Evaluation of WFP's Livelihood Activities in Turkey from 2020 to 2022

Decentralized Evaluation Terms of Reference

WFP Turkey Country Office

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1. Background

1. These terms of reference (ToR) were prepared by the WFP's Turkey Country Office based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the evaluation of WFP's livelihood activities in Turkey. This evaluation is commissioned by WFP's Turkey Country Office and will cover the period from July 2020 to February 2022.

3. This evaluation is an activity evaluation and aims to assess the performance and to gather lessons learned from the implementation of WFP's livelihood activities in Turkey. WFP Turkey introduced livelihoods interventions into its programming in 2019 by piloting a cash-for-training programme, Kitchen of Hope (Mutfakta Umut Var, MUV), in the hospitality and food service sector in two cities. The lessons learned from the pilot shaped a scaled-up implementation of the MUV in 2020 in nine provinces. Livelihood interventions have also expanded to the Information Communication Technologies (ICT) sector with the pilot implementation of WFP's EMPACT (Empowerment for Action) programme in Istanbul from September 2020. Starting from August 2021, WFP Turkey has expanded the scope of its livelihood projects under the umbrella of Socio-economic Empowerment and Sustainability (SES) project by targeting new sectors and covering 16 cities. WFP Turkey continues its livelihood activities under the Interim Country Strategic Plan (ICSP) Activity 4 "Provide technical support to Government and partners in assisting refugees and vulnerable populations to equitably access labour market opportunities". Project activities are grouped in three pillars: i) skills development for employment, ii) institutional strengthening, and iii) public private partnership.

4. Almost 1,000 participants have been enrolled in the programme between July 2020 and August 2021. With the scale-up, WFP aims to gradually reach 5,000 direct beneficiaries by the end of 2023. As of August 2021, TRCO has allocated 4 million dollars to its livelihood activities and additional 3,2 million dollars is expected to be allocated by the end of March 2022.

5. The decentralized evaluation is expected to generate learning to inform future programming and to provide useful inputs into the upcoming ICSP.

1.2. CONTEXT

6. Turkey is currently host to the largest refugee population in the world. Turkey hosts over 3.6 million Syrian refugees and more than 330,000 refugees from other countries. Over 98% of all refugees reside within the host community[1] (UNHCR, June 2021). Almost half (47%) of the Syrian refugees are children while women and girls constitute 46%. Some 49.5 percent of Syrian refugees are of working age – between 18–59 years old[2] (Directorate General of Migration Management, 7 July 2021).

7. The Government and people of Turkey have demonstrated leadership and generosity in providing for the humanitarian needs of Syrians since the onset of the crisis. A temporary protection regime grants Syrians access to services such as health care and education as well as to formally permission to work in the country. Although Syrians under Temporary Protection (SuTPs) are authorised to work formally, 132,497 work permits had been issued by December 2019, of which 30 percent were granted for the

[1] https://reliefweb.int/report/turkey/unhcr-turkey-operational-update-june-2021-entr

[2] https://en.goc.gov.tr/temporary-protection27

establishment of new businesses[3] (Ministry of Family, Labour and Social Services, 2019). This number includes, however, multiple permits issued to the same person for distinct jobs as each permit is limited to a specific employment.

8. Regarding labour rights and working conditions, the United Nations Turkey Common Country Analysis Report published in January 2020 notes that Turkey has ratified all eight fundamental ILO conventions. In line with ILO Conventions, all workers with certain exceptions indicated in the Labour Act No. 4857 are protected by laws on right to organise and collective bargaining, working conditions including working hours, job security, occupational health and safety, and the minimum wage. However, these laws and the ILO Conventions are not always fully enforced. There are exceptions in the Labour Act No. 4857 in terms of coverage of workers and is not applicable to agriculture and forestry workplaces with fewer than 50 employees, or to domestic workers, except for matters involving occupational health and safety. As the laws are inapplicable in informal employment, a high proportion of the working population is not protected by the labour law and working under indecent working conditions. For example, 33 % of employees (36 % of men and 25 % of women) work very long hours, the highest rate in the OECD, where the average is 11%.

9. The Turkish economy has experienced a recession from mid-2018. The GDP growth rate gradually decreased from 7.5% in 2017 to 1.8% in 2020. The exchange rate for the Turkish Lira to the dollar has drastically increased by 142% from June 2017 to May 2021 (3.53TL to 8.5TL). Along with deterioration in the foreign exchange rate, Consumer Price Index (CPI) inflation rate peaked in the fourth quarter of 2018 and has remained above 10% almost every month from May 2017 to March 2020. In 2021, with the renewed devaluation of the Turkish Lira it reached 16.6% in May 2021[4] (Country Economy, 2021). Similarly, the unemployment rate increased from 10.9% in 2017 to 13.2% in 2020[5] (TURKSTAT, 2021).

10. While the economic recession has led to a significant reduction in the purchasing power of both host society members and refugee population, it also negatively affected social cohesion between the parties. The Syrians Barometer conducted by academia and UNHCR in 2019[6] has shown that even though the high level of support and solidarity displayed by the Turkish society towards Syrians continues, there appears to be a considerable decrease in the level of this acceptance and solidarity, with an increase in society's anxieties. In other words, the acceptance of Turkish society has largely turned into "toleration" as compared to 2017 results. The findings also reveal that there is a significant divergence in the way the Turkish society perceives Syrians and in the way Syrians perceive the Turkish society. While the Turkish society displays a remarkably high level of "social distance" towards Syrians. Syrians take a much more positive position towards the Turkish society. Compared to 2017, the social distance has grown among Turkish society and shrank among Syrians in 2019. Also, the recent situation in Afghanistan and discussions around another potential refugee influx to Turkey trigger negative feelings towards refugees among host community members. In addition, UNHCR's inter-agency report published in January 2021[7] states that humanitarian assistance is not a key source of income for Afghan refugees. Therefore, employment (informally or formally) is their only option to survive. However, Afghan refugees, generally young/adult men work informally in daily works. Since they are working in short term and irregular jobs, their employment opportunities are neither safe nor stable. Also, most of them are at times victims of occupational accidents and they cannot enforce their rights to compensation, medical care etc. due to their informal labour status. Overall, the UNHCR report identifies Afghan households as the most socioeconomically vulnerable group. Potential mass influx of Afghans to Turkey would further challenge refugees' access to labour market and increase the competition for scarce job opportunities.

11. While the economy was partially recovering in 2019/Q4 and 2020/Q1, it was hit by the pandemic, putting many at renewed risk of sliding deeper into vulnerability. The Intersectoral Vulnerability Study conducted

[3] https://www.csgb.gov.tr/media/63117/yabanciizin2019.pdf

[4] https://countryeconomy.com/turkey

[5] https://data.tuik.gov.tr/Kategori/GetKategori?p=istihdam-issizlik-ve-ucret-108&dil=1

[6] https://www.unhcr.org/tr/wp-content/uploads/sites/14/2020/09/SB2019-SUMMARY-04092020.pdf

[7] https://data2.unhcr.org/en/documents/details/86731

by The International Federation of Red Cross and Red Crescent Societies (IFRC) and Turk Kizilay (TRC) in February 2021[8] has found that 14% of refugees report not being able to meet their basic needs and 59% they can rarely get the basics. Among the most pressing needs, 11% can't afford food needs and 61% can barely afford enough. 16% can't afford electricity or natural gas and 56% can barely afford enough. The median level of debts has increased by at least two-thirds since the beginning of the COVID-19 pandemic with 75% reported having debts. 66% of households have a debt greater than one month of their income and 43% greater than two months of income.

