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# **Evaluation of the Republic of Türkiye WFP Country Strategic Plans 2018-2025**

Terms of reference

November 2023

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# 1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. 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.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation's methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

4. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board (EB) approval in November 2025.

### 2.2. OBJECTIVES

5. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in the Republic of Türkiye; and 2) provide accountability for results to WFP stakeholders. Acknowledging that the next CSP might entail a strategic shift in WFP's strategic directions, it is critical for this evaluation to be able to serve the dual objectives of accountability and learning while adopting a forward-looking perspective.
6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. Key WFP stakeholders include the WFP Türkiye country office, Regional Bureau for the Middle East, Northern Africa and Eastern Europe (RBC) and headquarters technical divisions and units (e.g. Livelihood, Asset Creation and Resilience Unit, Country Capacity Strengthening Unit, Emergencies Operations Division). Other key stakeholders include the Government of the Republic of Türkiye - hereinafter referred to as Türkiye, WFP co-operating partners, including non-governmental organizations (NGOs), the United Nations (UN) country team, affected populations donor partners and the WFP Executive Board (EB).
7. The Government of Türkiye, its ministries and agencies are the key partner of WFP in the country. Specifically, WFP has worked and currently works with the Presidency of Migration Management (PMM) under the Ministry of Interior, the Turkish Employment Agency (ISKUR) under the Ministry of Labour, the Ministry of National Education (MoNE), and the Ministry of Family and Social Services. Other key national partners include the Turkish Red Crescent (TRC), local chambers of commerce and private sector entities.
8. As an active member of the United Nations Country Team WFP partners with other UN agencies in Türkiye, such as the Office of the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM), the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).
9. The CSPE will also seek to engage with affected populations, including vulnerable Turks and refugees in camps and host communities. Particular attention will be paid to seeking the perspective of the most vulnerable and marginalized groups, including people with disabilities.
10. Key donors of WFP Türkiye are Germany, United States, European Union (EU), Canada, Kuwait, Republic of Korea, Norway and Japan.

# 3. Context and subject of the evaluation

## 3.1 CONTEXT

11. Türkiye is an upper-middle-income country ranked 48<sup>th</sup> of 191 countries and territories in the Human Development Index (HDI) for 2021.<sup>1</sup> Following ambitious economic reforms, the country has benefited from continuous economic growth over the last two decades (i.e. average of 5 percent per year) and has eradicated extreme poverty. In this regard, between 2006 and 2020, the share of people below the USD 6.85 per day poverty line nearly halved to 9.8 percent.<sup>2</sup> With respect to gender, inequalities still persist. According to the Global Gender Gap Report for 2023, Türkiye ranks 129<sup>th</sup> among 146 countries in gender equality, 99<sup>th</sup> in educational attainment for women, 118<sup>th</sup> in their political empowerment and 133<sup>th</sup> in economic participation and opportunity.<sup>3</sup> According to the results of the last census, the proportion of population (3 years of age and over) having at least one type of disability is 6.0 percent.<sup>4</sup> The proportion is higher for women (7.9 percent) than for men (5.9 percent).
12. Challenges are further faced by the most vulnerable Turks, migrants, and refugees. Since 2015, Türkiye has hosted the largest refugee population in the world. According to UNHCR, 3.7 million refugees were recorded in Türkiye as of June 2023<sup>5</sup>, including 3.4 million Syrians under temporary protection and nearly 145,000 Ukrainians who arrived after the outbreak of the conflict.<sup>6</sup> Over 65,600 people were hosted in Temporary Accommodation Centres, while over 98 percent of refugees were living across 81 provinces.<sup>7</sup>
13. Although Türkiye has fully achieved SDG 1, some progress is still needed around SDG 2<sup>8</sup>. In large segments of the population food consumption is unhealthy and high consumption of energy-dense but low-nutrient food items has contributed to stunting (i.e. 6.0 percent of children under 5 years of age) and obesity (i.e. 8.1 percent of children under 5 years of age).<sup>9</sup> Similarly, access to food has been challenged by the COVID-19 pandemic and the conflict in Ukraine. Both events have affected purchasing power by increasing the prices of food (i.e. 102.5 percent<sup>10</sup> in November 2022)<sup>11</sup> and the availability of commodities. This has in turn triggered broader consumer inflation, which reached 84.4 percent in November 2022<sup>12</sup>.
14. Due to its geological position and geomorphological structure, Türkiye is prone to natural disasters. According to the World Risk Index for 2022, Türkiye ranks 30<sup>th</sup> among 193 most disaster-prone countries.<sup>13</sup> In the early hours of 6 February 2023, multiple earthquakes – the strongest being of 7.7 magnitude on the Richter scale – struck southern Türkiye, killing more than 45,000 people<sup>14</sup> and injuring over a hundred thousand more.<sup>15</sup> More than half a million buildings were significantly damaged forcing 3 million people to relocate. It is estimated that more than 9.1 million people living in the region were directly affected by the earthquake.<sup>16</sup>

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<sup>1</sup> UNDP. 2022. [The 2021/2022 Human Development Report](#).

<sup>2</sup> World Bank. 2023. [The World Bank in Türkiye](#). Last Updated: Apr 10, 2023.

<sup>3</sup> World Economic Forum. 2023. [The Global Gender Gap Index 2023](#).

<sup>4</sup> Ministry of Family, labour and Social Services. 2020. [Disability and Ageing Statistical Bulletin](#).

<sup>5</sup> UNHCR. 2023. [Operational Update June 2023](#).

<sup>6</sup> WFP. 2023. [Annual Country Report 2022](#).

<sup>7</sup> UNHCR. 2023. [Operational Update June 2023](#).

<sup>8</sup> Hacettepe University Institute of Population Studies. 2019. [Turkey Demographic and Health Survey 2018](#).

<sup>9</sup> Global Nutrition Report. 2022. [Türkiye - The burden of malnutrition at a glance](#)

<sup>10</sup> Turkstat. 2023. [Consumer Price Index](#), November 2022.

<sup>11</sup> Türkiye was ranking 5th among the top ten countries with the highest food price inflation. See World Bank. [Food Security Update](#). 20 April 2023.

<sup>12</sup> Turkstat. 2023. [Consumer Price Index](#), December 2022.

