Red Crescent (TRC) is WFP's key implementing partner in the ESSN, and the main liaison with the Turkish government. As an essential stakeholder in the programme, lessons from the evaluation will be important for TRC, particularly as they will continue to be responsible for implementation in year two. A key difference in the ESSN from previous TRC programmes is the nationwide design of the system – this will be relevant for TRC learning around establishing a national response system.
UNICEF	UNICEF will have a particular interest in the evaluation, as they may be responsible an additional cash transfer conditional on school attendance, implemented by TRC and delivered through the same ESSN platform. Issues related to targeting criteria, transfer values, application processes and accessing assistance will all be of particular interest to UNICEF, in addition to the longer term vision related to sustainability of the programme.
UNHCR	While UNHCR is not directly involved in the ESSN, it is still a key stakeholder in the evaluation given their refugee mandate. As the ESSN may serve as a blueprint for future refugee assistance programmes, the evaluation results will be essential for future UNHCR strategic and operational planning. In addition, UNHCR has other refugee assistance programming within Turkey, particularly with the non-Syrian populations – understanding these linkages will be important. Finally, during ESSN implementation, UNHCR is working with DGMM on a verification exercise of all refugee data; this is important for the ESSN, as DGMM data is a key component of ESSN registration.
Cash-based Interventions Technical Working Group members	The CBI-TWG is comprised of a number of UN agencies and NGOs who are delivering cash based interventions in Turkey. With the ESSN and the idea of one delivery platform for all multi-purpose cash, many NGOs are no longer being supported by ECHO for voucher programming for basic needs or food assistance. Understanding the pros and cons of this scalable model will be extremely valuable for NGOs, as they strive to identify unmet needs and carve out operational space. For the purposes of the evaluation, the team should consider the recently released ECHO Guidance note on medium to large scale cash transfers.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
Donors [ECHO]	ECHO developed the concept for the ESSN, and is the sole funder of the programme. As this is the largest ever EU- supported humanitarian cash transfer programme, this evaluation is critical

	for ECHO to better understand the ESSN impact and relevance within Turkey. They are interested in knowing whether their funds have been spent efficiently and if WFP’s work has been effective and contributed to their own strategies and programmes. ECHO is interested in the value-added of ECHO funding to use, establish and support the development of social protection systems to address humanitarian outcomes, the relevance of TRC/WFP actors in such a system in the medium/long term (if any), and timing of the handover of the system to development/government actors.
EU Member States	The ESSN is funded by EU Member States, primarily Germany. This programme is a key component of the broader EU Turkey deal, which seeks to stem the flow of ‘irregular migrants’ into Europe, while providing Turkey with other diplomatic benefits. The results of this evaluation will be key for EU Member States to understand the impact of their financial contribution.

15. The primary users of this evaluation will be:

- The WFP Turkey Office and its partners in decision-making, notably related to year two ESSN programme implementation and/or design, Country Strategy and partnerships
- The Turkish Red Crescent, as the key implementing partner, will use the evaluation to influence year two programme design and delivery.
- As the Ministry of Family and Social Policies is expected to absorb the programme after its close, these learnings will be essential to influence year two and beyond.
- ECHO is a key user of this evaluation, understanding the impact of the funding and informing future funding decisions. As this is their largest one time investment, ECHO is particularly interested in the learning from the evaluation, how to improve ESSN year two, and how to influence funding decisions globally
- NGOs implementing cash based interventions are expected to use the results of this evaluation to better understand the likely evolution of the humanitarian sector, if the model in future is increasingly similar to the ESSN.
- Given the core functions of the Regional Bureau (RB), the RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The RB will also be interested in the results of the evaluation, as the ESSN may serve as a model for other middle-income countries in the region.
- WFP HQ may use evaluations for wider organizational learning and accountability
- OEV may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.