12. The same study reveals that almost 20% don't have any working member and 64% have only one family member working for a paid job. High majority of refugees are involved in informal jobs which makes them more sensitive to the deteriorating conditions. The latest findings of the Inter-Agency Protection Sector Needs Assessment Analysis in Turkey in September 2020[9] showed that prior to the pandemic the majority of refugees across all nationalities (65 percent) worked informally while only 9 percent held formal employment. Of those who worked informally, 79 percent reported experiencing a negative change in their work status and working conditions due to COVID-19; the main reasons behind it being COVID-19 measures, closure of workplace and imposed unpaid leave.

13. In the tenth year of the Syria crisis, there is little prospect of a large-scale return anytime soon; the joint IFRC-TRC study shows that 73% of refugee households expressed willingness to stay in their current province within the next 12 months while only 4% are seeking return in their country of origin.

14. In the meantime, low employability of vulnerable groups as a result of lack of education, skills and experience prevents them from accessing skilled labour opportunities, while employers have difficulty in finding the right technical skills among job seekers. According to Turkish Employment Agency (iŞKUR's)[10] Labour Market Research 2019, some 14.4 percent of employers reported having difficulty in finding employees. When asked about the reasons behind this difficulty, the top two reasons employers stressed were lack of required skills or qualifications and insufficient work experience.

15. Hence, WFP Turkey is collaborating with national and international partners to address above mentioned challenges. Aligned with its ICSP, the Government of Turkey's 11th National Development Plan (2019-2023) and 2018 Exit Strategy from the Emergency Social Safety Net (ESSN), as well as the response outlined in the 2020-2021 Regional Refugee and Resilience Plan (3RP), WFP is operating to transition vulnerable refugees with capacity toward more sustainable programming from assistance programmes, increase their self-resilience and employability while continuing to address the immediate short-term needs of refugees and other food- and nutrition-insecure people.

16. Apart from WFP, international organizations such as UNDP, UNHCR, ILO, EU, and World Bank have been implementing livelihood projects in the country in collaboration with local partners such as Association for Solidarity with Asylum Seekers and Migrants (ASAM), Union of Chambers and Commodity Exchanges of Turkey (TOBB), Vocational Qualifications Authority, Ministry of Family and Social Services (MoFSS), Ministry of National Education (MoNE), Turkish National Employment Agency. Within the scope of these projects, people of concern receive vocational training, entrepreneurship support, on the job training, Turkish language courses, matching, counselling around work permit processes etc.

17. Turkey's constitution (Article 10) accords men and women equal rights and obliges the State to ensure this equality in practice. As stated in the United Nations Turkey Common Country Analysis Report published in January 2020, despite the law and the efforts of government and the women's movement, there are considerable gaps in the implementation of gender equality. In the 2019 SDG Gender Index, Turkey ranks 70th out of 129 countries with a score of 65.2 – just below the average of 65.7. According to the World Economic Forum (WEF) Global Gender Gap Report 2020, Turkey ranks as low as 130th among 153 countries in terms of gender equality. As reflected in the above-mentioned indices, despite

[8] https://reliefweb.int/report/turkey/intersectoral-vulnerability-survey-vulnerability-conditions-refugees-living-turkey

[9] https://reliefweb.int/report/turkey/turkey-inter-agency-protection-sector-needs-assessment-analysis-round-2-september-2020

[10] Türkiye İş Kurumu (İşkur) Turkish National Employment Agency, Ministry of Labour and Social Security

the recent improvements, inequalities continue in participation of women into the labour markets where women's labour force participation rate in October 2019 was 34.6% compared to 71.9% for men.

18. Moving forward, WFP Turkey has a vision to enhance partnerships to support refugees and vulnerable populations, affected by prolonged refugee presence in Turkey to equitably access basic needs assistance and labour market opportunities by also mainstreaming gender and protection considerations in all its operations to ensure that affected populations can obtain assistance safely, with dignity, and without discrimination; to increase access for excluded, highly vulnerable refugees; and to prevent and minimize any unintended negative effects of WFP's assistance.

2. Reasons for the evaluation

2.1. RATIONALE

19. The evaluation is being commissioned for the following reasons:

20. Turkey currently hosts the largest refugee population in the world, approximately 4 million, the majority of whom are Syrians displaced by the decade-long conflict. As the situation in Syria remains volatile, a large-scale return is not expected anytime soon. While a considerable part of the refugee population is vulnerable and in need of assistance to meet their basic needs, the protracted crisis in Syria has led the Government of Turkey and humanitarian actors to also work on longer-term solutions by coordinating their efforts to reduce the number of those who depend on humanitarian assistance and to shift the focus on sustainable income generation programmes, which may lead to better socio-economic integration of refugees while reducing the overall financial burden.

21. WFP is partnering with governmental organizations, local NGOs, and the private sector to equip vulnerable refugee and host community members with necessary skills to secure a sustainable income by implementing a unique approach (a dual model) within the country. As such, improving programme effectiveness and efficiency and ensuring success of the model are of particular interest to WFP. The evaluation will provide the learning required to make improvements and to inform future programme priorities beyond 2022 for the host government as well as local and international development organizations. Moreover, results and recommendations of the DE will provide useful inputs feeding into the upcoming ICSP, planned in Q2 2022. It will also provide information that can be related to development projects in other countries as well.

2.2. OBJECTIVES

22. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning. WFP Turkey is in the process of establishing expertise in livelihood interventions and scaling up existing projects. As such, the learning objective is given more weight, to inform key programmatic decision making and designing.

- **Accountability –** The evaluation will assess and report on the performance and results of the WFP's livelihood activities in Turkey including to what extent gender specific targets are met.
- **Learning –** The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also 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.

2.3. STAKEHOLDER ANALYSIS

23. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the

programme being evaluated. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

24. Accountability to affected populations is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons of diverse ethnicities and languages).

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
Turkey CO	Responsible for the planning and implementation of WFP livelihood interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally to its beneficiaries as well as partners for the performance and results of its programmes. The country office will be involved in using evaluation findings for programme implementation and/or in deciding on the next programme and partnerships. The evaluation results will also feed into the upcoming ICSP drafting.
WFP field offices in Turkey	Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and has direct beneficiary contact. It will be affected by the outcome of the evaluation. The field offices will benefit from the process of evaluation and its results to fill in the information gap for smooth implementation and future programme design.
Regional Bureau Cairo (RBC)	Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the next programme, thus it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation officers support country office/regional bureau management to ensure quality, credible and useful decentralized evaluations.
WFP Office of Evaluation (OEV)	The Office of Evaluation 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 decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	The Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Beneficiaries	Beneficiaries are one of the primary stakeholders in this evaluation as the results preview the impact of the intervention on their lives and living conditions. As such, beneficiaries have a stake in WFP determining whether its assistance is useful and

	effective. Thus, the level of participation in the evaluation of women and men from different nationalities will be determined and their respective perspectives will be sought.
Government	The Government of Turkey in particular Ministry of Labor & Social Security (MoLSS), Ministry of Culture & Tourism (MoCT), Ministry of National Education (MoNE), Turkish Employment Agency (İŞKUR) has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development and sustainability will be of particular interest. WFP TRCO works with the local branches of these institutions at province level. They will also take part in the evaluation and benefit from the results.
United Nations country team (UNCT)	The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. WFP in Turkey is coordinating with IOM, UNHCR and UNFPA in planning and implementation of the livelihood activities and attending the Livelihoods Working Group chaired by UNDP.
Non-governmental organizations (NGOs)	WFP Turkey is either directly or indirectly, through cooperation with local NGO partners, implements its livelihood activities. Indirect implementation is ensured through field level agreements (FLA) with local NGOs. WFP TRCO currently has FLAs signed with 7 different local NGOs. The results of the evaluation are of interest to the NGO stakeholders as they are implementers of the activities and have vested interest in being informed on the results and lessons learned from the activities. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.
Donors	WFP interventions are voluntarily funded by Republic of Korea, Norway, Ireland, German Development Bank (KfW), and WFP Innovation Accelerator. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.
Private sector	WFP partners with the private sector to contextualize market-needs per provinces, to host participants during internships, to ensure job placement of programme participants after graduation, to receive support for training content. These contractors would have an interest in the evaluation as findings potentially could impact collaborations and open for new and/or expanded partnerships.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

25. WFP first incorporated livelihoods assistance programmes under its Turkey Transitional Interim Country Strategic Plan (TICSP) in 2019 to strengthen the capacities and enhance self-reliance of refugees in the medium to long-term and promote harmonization between refugees and host communities.