<sup>13</sup> Franziska, A., Lotte, K., Beáta, P., Kristin, B. S., Sören, S., Daniel, W., & Bündnis, E. H. (2022). [World Risk Report 2022—Focus: Digitalization](#).

<sup>14</sup> Reuters. 2023. [Turkey's earthquake death toll rose to 45,968 -interior minister](#). 4 March 2023.

<sup>15</sup> OCHA. 2023. [Türkiye Earthquake 2023 Humanitarian Response Overview](#), 17 May 2023.

<sup>16</sup> *Ibidem*.

15. The inception phase will present a more elaborated contextual analysis as it relates to the CSP.

### 3.2 THE SUBJECT OF THE EVALUATION

16. The Türkiye Transitional Interim CSP (T-ICSP), the Interim CSP (I-CSP) and the CSP were approved by WFP EB respectively in February 2018,<sup>17</sup> November 2019 and November 2022. Figure 1 provides a general overview of the three Plans and major developments in the country. The T-ICSP, I-CSP and CSP documents, including subsequent budget revisions, can be found at these links:

- T-ICSP: <https://www.wfp.org/operations/tr01-turkey-transitional-interim-country-strategic-plan-january-2018-december-2019>
- I-CSP: <https://www.wfp.org/operations/tr02-turkiye-interim-country-strategic-plan-2020-2022>
- CSP, including the Immediate Scale Up Revision further to the February 2023 earthquake in south-eastern Türkiye: <https://www.wfp.org/operations/tr03-republic-turkiye-country-strategic-plan-2023-2025>

17. In the period covered by this evaluation, WFP programming in the country underwent several major shifts. The following paragraphs summarize the main developments occurred between 2018 and 2023.

18. Through the T-ICSP (2018-2019), WFP played a key role in implementing the EU funded Emergency Social Safety Net (ESSN) programme, which became the world's largest humanitarian cash programme, reaching up to 1.75 million beneficiaries in December 2019.<sup>18</sup>

19. During the ICSP period (2020-2022), WFP transitioned from the ESSN to the design and implementation of new livelihood programmes aimed at enhancing access of refugees and host community members to employment opportunities. In April 2020, the ESSN was handed over by WFP to the International Federation of Red Cross (IFRC).<sup>19</sup> Building on the lessons learned of the "Kitchens of Hope"<sup>20</sup>, and of the Empowerment for Action (EMPACT) pilot projects,<sup>21</sup> in 2021 WFP scaled up activities and brought together the two pilots under a broader livelihoods programme entitled "Socioeconomic Empowerment and Sustainability (SES)". A total of 4,457 individuals, 56 percent women, were enrolled between August 2021 and June 2023 in 15 provinces.<sup>22</sup>

20. In line with government priorities and recognizing the multidimensional vulnerability of Türkiye's refugee population, the country strategic plan (CSP 2023-2025) mainly focused on strengthening pathways out of humanitarian assistance for beneficiaries, including through stronger linkages with livelihood programming. However, further to the earthquake and the adoption of budget revision 01 in June 2023, the CSP scope was revised and expanded, giving more weight to the crisis response component to cover the needs of populations affected by the earthquake. The CSP document also foresaw WFP playing a technical advisory role to the Government to support the enhancement of the quality and scope of the existing school meals programme.

21. Since 2014 and throughout the three plans WFP has been managing common United Nations premises in Gaziantep, providing common administrative services and common facilities to UN entities, including the United Nations Population Fund (UNFPA), the International Labour Organization, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and WFP's Syrian cross-border team. With the current CSP, WFP committed to continue its provision of common services to humanitarian and development partners, both inside and outside Türkiye, to facilitate their support for vulnerable

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<sup>17</sup> The first version of the T-ICSP was approved by the ED in September 2017. The revised T-ICSP was approved by the EB in February 2018.

<sup>18</sup> ECHO. [The Emergency Social Safety Net \(ESSN\): Offering a lifeline to vulnerable refugees in Türkiye](#). Introduced in 2016 and funded by the European Union, the ESSN was implemented with IFRC and Red Crescent Societies and the Turkish Red Crescent (TRC) under the leadership of the Ministry of Family, Labour and Social Services.

<sup>19</sup> WFP. 2020. [How piggybacking networks in Turkey delivers cash assistance to refugees](#).

<sup>20</sup> The Kitchen of Hope project aimed at developing the technical and practical skills of Syrian and Turkish women and men in the hospitality and food service industry and facilitate their access to job prospects through applied training.

<sup>21</sup> WFP. 2022. Türkiye, WFP's Livelihood Activities 2020-2022: Decentralized Evaluation. The ENCOMPACT project aimed at connecting youth to the global digital economy, through digital and soft skills training for young refugees and disadvantaged youth

<sup>22</sup> WFP. 2023. [Republic of Türkiye country strategic plan \(2023-2025\)](#). (WFP/EB.2/2022/7-A/15\*).