3. Context and subject of the Evaluation

3.1. Context

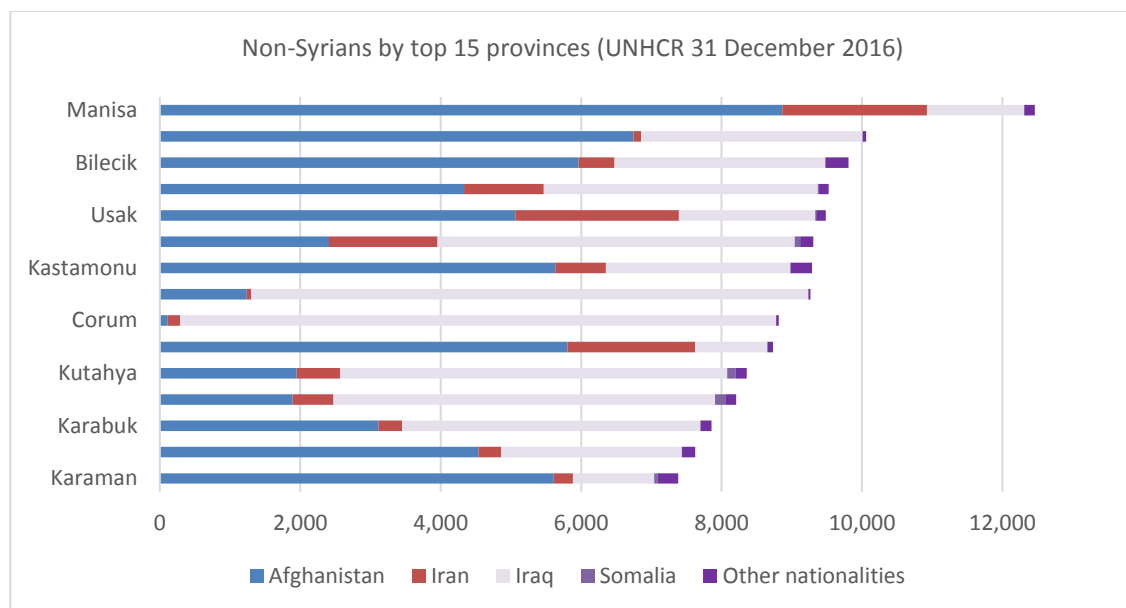
16. Turkey has the largest refugee population of any country in the world, with some 2.8 million Syrian registered under temporary protection (called refugees within this ToR). The latest data from UNHCR (31.12.2016) shows 291,379 individual cases from other countries, mostly Afghanistan, Iraq, Iran and Somalia. While some 260,000 Syrian refugees live in the 26 camps established by the Government of Turkey (GoT), the vast majority live in host communities (DGMM data, 29.12.2016). The provinces with highest concentration of Syrian refugees are Istanbul, Sanliurfa, Hatay and Gaziantep, which is very different from the distribution of non-Syrian refugees (see Figure 2).
17. According to DGMM, of these 2.8 million Syrian refugees, 1.5 million are male and 1.3 million are female. According to WFP off-camp surveys, roughly 65-70% of households are headed by men. Figure 1 below lists the Syrian population by age/gender, and Figure 2 lists the non-Syrians by province, for the 15 provinces with the highest number of non-Syrians.

Figure 1: Age/Gender distribution of Syrians Under Temporary Protection, 29.12.2016, DGMM data

THE DISTRIBUTION OF AGE AND GENDER OF REGISTERED SYRIANS UNDER TEMPORARY PROTECTION AS OF 29.12.2016

AGE	MALE	FEMALE	TOTAL
TOTAL	1.504.779	1.319.208	2.823.987
0-4	210.027	195.557	405.584
5-9	203.325	191.888	395.213
10-14	154.737	141.057	295.794
15-18	135.394	113.558	248.952
19-24	225.234	177.832	403.066
25-29	150.877	116.890	267.767
30-34	122.530	97.781	220.311
35-39	87.591	74.652	162.243
40-44	60.278	56.830	117.108
45-49	48.656	44.780	93.436
50-54	37.889	36.620	74.509
55-59	25.549	25.640	51.189
60-64	17.780	18.209	35.989
65-69	11.417	11.807	23.224
70-74	6.185	7.175	13.360
75-79	3.797	4.542	8.339
80-84	1.989	2.548	4.537
85-89	1.082	1.255	2.337
90+	442	587	1.029

Figure 2: Non-Syrian populations by province, listed for 15 provinces with highest populations, 31.12.2016 UNHCR data



18. WFP's pre-assistance baseline (PAB) survey for Syrian refugees conducted in June – December 2015 found that a large proportion have been forced to use negative coping strategies, such as utilising whatever savings and assets they may have brought with them since their arrival. Ongoing data collection through Post-Distribution Monitoring (PDM) surveys demonstrates that food assistance has supported many families, but many are still forced to engage in negative coping strategies.
19. There have been a significant number of humanitarian organisations operating in Turkey since the start of the Syria crisis, including many local and international NGOs. To coordinate these efforts, a number of Task Forces, working groups and other coordination structures are in place. The key structures relevant to the ESSN are currently the Cash-Based Interventions Technical Working Group, the Basic Needs Working Group and the ESSN Task Force.
20. As part of the EU-Turkey deal, the EU has committed to provide support to refugees living in Turkey. As part of this support, in June 2016 the European Commission published the Humanitarian Implementation Plan (HIP) for Turkey for a total amount of €505.65 million. Under this HIP, the Emergency Social Safety Net (ESSN) project contract was signed in September 2016, with a total value of €348 million.¹
21. The ESSN functions through the Turkish government social welfare system, providing unconditional unrestricted cash transfers to one million refugees. The first applications to the ESSN were received in November 2016, with the first cash transfers in December 2016.
22. As a complementary intervention, it is expected that cash transfers conditional on school attendance will be provided, also implemented by TRC. This will rely on the same delivery mechanism, simply adding top up amounts to the Kizilay card (ATM card used for ESSN transfers) contingent on 80% attendance at school. This intervention includes a case management component to facilitate and ensure

¹ Refer to the FRIT Factsheet for more details: https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/news_corner/migration/20161027-frit-factsheet-v2.pdf

attendance. The amount provided varies according to the age and gender of the child.