26. By the end of 2019, WFP successfully completed the pilot phase of the Kitchen of Hope (MUV), a conditional cash-for-training project, aimed at developing skills in the hospitality and food service industry for Syrian and Turkish women and men. In 2020, MUV expanded to nine provinces (Istanbul, Ankara, Izmir, Mardin, Hatay, Mersin, Kilis, Sanliurfa and Adana) in Turkey with the aim of supporting 600 participants build the portable skills and competencies required to enter the labour market in 2020.

27. The MUV model applies a dual apprenticeship system inspired by the German vocational training model (Duales System), which has proven to be successful as it allows the participants to study theory in the classroom, and then implement what they have learned in the practical segment of the training, in partnership with the private sector. The model also includes institutional capacity strengthening to ensure longer-term sustainability and facilitation of public-private partnerships to enhance the quality and relevance of trainings offered.

28. WFP further investigated the possibility of replicating the model in other sectors with demand for skilled labour which led to the launch of a successful six-month pilot implementation of WFP's EMPACT programme in September 2020. EMPACT is an adaptation of a renowned WFP-developed ICT skills programme successfully implemented in Lebanon, Iraq, and Kenya. Starting from August 2021, WFP Turkey is expanding its livelihood activities under the Socio-economic Empowerment and Sustainability (SES) project which includes food, beverage, service and hospitality sectors (FBSH) and IT sector, covering 16 cities. Participants are selected based on demographic criteria such as age, gender, and prior education; geographic locations i.e. they need to reside where the project is implemented; vulnerability criteria i.e. single parents, single females and unemployed people are prioritized, and their motivation to continue to the project. WFP, in close collaboration with the Ministry of Education and Turkish Employment Agency and several local NGOs, aims to reach 5,000 participants (approximately 21,000 indirect beneficiaries) by the end of 2023.

29. WFP's livelihood intervention is delivered through three main activities: i) skills development for employment which includes provision of theoretical vocational and practical applied training components, cash transfers and job placement; ii) institutional strengthening which includes curriculum development, trainings of trainers, procurement of training material and equipment, capacity strengthening support; iii) public-private partnership which includes mapping of employers and private sector engagement and dissemination/visibility activities. (Please refer to Annex 8 for the Theory of Change)

30. Participants receive a monthly stipend of 850 TRY (100$) as of 2021 upon at least 80% attendance during vocational training and a monthly salary up to minimum wage (330$ in 2021) depending on the number of days worked during applied training. Cash is transferred to participants' debit cards. An increase of this stipend is under discussion given the high inflation and given in some cases other agencies appear to pay higher amounts.

31. The activities are implemented based on the partnership that WFP TRCO establishes with government institutions via protocols, local NGOs via field level agreements, and private sector via letter of intents.

32. For the provision of Vocational Trainings (VT), MoNE will support the delivery to align the intervention with GoT's training curricula and certificates' accreditation standards both in the IT and FBSH sectors. In addition, MoNE will assign teachers and/or trainers to WFP's VTs in targeted provinces and will oversee the implementation of activities conducted in Public Education Centres (PECs) and high schools, thus ensuring effective use of funds and quality of training. The International Youth Solidarity Association (UGDD) will oversee the provision of VTs on FBSH in Konya and Kayseri by MoNE, job placement as supporting income generation activities and promoting social cohesion. Sukraan Association will oversee the provision of FBSH VT in Mardin by MoNE and ATP in cooperation with WFP and İŞKUR. Kodluyoruz

Association is responsible for carrying out outreach activities during participants' selection phase, develop the training curriculum in cooperation with Microsoft and WFP Innovation Accelerator, providing digital literacy and advanced IT training, providing soft skills training (CV development, job interviews etiquette) and English lessons, identifying private sector partners and negotiating job-placement of participants during the applied training programme (ATP) component. Support to Life (STL) Association will support WFP in conducting targeting, outreach, selection and registration in Information Technologies Sector as well as monitoring and protection referrals.

33. For the provision of Applied Trainings (ATP), İŞKUR will ensure consistency and harmony with the national legal framework. İŞKUR will also be responsible for following up on the attendance of participants and transferring Conditional Cash Assistance to programme participants during the ATP. WFP and private sector stakeholders will establish a network of companies interested in hosting ATP trainees by considering the market needs. Consultation with universities, chambers of commerce, and industry will allow to contextualise market-needs per provinces.

34. For job placement, İŞKUR will register programme participants in a database that matches job-seeker profiles with open job opportunities and inform the programme graduates accordingly. The protocol between ISKUR and WFP provides an umbrella under which work permits will be facilitated to participants. Provincial Chambers of Commerce and Industry will support carrying out a mapping exercise of vacancies and prospective open positions to ensure job placement of programme participants after graduation. In a few cities, discussion are ongoing to contract chambers of commerce with training facilities to train additional cohorts of participants. United Work will assist prospective employers and potential employees through the application and obtainment of work permits.

35. Although TRCO has not carried out a specific analysis, the programme design is informed by the United Nations Sustainable Development Cooperation Framework (UNSDCF) gender analysis. Also, WFP conducted a lessons-learnt workshop in Q4 2020 to assess the reception, impact and challenges of WFP's livelihood programmes. Based on its findings, WFP adopted specific measures geared towards further enhancing women participation (already around 50 percent) and completion of training activities. Under the IT track, in addition to promoting remote work among women and donating laptops, WFP has involved women-led organizations and women shelters during the programme's outreach phase to maximise programme reach among vulnerable populations. Additionally, focal points have been assigned to support women during the application process for both the IT and FBSH tracks. Particular attention is given to strengthen female employability results, choosing Applied Training Programme (ATP) locations for women based on their preferences. Concretely in the FBSH sector, specific support is now provided to women entrepreneurs and chefs referring them to existing entrepreneurship programmes and coordinating with the local municipalities and UN agencies (UNDP, UN Women) to access free childcare services during classes.

36. The logical framework of Activity 4 (livelihoods) of the ICSP is annexed to the ToR with details on results envisioned (Please refer to Annex 7 for the Logframe).

37. The inception report should include a critical analysis of the Logframe, Theory of Change, and their underlying assumptions.

38. As of August 2021, TRCO has allocated 4 million dollars to its livelihood activities and additional 3,2 million dollars is expected to be allocated by the end of March 2022.

3.2. SCOPE OF THE EVALUATION

39. The evaluation is expected to cover all aspects of WFP Turkey's livelihood interventions, looking at all aspects of the programme design and implementation. The livelihood interventions include two sectors: i) Hospitality track and ii) IT track and is being implemented in selected provinces. The evaluation will cover all the geographic areas where applications are accepted. (please see Annex 1 for implementation areas). Broad coverage of geographic areas and sectors will provide a sound basis of comparison allowing policy makers to make strategic choices about scaling up or scaling down on the way forward.