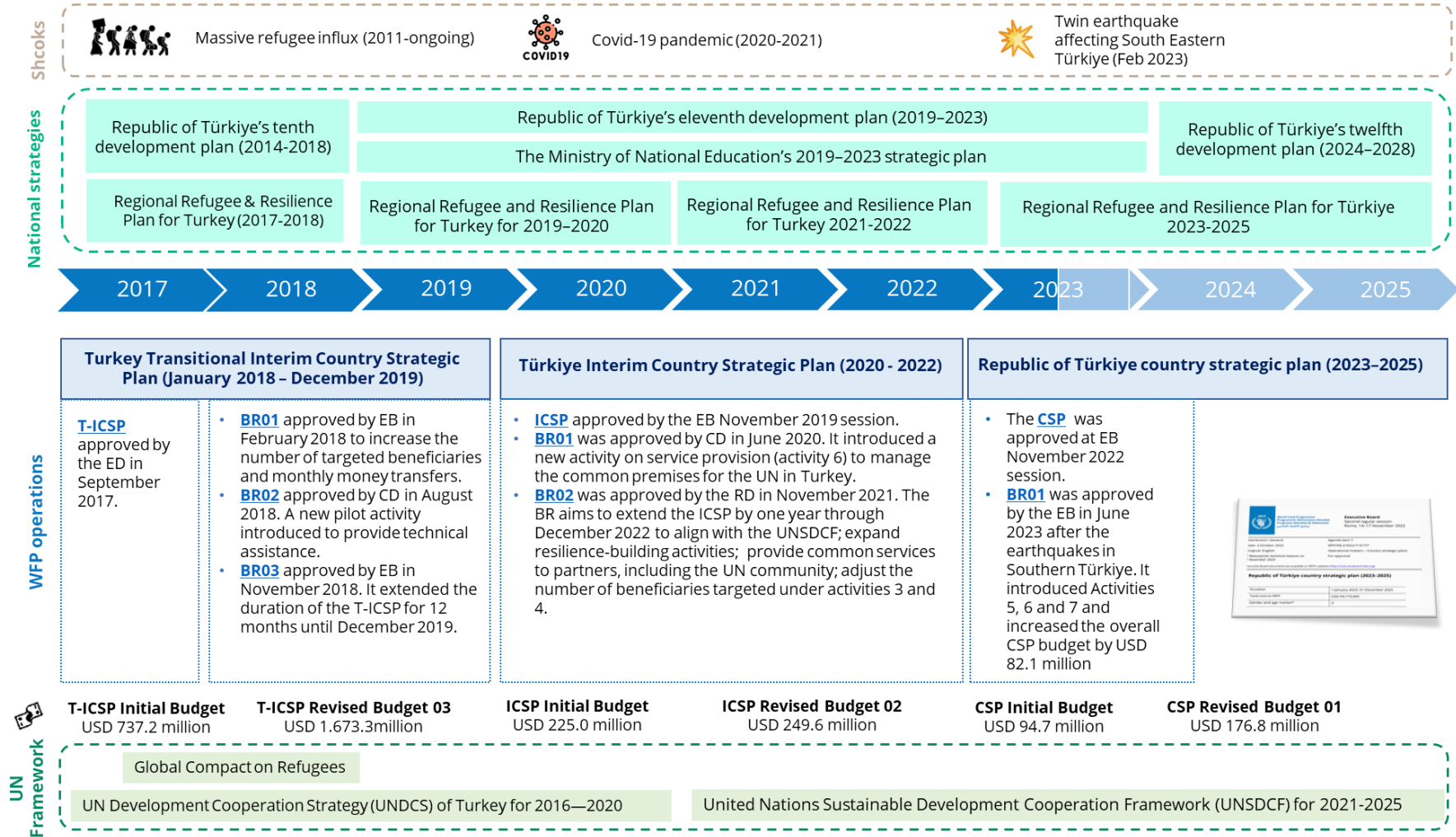
populations. Figure 2 provides an overview of the strategic outcomes, activities and modalities of the three Plans.

22. Among key sources of evidence,<sup>23</sup> a decentralized evaluation (DE) on the SES commissioned by WFP Türkiye CO in 2022 was used to inform the current CSP. More information can be found in section 5.2 on evaluability assessment.

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<sup>23</sup> Hacettepe University. 2021. Contribution of Financial Assistance to the Nutritional Well-being of Syrian Refugee Women and Children; Dedeoglu and others. 2021. The Kitchen of Hope (MUV) Project Evaluation Report covering south-eastern provinces. (Not available online).

Figure 1 – Evolution of the T-ICSP, ICSP and CSP and changes in the external environment, 2017-2023



Source: OEV



**Figure 2: T-ICSP (2018-2019), ICSP (2020-2022) and CSP (2023-2025), overview of strategic outcomes and activities**

Turkey Transitional Interim Country Strategic Plan (2018- 2019)

**Activity 1:**  
Provide technical advice to and strengthening of national institutions and NGO partners (Modality: CSI)

**Activity 2:**  
Provide technical assistance to government and NGO partners in order to transfer resources to refugees in Turkish communities (Modality: CPA)

**Activity 3:**  
Provide technical assistance to government and NGO partners in order to transfer resources to refugees living in camps in Turkey (Modality: CPA)

**Activity 4:**  
Provide technical assistance to government, academia and NGO partners in vocational training and livelihood creation for refugees in Turkey (introduced with BR02, Modality: CPA)

**SO 1:**  
All eligible refugees in Turkey have access to a safety net addressing their basic needs until a safe return is possible.



Türkiye Interim Country Strategic Plan (2020 - 2022)

**SO 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

**Activity 1:**  
Strengthen partnerships with national institutions and partners to improve programme implementation (Modality: CSI)

**Activity 2:**  
Provide technical support to Government and partners in assisting refugees living in Turkish communities (Modality: CBT)

**Activity 3:**  
Provide technical support to Government and partners in assisting refugees living in camps in Turkey (Modality: CBT)

**Activity 4:**  
Provide technical support to Government and partners in assisting refugees and vulnerable populations to equitably access labour market opportunities (Modality: CBT)

**Activity 5:**  
Support Turkey to exchange knowledge, experience and technology with other countries through facilitation of South-South and Triangular cooperation (Modality: CSI)

**Activity 6:**  
Provide common services to partners, including UN agencies (Modality: CPA)



Republic of Türkiye country strategic plan (2023–2025)

**SO 1:**  
Refugees and other crisis-affected populations can meet their basic needs, including nutritious food, all year round

**Activity 1:**  
Provide food and non-food assistance to refugees living in camps (Modality: CBT, CS)

**Activity 5:**  
Provide emergency food assistance through food or cash-based transfers to crisis affected populations (introduced with BR01, Modality: Food, CBT)

**SO 2:**  
Refugees and vulnerable populations have access to labour market opportunities in order to meet their basic needs, all year round

**Activity 2:**  
Provide innovative livelihood training, private sector internships, grants and other opportunities to vulnerable refugees and host community members to improve their access to the labour market (Modality: CBT, CS)

**SO3:**  
Vulnerable groups, including schoolchildren, benefit from enhanced national capacities on social protection including school feeding by 2025

**Activity 3:**  
Provide technical assistance and support to the Government to enhance the national school meals programme and other programmes, policies and systems as needed (Modality: CS)

**SO4:**  
Vulnerable populations in Türkiye benefit from improved humanitarian and development assistance all year round

**Activity 4:**  
Provide on-demand common services to partners, including United Nations agencies (Modality: SD)

**Activity 6:**  
Provide coordination, information management and logistic services in support to the Government of Türkiye and humanitarian actors to strengthen their capacity to support crisis-affected populations (introduced with BR01, Modality: SD)

**Activity 7:**  
Provide emergency telecommunication services to the humanitarian community to enhance their support to crisis-affected populations (introduced with BR01, Modality: SD)

**Legend**

- CBT:** Cash-Based Transfers
- CSI:** Institutional Capacity Strengthening Activities
- CS:** Capacity Strengthening
- CPA:** Service Provision and Platforms Activities
- SD:** Service Delivery

Source: SPA Plus, data extracted on 15/09/2023.