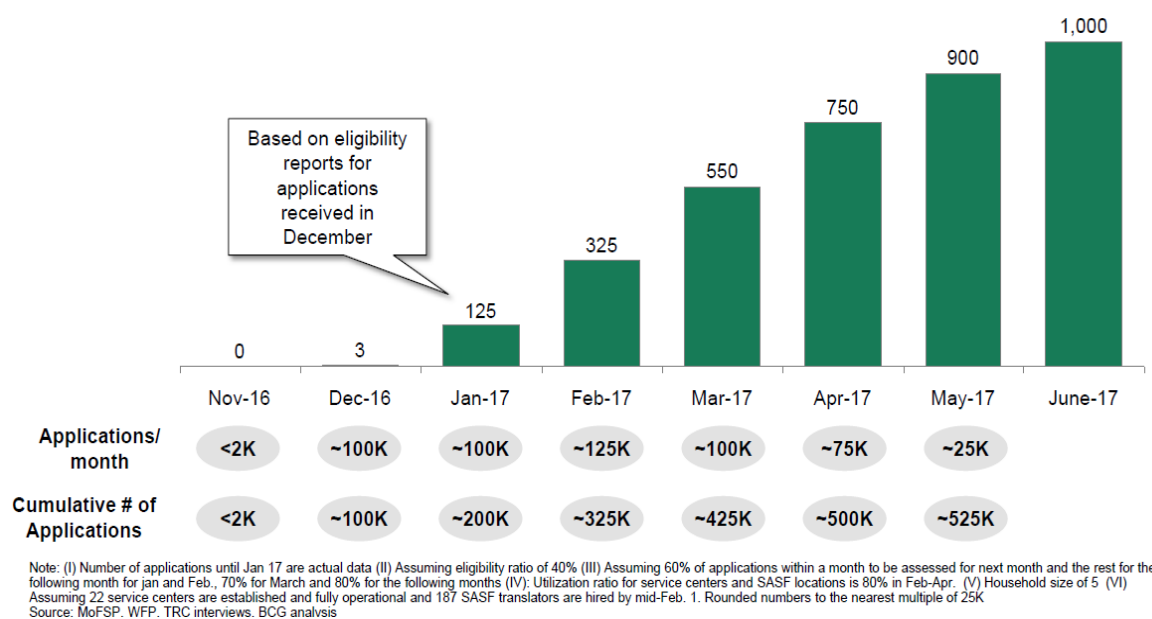
3.2. Subject of the evaluation

23. The ESSN brings the use of unrestricted cash transfers to scale through the Turkish social welfare system, establishing a single national platform for cash based assistance to refugees. The ESSN covers the entire country – see Annex 1 for map indicating the number of applications per district as of 2 January 2017.
24. Key stakeholders essential to the ESSN include ECHO, MoFSP, WFP, UNICEF and TRC and DGMM and the Population Department/Civil Registry. Through these partners, at least 1 million refugees will receive monthly unconditional unrestricted cash transfers of 100 TL per capita. In addition, some families will receive cash transfers conditional on school attendance, also implemented by TRC. The unconditional cash transfers are intended to allow beneficiaries to meet their basic needs, therefore this programme, unusual for WFP, is not focused on food assistance. Please refer to Annex 5 for the ESSN Theory of Change. The Theory of Change is accurate to date, though given the early stage of the programme, only the essential components of the ESSN are functioning – such as the cash transfers. It is still expected that other components, such as referral pathways in and out of the ESSN, will be developed as the programme progresses.
25. Applicants must be foreigners residing in Turkey under temporary protection/international protection. This is mostly Syrians (estimated 2.8 million), though non-Syrians (almost 300,000) are also eligible to apply. All applicants must live off-camp; camp residents are not eligible to apply. Applications are submitted at government Social Assistance and Solidarity Foundation offices as well as TRC Service Centres.
26. As of 30 January 2017, 153,543 applications had been received by the MoFSP, of which 128,974 had been assessed. This includes a total of 44,295 eligible households (all data provided by MoFSP). According to projections by the Boston Consulting Group, the ESSN will have received an estimated 525,000 applications by May 2017, resulting in reaching the target number of individual beneficiaries (one million) by June 2017.

Figure 3: Projected ESSN Applications and Beneficiaries, November 2016-June 2017²

² Source; BCG Analysis, Joint Management Cell presentation January 12, 2017

Target¹ # of beneficiaries per month
(thousand people)



27. The ESSN officially started accepting applications on 28 November 2016. The programme is expected to last two years, until December 2018, when it will be streamlined into the Turkish social welfare system. The evaluation will be mid-term, covering the first year of the ESSN, and informing decisions for year two. The contracted evaluation company is expected to start in January 2017, with multiple missions throughout the year to capture learning from the project as it evolves.

28. The first tranche of ESSN funding, intended to cover until May 2017, is €348 million. It is expected that total ESSN funding will reach €900 million.

4. Evaluation Approach

4.1. Scope

29. The mid-term evaluation is expected to cover all aspects of the ESSN, looking at all aspects of the programme design and implementation across Turkey, and within the broader humanitarian system. As applications are accepted across the country, the evaluation must also cover the entire country. The evaluation should focus on the unconditional unrestricted transfers, and other complementary programming (for example, protection referrals) if and when it is developed. The conditional education transfers should be considered as appropriate. Finally, the governance and appropriateness of the system is a key focus for the evaluation.

30. The scope of the evaluation also includes how the ESSN cash programming complements/synergises with other humanitarian and development actions in place. This does not imply evaluating the humanitarian response more broadly, but just understanding how the ESSN fits into the larger picture.

31. The ESSN target population includes all people under international or temporary protection within Turkey. This includes a variety of nationalities and ethnicities,

and it is essential that the evaluation considers the varying needs of these different groups – despite the vast majority of potential applicants being Syrian. The evaluation must ensure that people under different protection regimes (TP, IP) and different nationalities are included. It must evaluate whether the ESSN has ensured access to impartial assistance without discrimination, and has not caused or exacerbated any physical or psychological violence. In addition, the evaluation must consider the different needs of and impacts on girls, boys, men and women separately – including the application process, ATM, use of assistance, decision making and household dynamics.