40. The dual apprenticeship training system adopted allows the participants to study theory in the classroom followed by a practical component where participants can implement what they have learned in relevant

locations selected in cooperation with the private sector. The duration of theoretical vocational trainings is dependent on the training sector (from one to three months), while the applied training programme (ATP) component has a fixed duration of 3 months. The project is implemented on a cohort base. Excluding the pilot phase in 2019, all the cohorts, except for the first cohort of hospitality track, will be within the scope of this evaluation. In order not to duplicate the evaluative studies but rather complement them, WFP Turkey defines the scope of this evaluation as all cohorts having been implemented since July 2020 given the implementation period before July 2020 is subject to another assessment contracted by the Country Office.

41. The project target population includes vulnerable people under international or temporary protection and host community members 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. The evaluation must ensure that people under different protection regimes (TP, IP) and different nationalities are included. It must evaluate whether the livelihood project 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 men and women separately. The project has nationality and gender quota identified as fifty fifty i.e. 50 percent women and 50 percent men; 50 percent refugees and 50 percent host community members.

42. The evaluation must include multiple missions, to learn from the programme as it evolves. Therefore, the inception mission must take place in January 2022, but the final evaluation report will be due in June 2022. Please refer to section 5 (Phases and Deliverables) for more timeline details.

43. While the scope of evaluation will not be altered due to unforeseen Covid-19 related challenges, remote evaluation can be applied in case of travel restrictions.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION CRITERIA AND QUESTIONS

44. **Evaluation Criteria**: The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. The evaluation will apply the international evaluation criteria of Relevance, Appropriateness, Effectiveness, Efficiency, Impact, and Sustainability. Please refer to the OECD footnote for agreed definition of each criteria.[11]

45. **Evaluation Questions:** Allied to the evaluation criteria, the evaluation will address the following key questions as outlined in Table 2, which will be reviewed and further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the livelihood activities, which could inform future strategic and operational decisions.

46. Changes in outcomes will be included in this evaluation, rather than impact measurement. The evaluation will analyse gender and nationality components in the full spectrum of the programme cycle of the projects.

[11] https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

To what extent were the results of JP accomplished including any differential results across groups (Male/ Female- Ben/ Non Ben).

Table 2: Evaluation criteria and questions

Criteria and Questions	
1. Relevance and appropriateness	
1.1.	Is the design of the livelihood projects including activities and outputs, relevant to the overall goal and the attainment of its objectives? a. Are the activities chosen appropriate for, and supportive of, the participants and communities (refugees and locals, men and women) served? b. Is the intervention approach including transfer modality chosen the best way to secure sustainable income sources for beneficiaries (refugees and locals, men and women)? c. To what extent are the livelihood projects aligned with WFP, Government partners (ISKUR, MoNE etc), UN agency and donor policies and priorities at the time of design and over time? d. How well do WFP's livelihood activities contribute to nationally owned strategies and solutions?
1.2.	a. To what extent is the design of livelihood projects based on a sound gender analysis? b. To what extent is the design and implementation of the intervention Gender Equality and Women Empowerment (GEWE) sensitive? c. Are protection needs met for project beneficiaries (refugees and locals, men and women)?
1.3.	How well do the livelihood projects contribute to reduction of social tensions and improved social cohesion?
2. Effectiveness	
2.1.	To what extent have the outcomes /objectives of the livelihood projects been achieved /are likely to be achieved? a. Have the objectives been achieved for each activity? If not, what could have been done better? b. Have the gender specific objectives been achieved? If not, what could have been done better?
2.2.	What are the major factors influencing the achievement or non-achievement of the outcomes/objectives of the livelihood projects?
2.3.	How effective the targeting model and outreach activities are to achieve pre-defined goals?
3. Efficiency	
3.1.	Are the livelihood projects cost-efficient i.e. are the resources (including financial and human resources) allocated efficiently?
3.2.	Are the livelihood projects implemented in a timely way?

4. Impact	
4.1.	What are the primary and the secondary immediate impacts of the livelihood activities on the communities and with the participants?
4.2.	Are there any unintended effects of the intervention on human rights and gender equality?
5. Sustainability	
5.1.	Will the livelihood projects' contribution to the partners will be sustainable over time? a. Recruitment of sector experts and curriculum development b. Training of trainers c. Procurement of training materials and equipment d. Capacity building activities

4.2. EVALUATION APPROACH AND METHODOLOGY

47. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ the relevant evaluation criteria above; namely relevance and appropriateness, effectiveness, efficiency, impact and sustainability.
- Focus on identifying the quality, relevance, and effect of WFP livelihood initiatives in a clear, comprehensible, practical, and common-sense manner.
- Be aligned with international humanitarian norms: humanity, neutrality, independence, and impartiality.
- Apply an evaluation matrix geared towards addressing the key evaluation questions by taking into account the data availability challenges, the budget and timing constraints during the inception phase. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods should be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).
- Be appropriate for capturing impact, possibly capturing causality (i.e. if possible experimental, if not non-experimental). Non-experimental methods would necessitate the triangulation of quantitative and qualitative data. Outcome level results of the programme could be referred to by the evaluators for indication of likely impact of the programme.
- Rely on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). By relying on a cross-section of information sources, it should demonstrate impartiality and a lack of bias.
- Be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (including men and women, and different stakeholders) will be heard. This should be ensured with a clear and detailed plan before the fieldwork starts. The methodology should ensure that primary data collected is disaggregated by sex, age and nationality; an explanation should be provided if this is not possible.
- Emphasize key protection concepts such as do no harm, access to impartial assistance, and protection from harm.

48. Qualitative data collection will need to be conducted by the evaluation team to respond to the evaluation questions. The evaluation team should review the existing quantitative data, identify data gaps, plan for

quantitative data collection including developing tools, and conduct surveys with a representative sample.

49. The evaluation findings, conclusions and recommendations must reflect gender analysis. The report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future. The evaluation is expected to capture GEWE results through collecting gender data in quantitative tools, interviewing women and men separately, and making use of gender-based focus groups. Dissemination products should be gender sensitive to the extent possible.

50. **Impartiality and independence:** the following mechanisms have been identified to ensure the independence and impartiality of the decentralized evaluation: the evaluation will be outsourced to a third-party that has no connection with the design or implementation of WFP's livelihood activities in Turkey. The evaluation firm will have full access to available information and data. The Evaluation Manager, although internal, has not been involved in the design and implementation of the projects, subject to this evaluation. An internal Evaluation Committee (EC) and an external Evaluation Reference Group (ERG) will be formed to ensure the evaluation's objectivity and boost stakeholder participation in the process. The EC members hold essential skills pertinent to the programme and to the evaluation, including Head of Livelihoods, Head of VAM and M&E, Gender Focal Point, and Regional Evaluation Officer, while the ERG will include internal and external specialists, especially in the disciplines of evaluation and livelihoods. The two groups will review and comment on the key deliverables throughout the evaluation: the TOR, the inception report and the evaluation report.

51. **Risks**: the following potential risks to the methodology have been identified: restrictions on collecting beneficiaries' personal data (ensured by Personal Data Protection Law), any unanticipated political development, availability and interests of ERG members and other external stakeholders, difficulty meeting key counterparts (i.e. receiving official permissions to meet with government partners), potential data gaps that cannot be covered by primary data collection during the evaluation mission, and travel restrictions due to Covid-19 preventive measures. Delays in field work and reporting phases.