## Financial Overview of the CSP

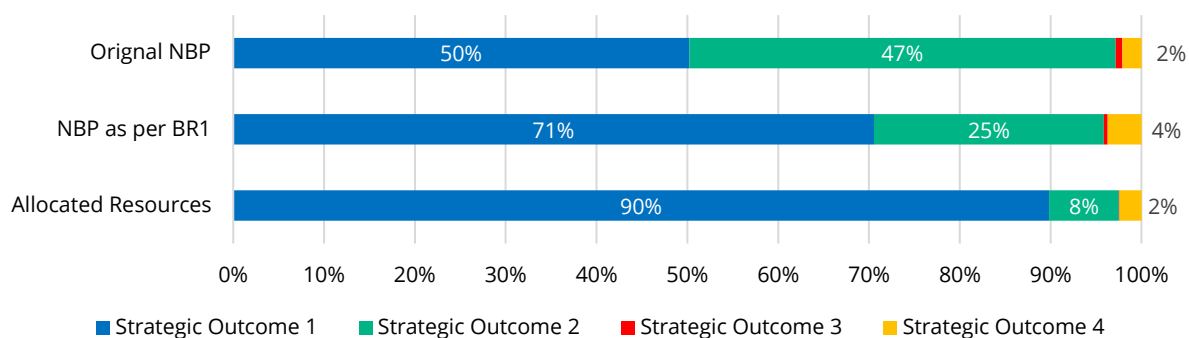
23. The CSP (2023-2025) was originally approved with a needs-based plan (NBP) of USD 94.8 million. Following the earthquake of February 2023 and the resulting adoption of Budget Revision 01, the overall NBP was increased by USD 82.1 million, reaching USD 176.8 million. Most of the resources (98 percent) were allocated to Strategic Outcomes 1 and 2. Additional details on the CSP financial situation are provided in **Error! Not a valid bookmark self-reference.** and Figure 3 below. Summary financial data concerning the T-ICSP (2028-2029) and the ICSP (2020-2022) are further found in Annex 3.

**Table 1: CSP Turkey 2023-2025 cumulative financial overview**

Focus Area	SO	Activity	Original NBP	NBP as per BR01	Allocated Resources	Resourcing level (%)	Expenditures	Expenditures level (%)
Crisis Response	SO 1	Activity 01	40,882,724	40,882,724	6,363,775	16%	2,780,304	44%
		Activity 05	N.A.	65,665,038	65,321,051	99%	55,681,488	85%
	<b>Sub-Total SO1</b>		<b>40,882,724</b>	<b>106,547,762</b>	<b>71,684,825</b>	<b>67%</b>	<b>58,461,792</b>	<b>82%</b>
Resilience Building	SO 2	Activity 02	38,233,832	38,233,832	6,133,103	16%	3,762,011	61%
	<b>Sub-Total SO2</b>		<b>38,233,832</b>	<b>38,233,832</b>	<b>6,133,103</b>	<b>16%</b>	<b>3,762,011</b>	<b>61%</b>
	SO3	Activity 03	600,215	600,215	34,406	6%	34,406	100%
	<b>Sub-Total SO3</b>		<b>600,215</b>	<b>600,215</b>	<b>34,406</b>	<b>6%</b>	<b>34,406</b>	<b>100%</b>
Crisis Response	SO 4	Activity 04	1,716,117	946,591	119,846	13%	119,846	100%
		Activity 06	N.A.	2,960,173	674,091	23%	259,620	39%
		Activity 07	N.A.	1,730,968	1,147,237	66%	610,293	53%
	<b>Sub-Total SO4</b>		<b>1,716,117</b>	<b>5,637,733</b>	<b>1,941,174</b>	<b>34%</b>	<b>989,759</b>	<b>51%</b>
	Non SO Specific		0	0	20,525,994		2,949,955	14%
	<b>Total Direct Operational Costs</b>		<b>81,432,888</b>	<b>151,019,542</b>	<b>79,793,508</b>	<b>53%</b>	<b>63,247,968</b>	<b>79%</b>
	DSC		7,667,627	15,126,679	4,613,024	30%	0	0%
	Indirect Support Costs (ISC)		5,669,485	10,676,163	5,871,879	55%	0	0%
<b>Grand Total</b>			<b>94,770,000</b>	<b>176,822,383</b>	<b>90,278,411</b>	<b>51%</b>	<b>63,247,968</b>	<b>70%</b>

Source: EV\_CPB\_Resource Overview report, data as at 14/09/2023.