32. The evaluation must include multiple missions, to learn from the programme as it evolves. Therefore the inception mission must take place in February 2017, but the final evaluation report will be due in December 2017. Please refer to section 5 (Phases and Deliverables) for more timeline details.

4.2. Evaluation Criteria and Questions

33. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Sustainability, and Connectedness].³ Gender Equality and protection should be mainstreamed throughout. Please refer to OECD footnote for agreed definitions of each criteria.

34. **Impact:** Changes in outcomes will be included in the mid-term evaluation, rather than impact measurement. However, WFP is working with the World Bank on an impact evaluation, focusing on attribution of cause/ establishing a counterfactual. Initial results will be available at the end of 2017, complementing these ToR. If/when a final evaluation is considered for ESSN year two, impact will considered more broadly within the ToR.

35. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the ESSN, which could inform future strategic and operational decisions.

36. Key criteria and questions:

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance/ Appropriateness	<ul style="list-style-type: none"> • Is the ESSN relevant for the refugee situation in the Turkish context; to DG ECHO’s Humanitarian Strategy in Turkey and the FriT? • Does the ESSN comply with humanitarian principles and standards, the EU Consensus on Humanitarian Aid and other EU humanitarian Guidelines? How can it be improved? • Is the design of the ESSN, including activities and outputs, relevant to the overall goal and the attainment of its objectives? Is the single-platform approach relevant and appropriate? • Is working through the government systems appropriate for the ESSN?

³ For more detail see:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

	<ul style="list-style-type: none"> • Is the ESSN relevant to the needs of beneficiaries - considering boys, girls, men and women separately? • Are the coordination systems (such as the Governance Board and Joint Management Cell) appropriate and useful?
Effectiveness	<ul style="list-style-type: none"> • How cost-effective is the model of at-scale, unrestricted, predictable cash transfers compared with short term, restricted vouchers? • Is the transfer value sufficient to meet programme objectives (specifically, meeting household basic needs)? • Have the transfers affected household behaviours, such as use of coping strategies, changes in food consumption, changes in education or health practices? • What are the major factors that have slowed meeting programmatic objectives in year one, and may prevent the ESSN meeting programmatic objectives in year two? • How does the transfer value impact cost effectiveness? How does the impact evolve over time? • Is the appeals system effective and cost-effective, and are there alternatives? Have these systems functioned to ensure access to impartial assistance without discrimination for all applicants? • What has been the impact of the ESSN on social cohesion? What programmatic factors have influenced this (design of system, amount of transfer, application process, modality of assistance, etc)? Has the ESSN affected beneficiary integration into Turkish society, economically, socially or otherwise? • To what extent has the ESSN affected household dynamics, female participation and/or inclusiveness in household decisions? Has the ESSN caused any unintended negative consequences within households, or within communities? • How have the targeting strategy and implementation model affected boys, girls, men and women? • Are the targeting strategies (application model including appeals, proxy criteria) effective to ensure coverage consistent with humanitarian principles? • What are the inclusion and exclusion errors linked to programme design? Do selected households meet vulnerability requirements? Are the costs (time/ money/ opportunity costs) of targeting worth it? Are there feasible alternatives? • To what extent has the ESSN delivered results for boys, girls, men and women? • Is the ESSN equally accessible and available to all persons of concern (TP, IP of all nationalities)?
Efficiency	<ul style="list-style-type: none"> • Is the implementation model chosen (considering working through existing social protection systems, partnerships chosen, single platform cash transfers) efficient? Is it cost-efficient? How does it compare to government welfare system or smaller scale voucher programmes? • How has ESSN cost efficiency evolved over time? • Were ESSN objectives achieved on time? What were key barriers to timeliness?
Sustainability or Connectedness	<ul style="list-style-type: none"> • Does the design of the ESSN sufficiently ensure that it can be effectively integrated into government systems as a humanitarian programme i.e. integrating humanitarian principles?

	<ul style="list-style-type: none"> • How have ESSN coordination systems fit into the broader coordination structures in country? • To what extent can the ESSN serve as a model for other crises in the region, and globally? • How has the ESSN contributed to, and integrated into, the refugee response in Turkey as a whole, taking into account coordination mechanisms and other programmes? • How has the ESSN integration and connectedness influenced assistance for boys, girls, men and women? • Under what conditions could the ESSN model be implemented elsewhere?
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4.3. Data Availability

37. The evaluation team will have access to all M&E and VAM data, including: baseline surveys, post-distribution monitoring surveys, face to face comprehensive household surveys, on-site monitoring reports, focus group discussion reports, and all ESSN monitoring/VAM reports.

38. All household data includes the gender of the household head, so indicators can be disaggregated. However, almost all indicators are at household level, so gender-specific outcomes are not tracked quantitatively. These issues must be explored through focus groups and through other qualitative techniques. Process surveys ask about which household members decide on the use of assistance, to better understand influence on household dynamics. The evaluation team will also have access to anonymized demographic data on eligible and ineligible households, which provides complete information on the gender and age composition of each household.

39. The baseline survey starts in February, and will take place on a rolling basis until the sample is met – as such, during the initial missions, there will be limited quantitative data available. However, by the mid-term evaluation report, a year’s worth of data will be available to the evaluation team.