52. To mitigate the risks, some flexibility in terms of timeline and data collecting methods, including remote solutions (remote data collection etc.) should be considered. Alternative data collection methods for data that cannot be collected should be explored. WFP will regularly follow up with the evaluation team leader to ensure that the process is on track. Throughout the evaluation, regular meetings between the Evaluation Manager and representatives of the Evaluation Committee and the Evaluation Team will be held to address the challenges on time. The Evaluation Manager will make sure that WFP will attempt to receive official permissions to meet with government partners at an early stage. Security clearances must be secured ahead of time, and WFP should communicate with other parties involved in the evaluation and their possible participation.

4.3. EVALUABILITY ASSESSMENT

53. The evaluation team will have access to the corporate externally available documents such as the Interim Country Strategic Plan (ICSP), the Gender and Age Marker Report (GAM), Standard Project Reports, and the Annual Country Report (ACR). In addition, they will have access to the key relevant WFP policies, and corporate guidance's from HQ and RBC.

54. The WFP Turkey CO will provide the evaluation team with the programme planning documents, logical frameworks, the Field Level Agreements (FLAs), reports from the Cooperating Partners (CPs), the monitoring reports, questionnaires, output level, and outcome level data. Specifically, the evaluation team will have access to all M&E and VAM data including: application data, baseline surveys, post-distribution monitoring surveys, on-site monitoring reports, satisfaction surveys, focus group discussion reports, in-depth interview reports, employment tracking follow-up surveys and all internal and external livelihoods monitoring/VAM reports.

55. WFP owned data, collected separately for the hospitality and food service and IT sector, only includes beneficiaries. Therefore, there is no counterfactual available for the evaluation.

56. Data is gathered for all project sites on a monthly basis and provides output level information like the number of beneficiaries receiving cash-based transfers/capacity strengthening transfers, the number of partners supported, private sector engagement, on-site visits.

57. Outcome-monitoring data is collected with a representative sample of beneficiaries through baseline and end line surveys where questions on household demographics, education level, language skills, expenditure and income sources, work experience, social cohesion are asked to the beneficiaries both individual and household level.

58. Data on actual employment status after graduation and reasons for leaving the programme for those who have dropped out before graduation are also available.

59. Protection, gender, and accountability to affected population are the cross-cutting indicators monitored by WFP and will be available to the Evaluation Team.

60. All outcome and output level data collected by WFP can be disaggregated by gender, age, and nationality.

61. WFP will also share relevant national strategies, studies from other key entities, such as governmental institutions, other UN agencies, livelihoods specialized partners and cooperating partners. Concerning the quality of data and information, the evaluation team should:

    a. Critically assess data availability and reliability as part of the inception phase expanding on the information provided in this section. 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. ETHICAL CONSIDERATIONS

62. The evaluation must conform to UNEG ethical guidelines for evaluation. Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

63. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

64. The evaluation team and evaluation manager will not have been involved in the design and implementation of the WFP's livelihood activities nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines, including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team will also be expected to sign a data protection agreement.

65. There is no specific ethical consideration related to the subject of this evaluation.

4.5. QUALITY ASSURANCE

66. A quality report will be one that focuses on straightforward, well-articulated information assessing the quality, relevance and impact of WFP's livelihood activities in Turkey.

67. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of Quality Assurance Checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. 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.

68. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) 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. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

69. 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.

70. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP OEV reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

71. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the UNEG norms and standards,[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.

72. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

73. Each mission report will be reviewed to verify that gender disaggregation is applied; all comments and recommendations for future project design and delivery must incorporate gender-specific considerations.

74. The evaluation team should have their own internal quality assurance systems and ensure required quality is met before submission of reports.

75. 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 the WFP Directive CP2010/001 on information disclosure.

76. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

[1] UNEG Norm #7 states "*that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability*"

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

77. Table 3 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 3: Summary timeline – key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	**16 Aug – 30 Dec**	Finalization of the ToR Selection of the evaluation team & contracting	Evaluation Manager
2. Inception	**3 Jan – 15 Feb**	Inception meetings Inception report	Evaluation Team
3. Data collection	**16 Feb – 18 Mar**	Fieldwork Debriefing Sessions	Evaluation Team
4. Reporting	**21 Mar – 3 Jun**	Data analysis and report drafting Comment matrix Evaluation report	Evaluation Team
5. Dissemination and follow-up	**6 June – 8 Jul**	Management response Dissemination of the evaluation report (workshop)	Evaluation Manager

5.2. EVALUATION TEAM COMPOSITION

78. The evaluation team is expected to include 5 members, including the team leader. Having a Turkish senior member in the team will be a requirement. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimension of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience.

79. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:

- A demonstrated understanding of livelihood programming and country capacity strengthening activities; preferably with prior evaluation expertise in this domain.
- Good knowledge of Turkish context; preferably experience working within Turkey, particularly with the Turkish government and/or other Turkish organisations. Familiarity with the Syria crisis will be an asset.
- Good knowledge of gender, equity and wider inclusion issues.

- All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments.
- The team must include senior members fluent in English and Turkish. Arabic language skills 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.
- Having team member(s) located in Turkey will be considered as desirable, especially given Covid-19 may hamper international travel.
- The team must be gender balanced, including female members who are capable of leading focus groups and interacting with beneficiaries.

80. The team leader will have expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills.
81. 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; and 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.
82. 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; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
83. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the evaluation manager. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

84. The WFP Turkey Office **Deputy Country Director** will take responsibility to:
    - Assign an evaluation manager for the evaluation. Basak Bercin Dogan, Head of VAM and M&E WFP TRCO will be the Evaluation Manager for this evaluation.
    - Compose the internal evaluation committee and the evaluation reference group.
    - Approve the final ToR, inception and evaluation reports.
    - Approve the evaluation team selection.
    - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group.
    - 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.
    - Organize 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.
85. The **Evaluation Manager** manages the evaluation process through all phases including:
    - Drafting this ToR; identifying the evaluation team.
    - Preparing and managing the budget; setting up the evaluation committee and evaluation reference group.
    - Ensuring quality assurance mechanisms are operational and effectively used.
    - Consolidating and sharing comments on draft inception and evaluation reports with the evaluation team.

- Ensuring that the team has access to all documentation and information necessary to the evaluation, facilitating the team's contacts with local stakeholders.
- Supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required.
- Conducting the first level quality assurance of the evaluation products.

The evaluation manager will be the main interlocutor between the team, represented by the team leader and WFP counterparts to ensure a smooth evaluation process.

86. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation. The committee will be chaired by Deputy Country Director and will include Evaluation Manager, Head of Livelihood, Regional Evaluation Officer OIC, TRCO Gender Focal Point, Monitoring and Evaluation (M&E) Associate. Please refer to Annex 3 for details.

87. **An evaluation reference group (ERG)** is formed as an advisory body with representation from government partners, partner UN agencies, private sector representatives, and donor representatives in addition to evaluation committee members. Please refer to Annex 4 for details. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

88. **The regional bureau:** the regional bureau will take responsibility to:

- Advise the evaluation manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft ToR, inception and evaluation reports.
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

89. While the Regional Evaluation Officer OIC will perform most of the above responsibilities, other relevant technical staff from regional bureau may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

90. **Other Stakeholders (Government, implementing partners / NGOs, partner UN agencies)** will review the evaluation report.

91. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4 SECURITY CONSIDERATIONS

92. **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 contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

93. To avoid any security incidents, the evaluation manager is requested to ensure that:
    - The WFP Turkey Country Office 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
    - The team members observe applicable United Nations security rules and regulations – e.g. curfews etc.
94. Travel within Turkey will require further UNDSS approval. No restrictions except TRIP clearance for Security Level (SL) 1 (Greater Turkey & Ankara) and SL-2 Istanbul.
95. However, SL-3 region (such as Gaziantep, Urfa, Hatay) restrictions are starting, while there are more UN security restrictions in SL-4 and 10 KM Syria-Iraq borders. The team must prepare backup plans for those places where primary data gathering may be prohibited.
96. There is no specific consideration regarding women visiting the field sites and women responding to the evaluation.

5.5. COMMUNICATION

97. 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.
98. The Evaluation Manager will be in charge of keeping stakeholders informed and ensuring that feedback is handled by the evaluation team. The team will communicate with the Evaluation Manager on a regular basis, and the Evaluation Manager will assist with requests for meetings with stakeholders throughout.
99. The team is encouraged to meet with as many internal and external stakeholders on-site as the timeframe and schedule of the assessment mission permits and will enable a debriefing to discuss preliminary results at the completion of the mission. Should translators be required for fieldwork, the evaluation firm will plan and include the cost in the budget proposal.
100. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. The final evaluation report is due in June 2022 and will be distributed as soon as it is completed.
101. Following the approval of the final evaluation report, and as soon as it has been approved by the Evaluation Reference Group, it will be translated into Turkish and distributed to the GoT and other stakeholders. Other humanitarian organizations operating in Turkey and the Syria crisis, such as UN agencies, NGOs, and donors, will also receive the evaluation report.
102. A communications event will be held particularly to communicate the outcomes of this review, with representatives from a wide range of humanitarian organizations based in Turkey attending.
103. The communications event will take place in July 2022. The World Food Programme's communications team will be in charge of preparing this event. The preparations should ideally begin in June 2022 to guarantee that all key parties are accessible on the chosen day.
104. The dissemination event (workshop) will have a dedicated session to present gender-responsive results and enable participants to discuss the findings.
105. Community leaders or organisers may also be invited to the final event, 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.

106. The TOR and inception report will be disseminated both internally and outside, depending on the EC and ERG membership. The final assessment report, as well as the management response, will be made public on WFP's external website.

5.6. BUDGET

107. The evaluation will be partially financed from the WFP Turkey Country Office budget that is funded by Ireland, Norway, the Republic of Korea and German Development Bank (KfW). WFP Turkey will receive up to 70% financial support from the Office of Evaluation through the Contingency Evaluation Fund to cover the evaluation cost.

108. The budget will cover the costs of hiring an external Evaluation Team utilising the Long-term Agreement option and their related costs including travel, per diem, and field trips. The final budget will be determined upon the contracting of an Evaluation Team. However, it should not exceed 120,000 dollars.

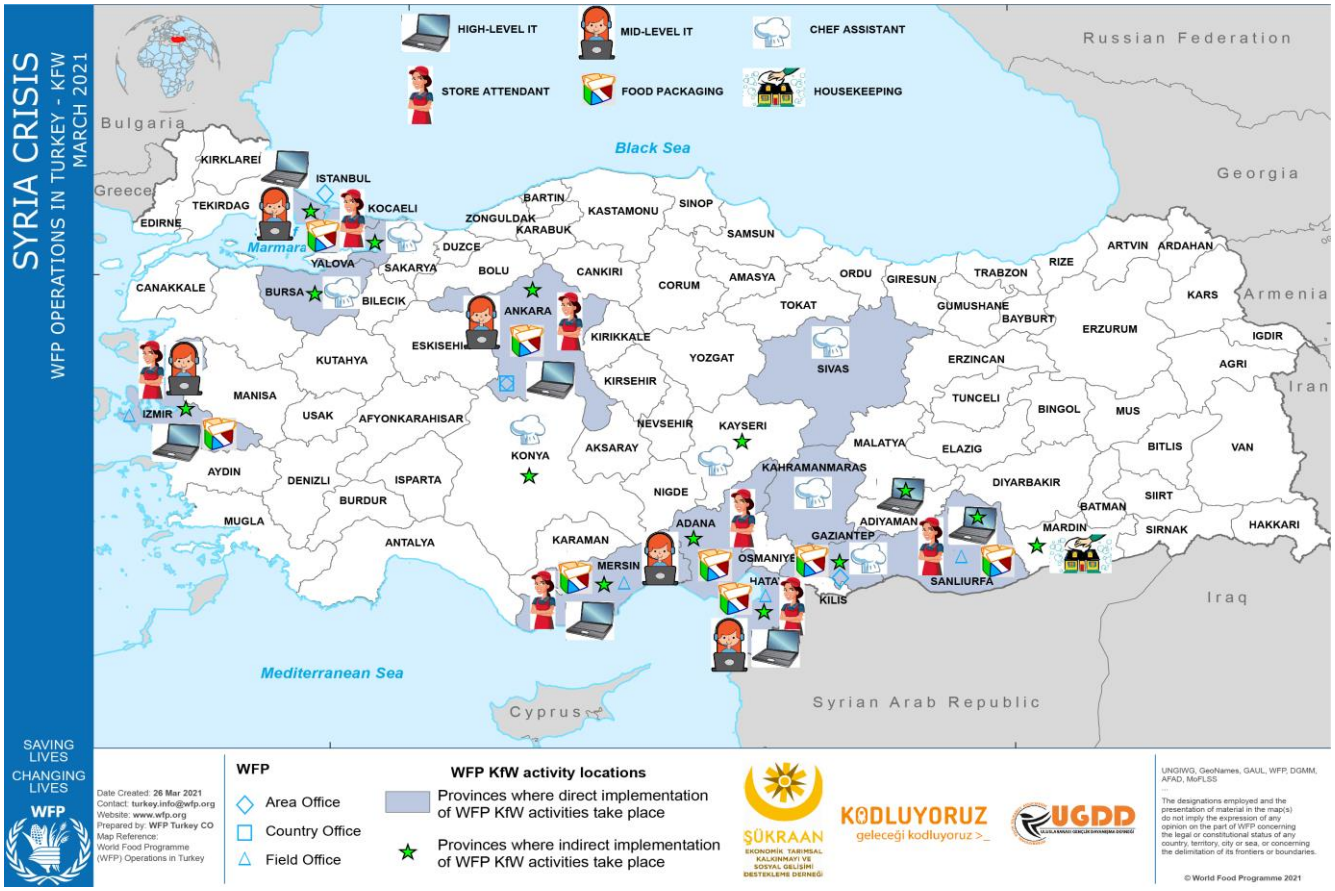
109. Using the guidance in this ToR, the evaluation company is expected to create a realistic budget, including sufficient field time to cover a variety of Turkish provinces where the project is implemented. Required areas include, but are not limited to: Istanbul, Ankara, and Gaziantep. Additional areas may be proposed.