**Figure 3: CSP Turkey CSPE 2023-2025 needs and resources, by strategic outcome**

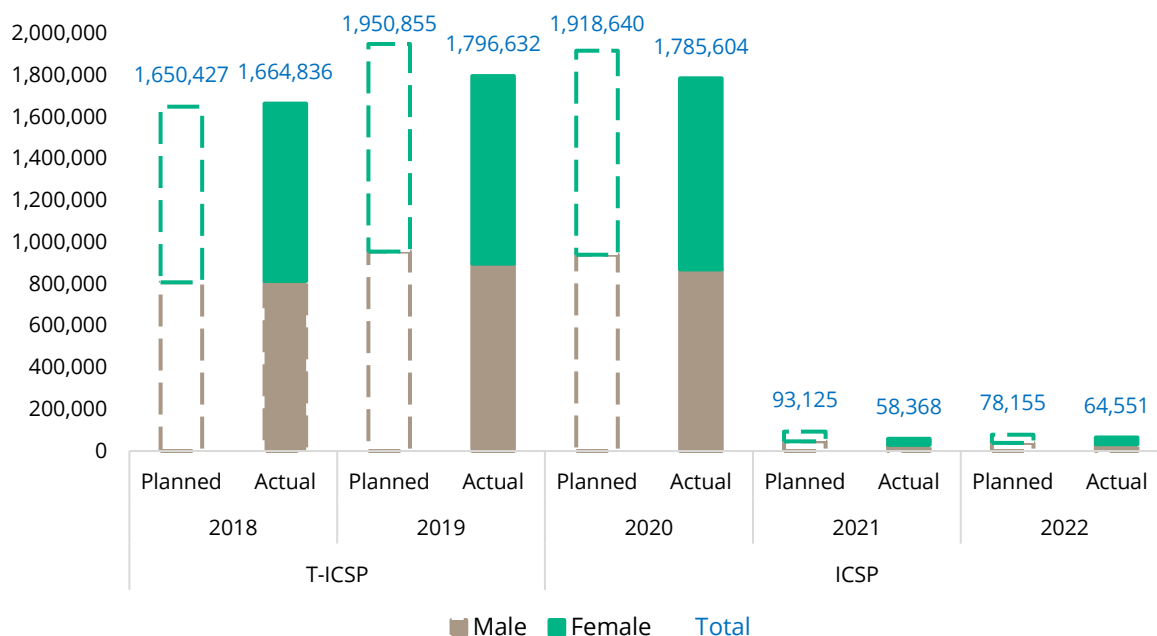


Source: EV\_CPB\_Resource Overview report, data as at] 14/09/2023.

### Beneficiaries

24. With respect to beneficiaries (Figure 4), in the years covered by the T-ICSP (2018-2019), WFP Country Office assisted more than 1.5 million beneficiaries per year. In March 2020 WFP handed over the Emergency Social Safety Net (ESSN) programme to the International Federation for Red Cross and Red Crescent Societies (IFRC). As a result, the number of direct beneficiaries assisted substantially decreased during the ICSP implementation in 2021 and 2022, with WFP reaching respectively 58,368 beneficiaries in 2021 (50 percent male; 50 percent female) and 64,551 beneficiaries (50 percent male; 50 percent female) in 2022. According to the latest figure available, in 2020 WFP supported 10,093 beneficiaries with disabilities (41percent female, 59 percent male).<sup>24</sup> Similarly, through the CSP (2023-2025) WFP plans to continue to work with national counterparts to expand livelihood programmes that build the self-reliance of vulnerable refugees and Turks, including women, and/or persons with disabilities.<sup>25</sup>

**Figure 4: T-ICSP (2018-2019) and ICSP (2020-2022) planned and actual beneficiaries**



Note: data for 2023 covering the CSP (2023-2025) not available.

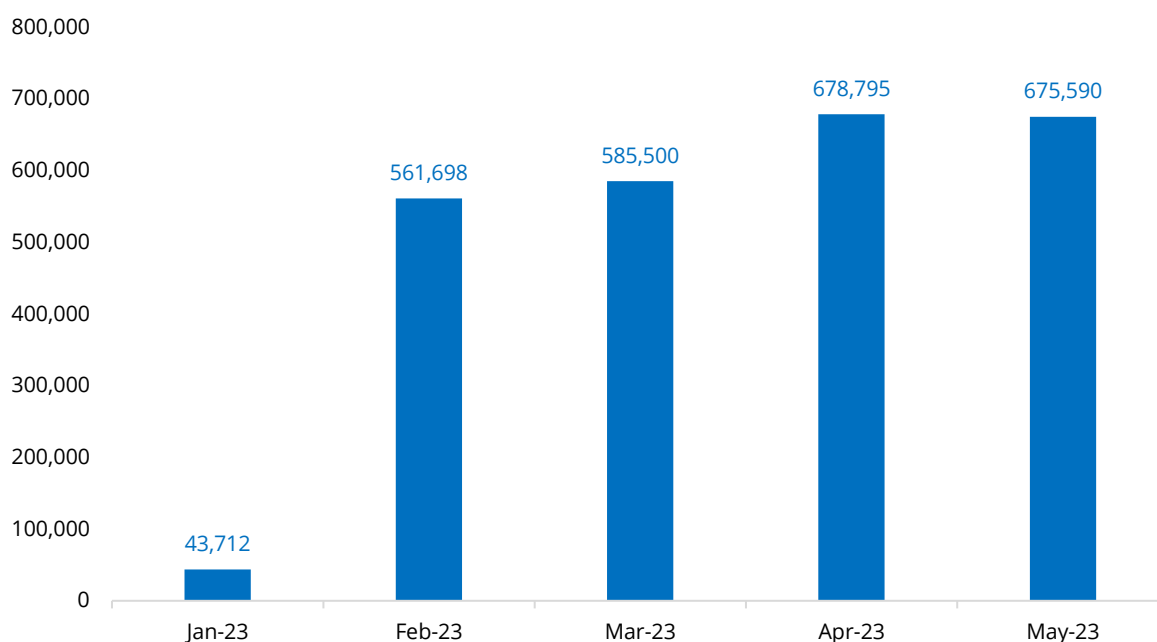
Source: COMET CM-R001b Turkey, data extracted on 14/09/2023

<sup>24</sup> WFP. 2021. [Annual Country Report 2020](#).

<sup>25</sup> WFP. 2022. [Republic of Türkiye country strategic plan \(2023-2025\)](#). (WFP/EB.2/2022/7-A/15\*).

25. Under the CSP and because of the earthquake response in the first months of 2023 WFP reached more than 500,000 crisis-affected beneficiaries (Figure 5).

**Figure 5: CSP (2023-2025) Actual beneficiaries reached between Jan and May 2023**



Note: the figure displays only the maximum value of actual beneficiaries reached and validated in the first months of 2023.

Source: CM-A003 Actuals - Beneficiaries - Detailed (monthly), data extracted on 18/09/2023.

### **Staffing and institutional arrangements**

26. The WFP Country Office in Türkiye is located in the capital Ankara. It operates through three area offices (Ankara, Istanbul and Gaziantep) and three sub offices (Izmir, Mersin and Sanliurfa).<sup>26</sup> As of September 2023, the CO was employing 121 staff (38 percent female, 62 percent male).<sup>27</sup>

<sup>26</sup> The Country Office used to operate through the Hatay Field Office, which was shut down after the earthquake in February 2023. See WFP. [OpWeb](#). – Türkiye. Data consulted on 21/09/2023.

<sup>27</sup> WFP. [WFP Dashbaord](#) - Republic of Türkiye. Data consulted on 21/09/2023.