40. The baseline and PDM are conducted by phone, so contain only essential outcome indicators, such as the food consumption score, coping strategies and a limited expenditure module. However, there are ongoing face to face surveys with more in-depth modules that will be available to the team. In addition, qualitative data collection will complement all quantitative data, and this will be available to the team.

41. Key government data will be relevant, such as registration information from DGMM, housing data from the Population Department, and application data from the MoFSP. However, these databases are not guaranteed to be accessible to the evaluation team.

42. Concerning the quality of data and information, the evaluation team should:

- a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection
- b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

43. The methodology will be designed by the evaluation team during the inception phase. It should:
- Employ the relevant evaluation criteria above: relevance, effectiveness, efficiency, impact and sustainability/connectedness.
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, non-beneficiaries etc.) The selection of field visit sites will also need to demonstrate impartiality.
 - Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
 - Wherever possible, separate analysis for education CCT beneficiaries, as the additional cash transfer may influence ability to meet basic needs, thereby skewing analysis of UCT impact.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
 - Ensure through the use of mixed methods that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used;
 - Ensure that women and girls are consulted separately from men and boys to ensure they present their perceptions honestly and completely; and ensure focus groups with women are led by female members of the evaluation team;
 - Mainstream gender equality, women's empowerment and protection, as above;
 - Methodology must include focus on key protection principles, such as do no harm, access to impartial assistance, and protection from harm;
 - It is expected that the evaluation team will rely on collection of qualitative data (i.e. interviews and focus groups), and examining existing quantitative data. However, if the team feels collection of quantitative data is necessary, this possibility can be explored. Team will work to pre-negotiate access to relevant government data through links with WFP and other stakeholders in country.
 - The evaluation team must ensure interviews are conducted with all key stakeholders, including staff from all essential stakeholders listed in External Stakeholder table above (e.g. MoFSP, MoI, UNHCR, UNICEF, AFAD, ECHO, etc).
44. The following mechanisms for independence and impartiality will be employed: an internal Evaluation Committee to be chaired by the Deputy Country Director, responsible for approval of all evaluation outputs and ensuring the evaluation is not influenced by implementers. In addition, an Evaluation Reference Group will be established including all key ESSN stakeholders. This Reference Group will increase the impartiality of the evaluation, and also increase stakeholder engagement with the process.
45. A key measure to increase impartiality of the evaluation will be the hiring of an evaluation manager. The evaluation manager will be a consultant external to WFP, will have no prior engagement with the ESSN, and will have prior experience serving as an external evaluation manager. This person will serve as a neutral party,

responsible for engaging with all stakeholders and serving as the link between the evaluation team and the Turkey Country Office. The evaluation manager will be based at his/her home, and will travel to Turkey only for the missions identified in the schedule below.

46. The following potential risks to the methodology have been identified: the MoFSP and TRC own the baseline and remote PDM data – there are challenges at present in obtaining this data. In addition, the MoFSP owns all personal data (such as addresses) of beneficiaries, therefore it may be difficult to reach beneficiaries for focus groups. Additional data on refugees is held by the Department of Migration Management and the Population Department, which is also not shared publicly in any disaggregated level. However, all beneficiary phone numbers are provided for TRC, so in case addresses cannot be provided, WFP/TRC will have to facilitate organising focus groups for the evaluation team using the phone numbers.
47. It is possible that key stakeholders in the process will be too busy with programme implementation to properly engage with the evaluation. In this case, the evaluation manager will be responsible for ongoing follow up to ensure meeting dates and times are agreed upon, and if necessary, appeal for support to the Governing Board to ensure multi-stakeholder engagement.
48. A final risk is that due to the ongoing state of emergency, focus groups and other direct interactions with beneficiaries will be restricted, particularly in the South-East. In case of restrictions, WFP/TRC will need to liaise with the MoFSP and local District Governors to ensure these interactions can take place as scheduled.

4.5. Quality Assurance and Quality Assessment.

49. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
50. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
51. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
52. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
 - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;

- b. recommendations on how to improve the quality of the final inception/evaluation report
53. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
 54. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
 55. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive \(#CP2010/001\)](#) on Information Disclosure.
 56. As noted above, an external, independent evaluation manager will be hired, which will increase the quality of the final product, in addition to ensuring impartiality.
 57. Each mission report will be checked to ensure a gender and protection-lens is applied; all feedback and recommendations must consider gender and protection – particularly recommendations for any changes in year two ESSN design and delivery.
 58. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

1. The ESSN evaluation is somewhat different from a typical retrospective evaluation, in that multiple missions with corresponding outputs are requested, so the evaluation team can better understand the ESSN and stakeholder perspectives as they evolve.
2. The deliverables and deadlines for each phase are as follows:
3. Planning: Carried out by WFP Turkey country office, focused on discussion with stakeholders and initial draft of ToR.

Outputs: Draft ToR

Stakeholder Involvement: Final draft ToR to be shared with Evaluation Reference Group (ERG) and WFP Regional Bureau for comments.

4. Preparation: Led by the WFP Turkey country office, and handed over to the Evaluation Manager once hired.

^[1] [UNEG 2016 Norms and Standards states](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

Outputs: Final ToR and contract signed with evaluation company

Stakeholder Involvement: All stakeholders informed about selection of evaluation company, and final ToR is circulated.

5. April 2017, Inception Mission

Outputs: Debriefing PPT; Word document detailing final ToR and Methodology

Stakeholder Involvement: Stakeholders to participate in inception mission as required by Team Leader. ERG invited to comment on detailed methodology. ERG invited for Inception Mission debriefing. Final ToR and methodology circulated to ERG.