110. The budget should also include the above-mentioned communications workshop to disseminate findings in July 2022.

111. Please send any queries to Basak Bercin Dogan, VAM Officer, at bercin.dogan@wfp.org.

Annexes

Annex 1: Map



Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		**Up to 20 weeks**
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR quality check list (QC)	16 Aug – 31 Aug (2 weeks)
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	6 – 10 Sep (1 week)
EM	Review draft ToR and share with ERG	20 Sep – 13 Oct (3 weeks)
ERG	Review and comment on draft ToR	13 – 27 Oct (2 week)
EM	Review draft ToR and submit final ToR to EC Chair	27 Oct – 2 Nov (1 week)
EC Chair	Approve the final ToR and share with ERG and key stakeholders	3-9 Nov (1 week)
EM	Selection and recruitment of evaluation team	10 Dec
EC Chair	Approve evaluation team selection and recruitment of evaluation team	30 Dec
Phase 2 - Inception		**Up to 7 weeks**
EM	Brief core team	3 Jan (1 day)
ET	Desk review of key documents	4 - 5 Jan (2 days)
EM, EC, ET	Inception meetings	6 - 12 Jan (1 week)
ET	Draft inception report	13 – 19 Jan (1 week)
EM	Quality assurance of draft IR by EM and REO, share draft IR with quality support service (DEQS)	20 - 26 Jan (1 week)
ET	Review draft IR based on feedback received by DEQS, EM and REO	27 – 28 Jan (2 days)
EM	Share revised IR with ERG	31 Jan (1 day)
ERG	Review and comment on draft IR	1 - 7 Feb (1 week)
EM	Consolidate comments	8 Feb (1 day)
ET	Review draft IR based on feedback received and submit final revised IR	9 - 10 Feb (2 days)
EM	Review final IR and submit to the evaluation committee for approval	11 Feb (1 day)
EC Chair	Approve final IR and share with ERG for information	14 - 15 Feb (2 days)
Phase 3 – Data collection		**Up to 4 weeks**
EC Chair/ EM	Brief the evaluation team at CO	16 Feb (1 day)

ET	Data collection and preliminary analysis	17 Feb – 17 Mar (4 weeks)
ET	In-country debriefing (s) including preliminary findings	18 Mar (1 day)
Phase 4 - Reporting		**Up to 11 weeks**
ET	Draft evaluation report	21 Mar – 1 Apr (2 weeks)
EM	Quality assurance of draft ER by EM and REO, share draft ER with quality support service (DEQS)	4- 15 Apr (2 weeks)
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	18– 22 Apr (1 week)
EM	Circulate draft ER to ERG, RB and other stakeholders	25 - 26 Apr (2 days)
ERG	Review and comment on draft ER	27 Apr - 10 May (2 weeks)
EM	Consolidate comments received	11 - 17 May (1 week)
ET	Review draft ER based on feedback received and submit final revised ER	18 - 24 May- (1 week)
EM	Review final revised ER and submit to the evaluation committee	24 – 27 May (4 days)
EC Chair	Approve final evaluation report and share with key stakeholders for information	27 May - 3 Jun (1 week)
Phase 5 - Dissemination and follow-up		**Up to 5 weeks**
EM	Organize a workshop to disseminate the results	6 June - 1 Jul (4 weeks)
EC Chair	Prepare management response	6 June – 1 Jul (4 weeks)
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	4 - 8 July (1 week)

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Deputy Country Director (DCD) who will be the chair of the committee.

Composition: The EC will be composed of the following staff:

- Chair: Margaret Rehm, Deputy Country Director
- Evaluation manager (Secretariat): Basak Bercin Dogan, Head of VAM and M&E
- Member: Activity 4 (livelihoods) Manager
- Member: Rana Sallam, Regional Evaluation Officer OIC
- Member: Ebru Saner, Gender Focal Point
- Member: Burcu Tosun, M&E Associate

Input by Phase	Estimated time per EC member (excluding the EM)	Approximate dates
Phase 1: Preparation • Reviews the ToR on the basis of: - The outsourced Quality Support service feedback; - Evaluation Reference Group (ERG) comments; - The EM responses documented in the comments matrix; • Approves the final TOR. • Approves the final evaluation team and budget	4 days	August – December 2021

Phase 2: Inception • Briefs the evaluation team including an overview of the subject of the evaluation; • Informs the design of the evaluation during the inception phase as key stakeholders of the evaluation; • Supports the identification of appropriate field visit on the basis of selection criteria identified by the evaluation team noting that the EC should not influence which sites are selected; • Reviews the draft IR on the basis of: - The outsourced Quality Support service feedback and evaluation manager feedback - ERG comments - The Evaluation team responses documented in the comments matrix • Approves the final IR	4 days	January 2021 – February 2022
Phase 3: Data Collection • Act as key informants during the data collection. • Act as sources of contextual information and facilitating data access as per the needs of the evaluation. • Attend the end of field work debriefing meeting and support the team in clarifying/validating any emerging issues and identifying how to fill any data/information gaps that the team may be having at this stage. • Facilitate access to stakeholders and information as appropriate	3 days	February – March 2022
Phase 4: Data Analysis and Reporting • Review the draft Evaluation Report (ER) based on: - The outsourced Quality Support service and evaluation manager feedback - ERG comments - The Evaluation team responses documented in the comments matrix • Approve the final ER.	3 days	April - June 2022
Phase 5: Disseminate and Follow-up Phase • Facilitate preparation of the management response to the evaluation recommendations • Ensure that all follow-up actions adequately address the evaluation recommendations, include a specific timeline within which they can be realistically implemented and are allocated to a specific team/ unit • Approve the Management Response • Disseminate evaluation results • Ensure the evaluation report and the management response are publicly available	4 days	June - July 2022

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR
- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
- Participate in learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition: The ERG will be composed of the following staff:

- Chair: Margaret Rehm, WFP Deputy Country Director
- Evaluation manager: Basak Bercin Dogan, Head of VAM and M&E
- EC members
- Government partners (specific member tbc)
- Partnered UN agencies (specific member tbc)
- Private sector representatives (specific member tbc)
- Donor representatives (specific member tbc)

Annex 5: Communication and Knowledge Management Plan

Phase Evaluation stage	**What** Communication product	**Which** Target audience	**How & Where** Channels	**Who** Creator lead	**Who** Creator support	**When** draft	**When** deadline
Preparation	The ToR	• Evaluation Team	• E-mail	EM	EC/ERG/QSS	16 Aug	9 Nov
Preparation	ET Contract	• Evaluation Team • WFP Country Office	• E-mail	CO Procurement Unit	EM		30 Dec
Inception	Inception Meetings	• Evaluation Team • WFP Country Office (Programme Team, Technical Teams) • WFP Regional Bureau • Stakeholders	• Online/offline meetings	ET	EM	6 Jan	12 Jan
Inception	Inception report	• WFP Country Office (Management, Programme Team, Technical Teams) • EC/ERG/QSS	• E-mail	ET		19 Jan	15 Feb
Data Collection	Debriefing Sessions	• WFP Country Office (Management, Programme Team, Technical Teams) • EC/ERG	• Online/offline meetings	ET			18 Mar
Reporting	Evaluation Report	• WFP Country Office (Management, Programme Team, Technical Teams) • EC/ERG/QSS • Development actors	• E-mail	ET		1 Apr	3 Jun
Reporting	Comment Matrix	• WFP Country Office (Management, Programme Team, Technical Teams) • EC/ERG/QSS • Evaluation Team	• E-mail	EM	EC/ERG/QSS	17 May	24 May
Dissemination	Dissemination of the Final Report	• WFP Country Office (Management, Programme Team, Technical Teams) • Division Directors • Evaluation specific stakeholders (partners) • Development actors (International Agencies) • Donors	• Workshop • Wfp.org • Wfp go	EM	CO Comms Unit ET		1 Jul

		• Civil society					
Dissemination	Management response	• WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors • Partners/Civil society /Peers/Networks	• Wfp.org • Wfp go	EC Chair	EM		1 Jul