## 4. Evaluation scope, criteria and questions<sup>28</sup>

27. The **units of analysis** of this evaluation are the **T-ICSP, the I-CSP and the CSP**, understood as the set of strategic outcomes, outputs, activities and inputs that were included in programmatic documents approved by WFP EB, as well as any subsequent budget revisions. In particular, the evaluation will focus on assessing WFP contributions to the current country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community, and cross-cutting results such as Gender Equality and Woman Empowerment (GEWE), equity, protection, AAP and wider inclusion issues.
28. The temporal scope of the evaluation will therefore cover the period from the T-ICSP formulation phase (i.e. 2017) until the end of the evaluation data collection phase (i.e. mid- 2024). In doing so, the evaluation will look at how the current CSP builds on, or departs from, the previous interventions included in the T-ICSP and I-ICSP and assess if the envisaged strategic shifts have taken place and, if so, what the consequences are. Substantive and budget revisions and adaptations of WFP interventions in response to the COVID-19 crisis and the February 2023 earthquake will also be part of the evaluation scope.
29. The evaluation will address four main questions common to all WFP CSPEs. Evaluation (sub) questions will be validated and refined during the inception phase, as relevant and appropriate to the evaluand and country context, including as they relate to assessing the response to any unforeseen crisis.
30. Noting that some of the activities implemented under the T-ICSP have been handed over to the IFRC and that their effectiveness and efficiency has been extensively reviewed and evaluated, EQ2 and EQ3 will focus on the I-CSP and the current CSP. Evidence from the WFP Decentralized Evaluation on the SES and the ESSN mid-term review, ESSN Meta Learning and ESSN Impact assessment will be considered as secondary data to inform answers to these questions.

### EQ1 – To what extent were/are the T-ICSP, I-CSP and current CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

1.1	To what extent were/are the T-ICSP I-CSP and current CSP and consecutive budget revisions informed by credible evidence and strategically and realistically targeted to address issues of food-insecure and other crisis-affected populations in Türkiye?
1.2	To what extent and in what ways were/are the T-ICSP, I-CSP and current CSP designed to support national priorities, the UN cooperation framework and the SDGs and what was/is WFP's added value in Türkiye?
1.3	To what extent is the CSP 2023-2025 design internally coherent and based on a clear theory of change with realistic assumptions?
1.4	To what extent and in what ways did the T-ICSP, I-CSP and CSP adapt and respond to evolving needs and priorities to ensure continued relevance during implementation, including the response to the February 2023 earthquake?

<sup>28</sup> EQ1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2.

**EQ2 – What difference did the I-CSP and CSP make to vulnerable refugees, host communities and other crisis affected populations covered by WFP’s mandate in the country through resilience building, livelihood creation and emergency response activities?**

2.1	To what extent did WFP achieve its coverage and outcome targets in Türkiye, and in what ways did it contribute to the expected outcomes of the I-CSP and CSP? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (protection and AAP; GEEW; disability inclusion; nutrition integration; environment) and adhere to humanitarian principles?
2.3	To what extent are achievements under the I-CSP and CSP likely to be sustainable, in particular from a financial, social and institutional perspective and following the handover of the ESSN?
2.4	To what extent did the I-CSP and CSP facilitate strategic linkages between humanitarian action and development cooperation in Türkiye?

**EQ3: To what extent has WFP used its resources efficiently?**

3.1	To what extent were the I-CSP and CSP outputs delivered and related budget spent within the intended timeframe?
3.2	To what extent and in what ways did the CO reprioritize its I-CSP and CSP interventions to optimize resources and ensure continued relevance and effectiveness in view of funding gaps?
3.3	To what extent were the I-CSP and CSP delivered in a cost-efficient manner?

**EQ4: What are the critical factors, internal and external to WFP, explaining performance and results?**

4.1	To what extent and in what ways has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the T-ICSP, I-CSP and CSP?
4.2	How well and in what ways did WFP establish and leverage strategic and operational partnerships, particularly with the Government of Türkiye, to maximize efficiency, effectiveness and sustainability in the T-ICSP, I-CSP and CSP implementation?
4.3	<p>What role have the following factors played in the I-CSP and CSP implementation?</p> <ul style="list-style-type: none"> <li>- Programme integration at design stage and during implementation</li> <li>- Adequacy of Human resources</li> <li>- Innovation in the CSP design and implementation leading to greater efficiency and effectiveness.</li> <li>- Adequate availability and use of monitoring data to track progress and inform decision making.</li> <li>- Other internal or external factors</li> </ul>

31. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage. Moreover,

it will give attention to assessing adherence to humanitarian principles and protection issues in the design and implementation of the earthquake response. The evaluation will also consider accountability to affected population, environmental impact, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups for what concerns all the activities directly targeting beneficiaries.

32. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
33. At this ToR stage, the following learning themes have been tentatively identified and mainstreamed into evaluation sub-questions:
  - WFP's value proposition in the country context, noting Türkiye's key role as host of the largest proportion of the world's refugees, and the value of WFP in relation to the Black Sea Grain Initiative, Global/Regional Procurement as well as support to the Syria Country Office cross-border operations.
  - Partnership and coordination with national stakeholders at different levels, particularly the relationship with the Government of Türkiye, keeping in mind WFP strategic shifts over the past years and being aware of limitations in terms of institutional memory.
  - Emergency and recovery responses to the February 2023 earthquake.



# 5. Methodological approach and ethical considerations

## 5.1. EVALUATION APPROACH

34. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
35. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
36. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intended causal pathways from WFP activities to outputs to strategic outcomes of the I-CSP and CSP,, as well as the internal and external assumptions made for the intended change to take place along these pathways.
37. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation as per below table.