6. May 2017, Mission 2

Output: Debriefing PPT; Brief report focused on baseline and relevance of ESSN programme design

Stakeholder Involvement: ERG invited for Mission 2 debriefing (videoconferencing for international participants). Brief mission 2 report circulated to all stakeholders.

7. September/October 2017, Mission 3

Outputs: Debriefing PPT; Brief report focused on outputs and outcomes

Stakeholder Involvement: ERG invited for Mission 3 debriefing (videoconferencing for international participants). Brief mission 3 report circulated to all stakeholders.

8. December 2017: Mid-term evaluation report due: Incorporating all evaluation questions listed above. The final report must reflect the gender and age disaggregated analysis incorporated throughout the evaluation, particularly with regard to recommendations for year two.

Stakeholder Involvement: Draft mid-term evaluation report will be circulated for comments to ERG. Comments to be addressed incorporated into final version. Final report circulated to all stakeholders.

9. Dissemination: WFP Turkey Office will lead dissemination and communication efforts, including an in-country workshop.

Stakeholder Involvement: All relevant stakeholders invited to workshop, including those directly and indirectly involved in or affected by the ESSN. Key stakeholders in the ESSN process will be consulted regarding the workshop organisation and planning, and findings must be incorporated into the 2018 workplan.

10. The project is expected to last until December 2018. Once funding is confirmed, a phase 2 of the evaluation will be developed, including a final evaluation. Please refer to evaluation schedule in Annex 2 for more details.

6. Organization of the Evaluation

6.1. Evaluation Conduct

11. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the external evaluation manager and the

WFP Turkey M&E/VAM team. The team will be hired following agreement with WFP on its composition.

12. The evaluation manager will be responsible for coordination with all stakeholders, and will liaise directly with one key point of contact within the WFP Turkey office whenever necessary. It is expected that the manager and the WFP point of contact will have weekly contact in preparation for missions, and ad-hoc contact in between missions.
13. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).
14. Please refer to the evaluation schedule in Annex 2 for more details on the organisation of the evaluation.

6.2. Team composition and competencies

15. The evaluation team is expected to include 3-5 members, including the team leader, and Turkish national evaluators. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender and protection dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience.
16. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
 - Expertise evaluating cash based programmes.
 - A demonstrated understanding of social safety net programming; preferably with prior evaluation expertise in this domain.
 - Experience working within Turkey, particularly with the Turkish government and/or other Turkish organisations.
 - Gender and protection expertise / good knowledge of gender and protection issues
 - All team members should have strong analytical and communication skills, evaluation experience and familiarity with the Syria crisis.
 - The team must include members fluent in English, Turkish and Arabic, in order to converse with WFP and other UN agencies, the Turkish government and ESSN beneficiaries. Other languages of refugees in Turkey (such as Kurdish or Farsi) will be considered a bonus. All submitted reports must be in English.
 - All documents will be translated into Turkish for consumption/ distribution amongst Turkish stakeholders.
 - Establishing partnerships or inclusion of Turkish institutions, such as universities or the Turkish Statistical Institute, is strongly encouraged.
 - The team must be gender balanced, including female members who are capable of leading focus groups and interacting with beneficiaries.
17. The Team leader will have technical expertise in one of the technical areas listed above as well:
 - Expertise in designing methodology and data collection tools

- Demonstrated experience in leading similar evaluations
 - Prior experience with the Syria crisis and in-depth knowledge of the context
 - Leadership, analytical and communication skills
 - A track record of excellent English writing and presentation skills.
18. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
 19. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
 20. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
 21. The team leader and the evaluation manager will work extremely closely in preparation for, during and post-missions, to ensure all necessary data is available, key stakeholders are consulted and meetings are scheduled. The team leader will be responsible for the direct supervision of other team members.

6.3. Security Considerations

22. **Security clearance** where required is to be obtained from the WFP Turkey Country Office, with official approval from UNDSS.
 - As an ‘independent supplier’ of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
 - Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system’s Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.⁴
23. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
 - The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.

⁴ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

- The team members observe applicable UN security rules and regulations – e.g. curfews etc.
24. Additional UNDSS clearance will be required for travel within Turkey, with specific requirements for zones within 10km of the Syrian border. Some areas within the east of the country may be forbidden for travel due to ongoing conflict; the team must develop contingency plans for those areas where primary data collection will not be permitted.

7. Roles and Responsibilities of Stakeholders

25. The WFP Turkey Office:

a- The WFP Turkey Office **Deputy Country Director** will take responsibility to:

- Assign an internal point of contact for the evaluation, as the Evaluation Manager will be externally hired: M&E or VAM Officer.
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final Tor, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and [TN on Independence and Impartiality](#)).
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team, supported by relevant WFP staff.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations

b- Evaluation Manager (externally hired):

- Manages the evaluation process through all phases including drafting this TOR
- Ensure quality assurance mechanisms are operational
- Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team
- Ensures expected use of quality assurance mechanisms (checklists, quality support
- Ensure that the team has access to all documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Organise security briefings for the evaluation team and provide any materials as required

c- An internal Evaluation Committee has been formed as part of ensuring the independence and impartiality of the evaluation, including the Deputy Country Director, the Evaluation Manager, the Head of Programme and the M&E Officer. Please refer to Annex 3 for a list of members.