Annex 6: Acronyms

ACR	Annual Country Report
CD	Country Director
CO	Country Office
CPs	Cooperating Partners
CPI	Consumer Price Index
DCD	Deputy Country Director
DEs	Decentralized evaluations
DEQAS	Decentralized Evaluation Quality Assurance System
DEQS	Decentralized Evaluation Quality Support service
EB	Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
EMPACT	Empowerment for Action
ER	Evaluation Report
ERG	Evaluation Reference Group
ET	Evaluation Team
FLA	Field Level Agreement
GAM	Gender and Age Marker
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment
GoT	Government of Turkey
ICSP	Interim Country Strategic Plan
IOM	International Organization for Migration
IP	International Protection
IR	Inception Report
Iskur	Turkish Employment Agency

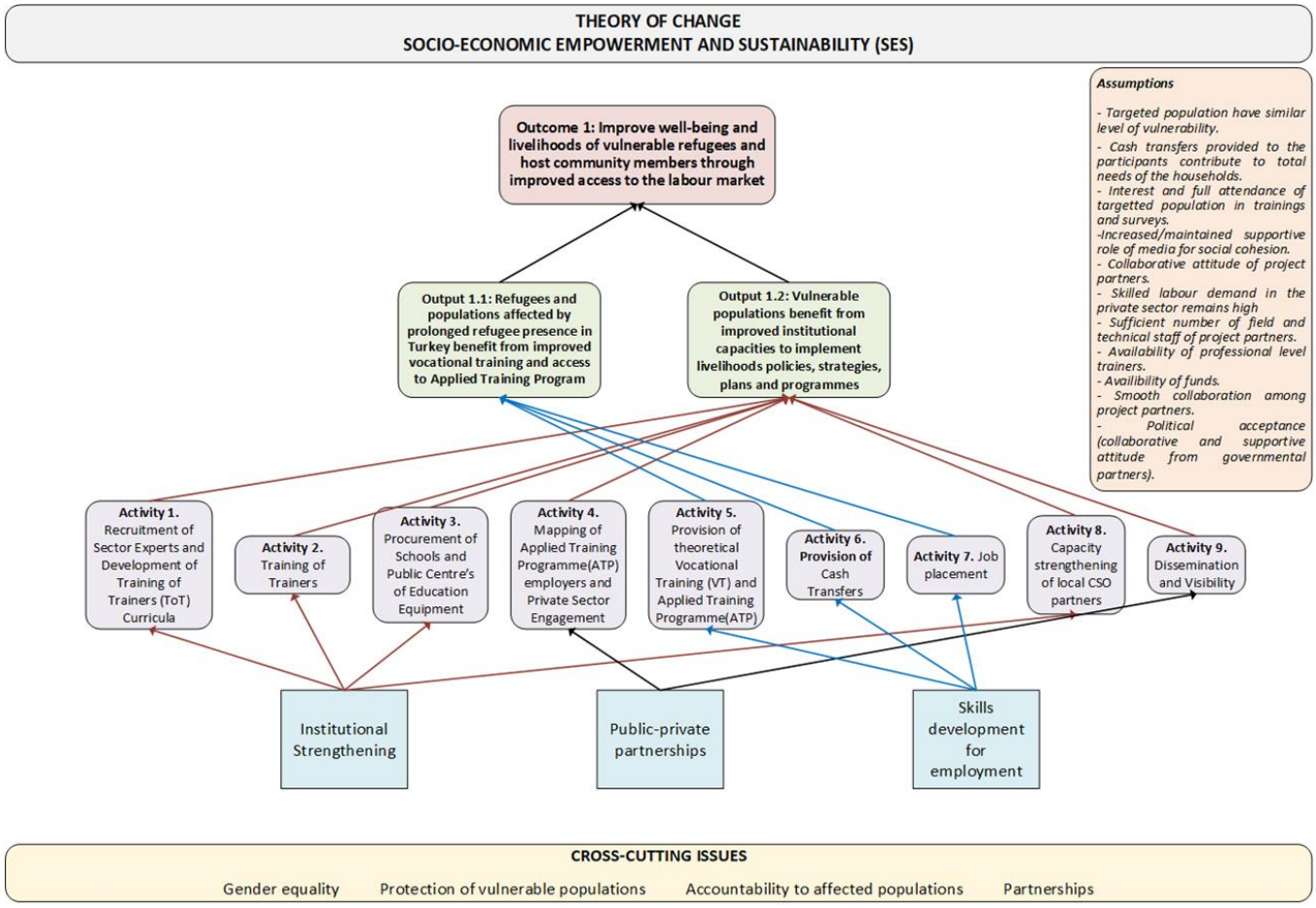
KfW	German Development Bank
Logframe	Logical Framework
M&E	Monitoring and Evaluation
MoCT	Ministry of Culture & Tourism
MoLSS	Ministry of Labor & Social Security
MoNE	Ministry of National Education
MUV	Mutfakta Umut Var (Kitchen of Hope) Project
NGOs	Non-Governmental Organizations
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
QA	Quality Assurance
QC	Quality checklist
QSS	Quality Support Service
RB	Regional Bureau
RBC	Regional Bureau Cairo
REO	Regional Evaluation Officer
SDGs	Sustainable Development Goals
SES	Socio-economic Empowerment and Sustainability
ToC	Theory of Change
ToR	Terms of Reference
TP	Temporary Protection
UNCT	United Nations Country Team
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework
VAM	Vulnerability Analysis & Mapping
WFP	World Food Programme

Annex 7: Logical Framework-Activity 4

<table>
<tr><td colspan="2">Strategic Goal 2 Partner to support implementation of the SDGs (SDG 17)</td></tr>
<tr><td colspan="2">Strategic Objective 5 Partner for SDG results</td></tr>
<tr><td colspan="2">Strategic Result 5 Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)</td></tr>
<tr><td colspan="2">Activity 04: Provide technical support to Government and partners in assisting refugees and vulnerable populations to equitably access labour market opportunities</td></tr>
<tr><td>Strategic Outcome 1: Enhance partnerships to support refugees and vulnerable populations, affected by prolonged refugee presence in Turkey, to equitably access basic needs assistance and labour market opportunities</td><td>Alignment to outcome category:
1. Economic capacity to meet essential needs
2. Livelihood-based Coping Strategy Index (Average)
3. Consumption-based Coping Strategy Index (Average)</td></tr>
<tr><td colspan="2">Corporate WFP Output: Refugees and populations affected by prolonged refugee presence in Turkey benefit from improved institutional capacities to implement policies, strategies, plans and programmes in order to receive marketable skills development and livelihood support through cash-based transfers</td></tr>
<tr><td>Output A: Resources transferred</td><td>Alignment to output category:
A.1. Number of women, men, boys and girls receiving food/cash-based transfers/ commodity vouchers/capacity strengthening transfers
A.10. Total value (USD) of capacity strengthening transfers
A.3. Total amount of cash transferred to targeted beneficiaries</td></tr>
<tr><td>Output C: Capacity development and technical support provided</td><td>Alignment to output category:
C.7. Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)</td></tr>
<tr><td>Output K: Partnerships supported</td><td>Alignment to output category:
K.1. Number of partners supported</td></tr>
<tr><td colspan="2">Cross-Cutting Result</td></tr>
<tr><td>C 1 - Accountability to Affected Population</td><td>Alignment to cross cutting result category:
C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)</td></tr>
</table>

C 2 - Protection	**Alignment to cross cutting result category:** **C.2.2.** Proportion of targeted people receiving assistance without safety challenges (new) C.2.3. Proportion of targeted people who report that WFP programmes are dignified (new) **C.2.4.** Proportion of targeted people having unhindered access to WFP programmes (new**)**
C 3 - Gender	**Alignment to cross cutting result category:** **C.3.1.** Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

Annex 8: Theory of Change (ToC)



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