26. An evaluation reference group has been formed, as appropriate, with representation from ECHO, MoFSP, TRC, AFAD, MoI and UNICEF (please refer to Annex 3 for list of members) and will review the evaluation products as further

safeguard against bias and influence. The final report will be endorsed by the ESSN Governing Board.

27. The Regional Bureau: RB management will take responsibility to:

- Assign a focal point for the evaluation. Anna-Leena Rasanen, Regional M&E Advisor, will be the focal point for this evaluation
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

28. Relevant WFP Headquarters divisions will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR and draft report.

29. Other Stakeholders (Government, NGOs, UN agencies) will review all evaluation outputs. ECHO will play a key role within the Evaluation Reference Group, as they have particular interest in the outcomes of this evaluation.

30. The Office of Evaluation (OEV). OEV will advise the Evaluation Manager and provide support to the evaluation process where appropriate. It is responsible to provide access to independent quality support mechanisms reviewing draft inception and evaluation reports from an evaluation perspective. It also ensure a help desk function upon request from the Regional Bureaus.

8. Communication and budget

8.1. Communication

31. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The Evaluation Manager will be responsible for communication between stakeholders, and ensuring feedback is addressed by the evaluation team. In case of required in-country follow up, the M&E Officer will serve as the local point of contact to ensure all relevant stakeholders provide required input.

32. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, including TRC/MoFSP approval, it will be promptly translated into Turkish and disseminated to the GoT. The evaluation report will be disseminated among another humanitarian organisations working in Turkey and the Syria crisis, including UN Agencies, NGOs and donors. Finally, a communications event will be organised specifically to disseminate the findings of this evaluation; a wide variety of humanitarian organisations operating within Turkey will be invited.

33. The final evaluation report will be due in December, and circulated immediately once finalised. The communications event will be scheduled for January, shortly

after many relevant staff members will return from leave. The WFP communications team will be responsible for organising this event – planning will start in November/December 2017 to ensure all relevant stakeholders are available on the selected day.

34. Community leaders or organisers may also be invited to the final workshop, to ensure information is disseminated to beneficiary populations. In addition, Accountability to Affected Populations colleagues will be consulted to determine the best way to communicate findings to beneficiaries, including use of the Facebook page and SMS.

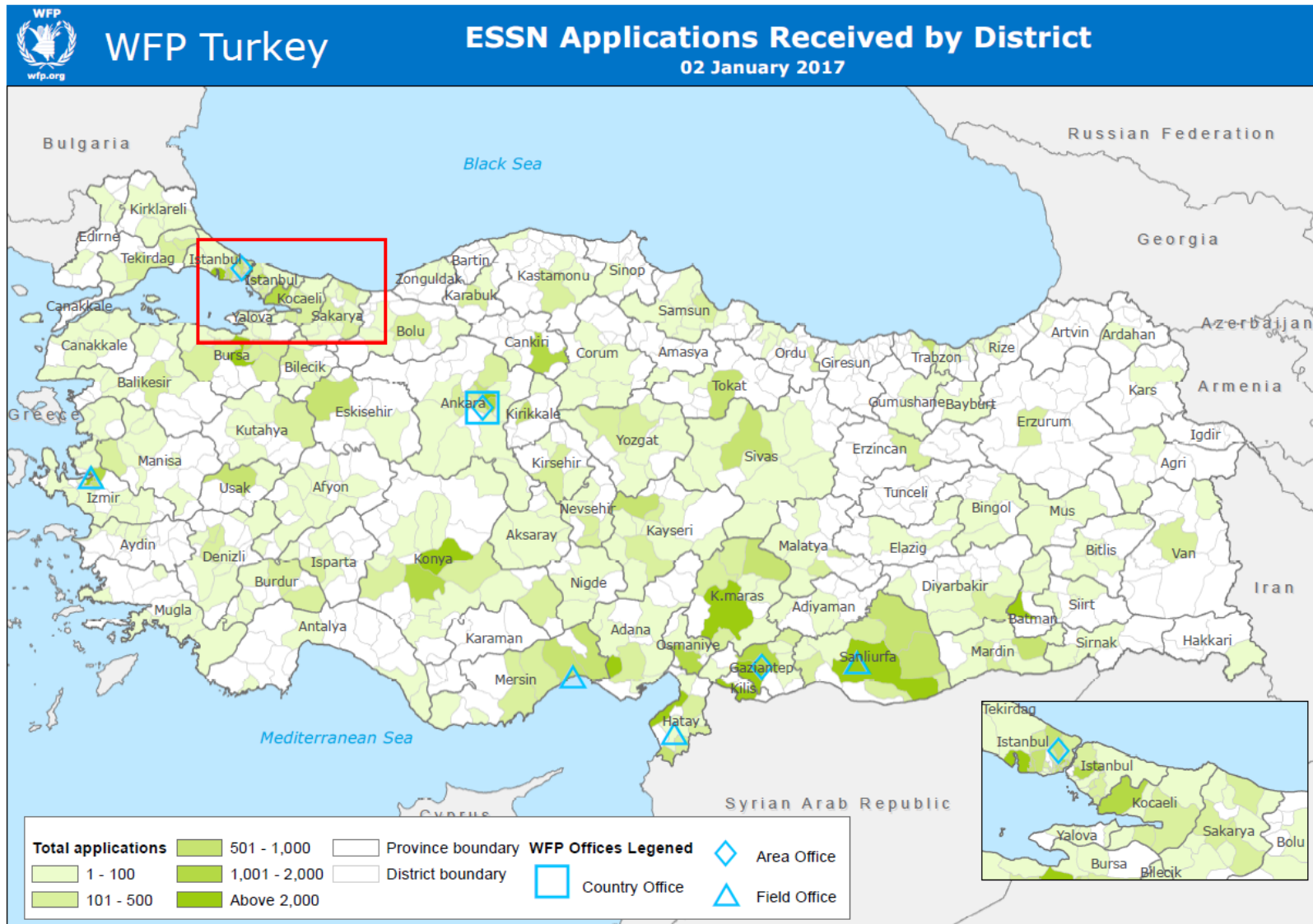
8.2. Budget

35. **Budget:** For the purpose of this evaluation, the budget will:

- Rely on the Long Term Agreements established by the Office of Evaluation
- Using the guidance in this ToR, the evaluation company is expected to create a realistic budget, including sufficient field time to cover a variety of Turkish provinces. Required areas include, but are not limited to: Istanbul, Ankara, Gaziantep and Sanliurfa. Additional areas must be proposed, including those with smaller refugee populations.
- The budget must also include the costs of an external Evaluation Manager, estimated total LoE 20 days.
- The budget also includes the above-mentioned communications workshop to disseminate findings at the end of the year.

Please send any queries to Aysha Twose, VAM Officer at aysha.twose@wfp.org.

Annex 1 Map



Annex 2 Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates
Phase 1 - Preparation		
	Desk review, first draft of TOR and quality assurance	23 January
	Circulation of TOR and review to WFP, ECHO, MoFSP, TRC	6 February
	Preparatory mission (Evaluation manager and team leader)	3-7 April
	Identification and recruitment of evaluation team	14 April
	Final TOR	19 April
Phase 2 - Inception		
	Briefing core team	17 April
	Review documents and draft inception report including methodology.	20 April
	Submit draft inception report to WFP, ECHO, MoFSP, TRC	27 April
	Quality assurance and feedback	5 May
	Revise inception report	8-10 May
	Submit revised inception report to WFP, ECHO, MoFSP, TRC	11 May
	Sharing of inception report with stakeholders for information	15 May
Phase 3.1 – Data collection and analysis: Mission 2 (baseline & relevance)		
	Briefing	19 May
	Field work	22-31 May
	In-country Debriefing	1 June
Phase 3.2 – Reporting: Mission 2 (baseline & relevance)		
	Submission Mission 2 findings/summary report	7 June
Phase 4.1 – Data collection and analysis: Mission 3 (outputs & outcomes)		
	Briefing	4 October
	Field work	9-19 October
	In-country Debriefing	20 October
Phase 4.2 - Reporting : Mission 3 (outputs & outcomes)		
	Submission Mission 3 findings/summary report	25 October
Phase 5 - Final Report: Mid-Term Evaluation		
	Draft evaluation report	
	Submit Draft evaluation report to WFP, ECHO, MoFSP, TRC	2 November
	Quality feedback	10 November
	Revise evaluation report	13-16 November
	Submit revised evaluation report to WFP, ECHO, MoFSP, TRC	17 November
	Share evaluation report with stakeholders (working level)	20 November
	Consolidate comments	30 November
	Revise evaluation report	1-5 December
	Submit final evaluation report to WFP, ECHO, MoFSP, TRC	7 December
Phase 5 Dissemination and follow-up		
	Disseminate to stakeholders in country	11 December
	Workshop to disseminate results	14 December
	Working meeting to discuss amendments to ESSN year 2	January 2018

Annex 3 Membership of the internal evaluation committee and of the evaluation reference group

Evaluation Committee

- Chair: Jonathan Campbell, Deputy Country Director
- Member: Christina Hobbs, Head of Programme
- Member: Esther Kabaire, M&E Officer
- Member: Evaluation Manager (externally hired)

Evaluation Reference Group

- Chair: WFP, Jonathan Campbell, Deputy Country Director
- Evaluation Manager
- ECHO (specific member tbc)
- MoFSP (specific member tbc)
- AFAD (specific member tbc)
- MoI (specific member tbc)
- TRC (specific member tbc)
- UNICEF (specific member tbc)
- Possibility to add other international actors, specifics to be confirmed at a later date.

Annex 4 Acronyms

AFAD: Disaster and Emergency Management Authority

CO: Country Office

DEQAS: Decentralized Evaluation Quality Assurance System

ECHO: Directorate-General for European Civil Protection and Humanitarian Aid Operations

EQAS: Evaluation Quality Assurance System

ERG: Evaluation Reference Group

ESSN: Emergency Social Safety Net

EU: European Union

FRIT: Facility for Refugees in Turkey

GoT: Government of Turkey

HIP: Humanitarian Implementation Plan

MoFSP: Ministry of Family and Social Policies

MoI: Ministry of Interior

M&E: Monitoring and Evaluation

PAB: Pre-Assistance Baseline

PDM: Post-Distribution Monitoring

ToR: Terms of Reference

TRC: Turkish Red Crescent

UN: United Nations

UNDSS: United Nations Department of Safety and Security

UNEG: United Nations Evaluation Group

UNHCR: United Nations High Commissioner for Refugees

UNICEF: United Nations Children's Fund

VAM: Vulnerability Analysis and Mapping

WFP: World Food Programme

ESSN: BASIC NEEDS ASSISTANCE-Theory of Change