<b>Desk review of relevant documentation and datasets</b>	<p><b>WFP</b> MoUs, strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases.</p> <p><b>UN system and government</b> policies, strategies, and reports, such as (for government) the Cohesion Strategy Document and Action Plan, and draft Migration Policy document, policy; country strategies and reports from strategic partners, donors and cooperating partners.</p> <p><b>Other relevant documentation</b> as identified during the inception phase.</p>
<b>Semi-structured interviews</b>	<p><b>with key informants</b>, both remote and in-person where possible, including WFP CO management and relevant staff including in the field offices; relevant WFP HQ and RBC staff; Government partners, cooperating partners, UN, NGO etc.</p>
<b>Interviews, focus group, surveys, direct field observation</b>	<p>different options should be explored to ensure that the evaluation seeks the <b>perspectives from affected populations</b> (from both assisted members and non-assisted members of the community if possible), and marginalized population groups. This will include a combination of in-person interviews, focus group discussions, surveys and direct field observation, to the extent possible.</p>

38. Data analysis methods for this evaluation will include the following:
- a. **Contribution analysis:** to assess the extent to which WFP supported interventions contributed to (or is likely to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the initial (T-I) CSP designs and to identify any logical and/or information gaps that they contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.
  - b. **Content analysis:** to analyse data from documents, interviews, and focus group notes and qualitative data from the survey to identify emerging common trends, themes, and patterns for each evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
  - c. **Quantitative analysis** and descriptive statistics: to interpret quantitative data collected by WFP Türkiye for reporting and monitoring purposes over the course of the T-ICSP, I-CSP and CSPs. Available data will be analysed thoroughly, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g. longitudinal analysis, cross-tabulations, etc.)
39. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
40. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#), in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring, and reporting documents and on some scoping interviews with CO management and staff. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.
41. The methodology should aim at data disaggregation by sex, age, disability status, nationality, or other characteristics as relevant and feasible. Expectations for the granularity of the analysis will be determined during the inception phase. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholder mapping and analysis that should be as detailed and comprehensive as possible.
42. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.<sup>29</sup>

## 5.2. PRELIMINARY CONSIDERATIONS ON EVALUABILITY AND METHODOLOGICAL IMPLICATIONS

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for

<sup>29</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

43. This CSPE will be able to build on several sources of secondary evidence. This includes a number of evaluations, assessments and audits conducted in the period of this evaluation. Annex 3 provides a comprehensive list of these secondary sources.
44. Key decentralized evaluations (DE) commissioned by WFP include the evaluation of the ESSN programme (2018) and the decentralized evaluation of the SES (2022). The former found that the ESSN provided relevant and appropriate assistance in a highly innovative format. At the same time, it highlighted several areas of improvement around the primary objectives of the programme, the analysis of refugees' needs, and application barriers for specific vulnerable groups.<sup>30</sup> The second DE found that, despite the challenging environment, the SES was contributing to creating jobs and better livelihoods opportunities for vulnerable refugees and Turkish citizens. However, several areas of improvements were recommended, particularly with respect to women and people with disabilities.<sup>31</sup>
45. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
46. At this stage the following evaluability challenges have been identified:
  - CSP/E timeframe and implementation. The Annual Country Report (ACR) covering 2024 is expected to be published only in Q1 of 2025, hence after the data collection phase. The evaluation of the CSP is projected to be presented to the second regular session of the EB in November 2025. This will have implications for the completeness of results reporting and attainment of expected outcomes. The high turnover of government representatives, WFP staff and partners in Türkiye may affect institutional memory and/or the accessibility to relevant technical documentation, particularly for years of the T-ICSP and the ICSP (2018-2022) included within the scope of this evaluation.
  - The evaluation team might encounter issues when accessing beneficiaries of the T-ICSP and I-CSP, given ESSN programme completion and handover to the IFRC and issues with beneficiary registration during February 2023 earthquake response. These issues could nevertheless be partly addressed by consulting previous evaluations of T-ICSP and I-CSP components as well as evaluation and beneficiary household monitoring datasets. In terms of I-CSP and CSP beneficiaries, the ET is expected to perform surveys based on purposive sampling to complement the limited coverage of the CO led surveys with livelihood programme beneficiaries. Synergies with the Inter Agency Humanitarian Evaluation of the collective response to the Earthquakes in Türkiye/Syria will be sought especially regarding beneficiary data collection.
47. Additionally, given the shift in programmes, modalities and corporate guidelines on monitoring indicators, the reporting of output, outcome and cross-cutting indicators has changed over the years. For instance, the Food Consumption Score and Consumption-based Coping Strategy Index (Average) for activity 01 of the T-ICSP were reported for 2018 and 2019 and only for the first year of the I-ICSP under activity 03 (i.e. 2020) but not for 2021 and 2022. Moreover, all outcome and output indicators for activities 01 and 02 are not reported for 2021 and 2022. Similarly, cross-cutting indicators are included as part of outcome indicators in the T-ICSP and reported as standalone category only with the implementation of the ICSP. Annex 1 provides a comprehensive overview of output, outcome and cross-cutting indicators as reported in the different versions of the logframe (Table 3) and in the Annual Country Reports (Table 4)
48. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.
49. In September 2023 the Inter-Agency Standing Committee (IASC) launched the IAHE of the collective response to the Earthquakes in Türkiye/Syria. The IAHE will be conducted over the period January -

<sup>30</sup> WFP. 2018. [Evaluation of the DG ECHO funded Emergency Social Safety Net \(ESSN\) in Turkey.](#)

<sup>31</sup> WFP. 2022. [Türkiye, WFP's Livelihood Activities 2020-2022: Decentralized Evaluation.](#)

December 2024 and WFP Office of Evaluation will be a member of the Management Group for this evaluation. The CSPE team will coordinate with the IAHE team during the inception and data collection phase to maximise exchanges of information and limit to the extent possible burden on the evaluation stakeholders.

### 5.3. ETHICAL CONSIDERATIONS

50. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>32</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).<sup>33</sup> This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
51. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Türkiye CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>34</sup>
52. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.<sup>35</sup>
53. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

### 5.4. QUALITY ASSURANCE

54. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This 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 and recommendations on that basis.

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<sup>32</sup> For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

<sup>33</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

<sup>34</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>35</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

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.

55. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.
56. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.
57. The final evaluation report will be subjected to a post hoc quality assessment (PHQA)<sup>36</sup> 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 final evaluation report.

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<sup>36</sup> <https://www.wfp.org/publications/post-hoc-quality-assessment-evaluations>

# 6. Organization of the evaluation

## 6.1. PHASES AND DELIVERABLES

58. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

<b>Main phases</b>	<b>Timeline</b>	<b>Tasks and deliverables</b>
1.Preparation	<b>September - November 2023</b>	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	<b>December 2023 - March 2024</b>	HQ briefing Inception mission Inception report
3. Data collection	<b>Mid-April - June 2024</b>	Team briefing(s). Desk review, surveys and data pre-analysis. In-country mission and remote interviews (if applicable). Exit debrief.
4. Reporting	<b>July 2024 – March 2025</b>	Preliminary findings debriefing Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	<b>June – November 2025</b>	Management response and EB preparation Wider dissemination

## 6.1. EVALUATION TEAM COMPOSITION

59. The evaluation will be carried out by a highly qualified, multi-disciplinary team with extensive knowledge and experience in evaluation in politically sensitive and complex environments. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of 3 international (including the team leader, a senior thematic expert and one researcher) and 1-2 national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English, Arabic and Turkish) who can effectively cover the areas of evaluation.

60. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should collectively have good

knowledge of gender, equity, disability and wider inclusion issues and, to the extent possible, power dynamics. Humanitarian principles and protection issues should be well known and understood by all team members. At least one team member should have demonstrated professional recent experience with WFP.

**Table 4: Summary of evaluation team and areas of expertise required<sup>37</sup>**

Areas of CSPE	Expertise required
<b>Team Leadership (Senior level evaluator)</b>	<p><b>MINIMUM REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>▪ Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time).</li> <li>▪ Strong experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning, and nexus dynamics, including with UN organizations.</li> <li>▪ Experience with applying theory-based evaluation approaches, reconstruction, and use of theories of change in evaluations covering one or more subsequent programmes.</li> <li>▪ Strong presentation skills and excellent writing and synthesis skills.</li> <li>▪ Experience facilitating in-person and hybrid meetings and workshops.</li> <li>▪ Strong ability to navigate political sensitivities, and strong understanding of the complexity of the relation between the UN and member states.</li> <li>▪ Experience in humanitarian and/or development contexts.</li> <li>▪ Expertise in one or more of the technical areas below.</li> </ul>
	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>▪ Familiarity with WFP programmes and modalities of intervention.</li> <li>▪ Good knowledge of country context, proved by previous experience in the country.</li> <li>▪ First-hand experience in emergency response and/or recovery programmes, preferably with WFP or other UN organizations.</li> <li>▪ Previous experience leading or conducting WFP evaluation(s).</li> </ul>

<sup>37</sup> One evaluator, including the team leader, may have expertise in multiple areas listed above, and it does not imply each thematic area requires different specialists.

Areas of CSPE	Expertise required
<b>Thematic expertise (Senior level expert)</b>	<p><b>MINIMUM REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>▪ Fluency and excellent writing skills in English.</li> <li>▪ Experience in humanitarian and/or development contexts.</li> <li>▪ Prior experience in evaluating design, implementation, outputs, and outcomes in the following areas: <ul style="list-style-type: none"> <li>○ Refugee assistance and inclusion into social protection programmes</li> <li>○ Humanitarian assistance, emergency preparedness, response and recovery</li> <li>○ Cash based transfers</li> <li>○ Livelihood projects aimed at increasing beneficiaries' self-reliance (e.g. skills and vocational trainings, equitable access to employment opportunities)</li> <li>○ UN cooperation and common services</li> <li>○ Capacity strengthening and technical assistance for government and partners on social protection and safety nets in the areas of: school feeding, access to the labour market, supply chain optimization, emergency preparedness</li> <li>○ Humanitarian principles and cross-cutting themes including gender equality and women empowerment, accountability to affected populations, protection, environment, and nutrition.</li> </ul> </li> </ul> <p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>▪ Familiarity with WFP programmes and modalities of intervention.</li> <li>▪ Previous experience leading or conducting WFP evaluation(s).</li> <li>▪ Good knowledge of country context, proved by previous experience in the country.</li> <li>▪ First-hand experience in emergency response and/or recovery programmes.</li> <li>▪ Knowledge of South-South and triangular cooperation.</li> </ul>
<b>Research Assistant</b>	<p><b>MINIMUM REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>▪ Relevant understanding of evaluation and research and knowledge of WFP assistance modalities.</li> <li>▪ Ability to provide qualitative and quantitative research support to the evaluation team before, during and after fieldwork (e.g. data search, storage, cleaning and analysis, mobile phone/online survey design, focus group set up).</li> <li>▪ Ability to provide logistic support for inception and data collection. mission, proved by experience with in-person and hybrid meetings.</li> <li>▪ Sound writing and presentation skills, including data visualization. document formatting, proofreading, and note taking.</li> </ul> <p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>▪ Familiarity with WFP programmes and modalities of intervention.</li> <li>▪ Previous experience with WFP evaluation(s).</li> </ul>
<b>Quality assurance (Senior level) Evaluator</b>	<p><b>MINIMUM REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>▪ Experience in quality assurance of evaluations.</li> <li>▪ Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries).</li> </ul> <p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>▪ Familiarity with WFP programmes and modalities of intervention.</li> <li>▪ Previous experience with WFP evaluation(s).</li> </ul>



Areas of CSPE	Expertise required
<b>National Expert(s)</b>	<b>MINIMUM REQUIREMENTS</b>
	<ul style="list-style-type: none"> <li>• In-depth knowledge of the political, economic and social context at country level,</li> <li>• Extensive previous experience conducting data collection (including interviews and focus group discussions) for evaluation and or research studies.</li> <li>• Demonstrable analytical skills.</li> <li>• Fluency in Turkish and excellent writing skills in English</li> <li>• Administrative and logistical experience.</li> </ul>
	<b>DESIRABLE</b>
	<ul style="list-style-type: none"> <li>• Ideally experience in refugee assistance and other technical areas of WFP work in Turkey.</li> </ul>

## 6.2 ROLES AND RESPONSIBILITIES

61. This evaluation is managed by the WFP Office of Evaluation. Giulia Pappalepore has been appointed as evaluation manager (EM) and Michele Gerli has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Alexandra Chambel, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP EB for consideration in November 2025.
62. An [internal reference group](#) composed of selected WFP stakeholders at country office and regional bureau levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.
63. The country office will facilitate the evaluation team's contacts with stakeholders in Türkiye; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Bercin Dogan has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

## 6.3. SECURITY CONSIDERATIONS

64. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity 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.

## 6.4. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

65. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
66. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP EB in November 2025. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

## 6.5. THE PROPOSAL

67. Technical and financial offers for this evaluation should consider in-country inception mission for the team leader, data collection mission for the whole team, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks (e.g., COVID-19 restrictions or flare-up of civil unrest).

68. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.
69. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the EB.
70. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

# Annex 1: Overview of performance data availability

Table 2 - Logframe Analysis

Turkey Transitional Interim Country Strategic Plan (January 2018 - December 2019) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	<b>Total nr. of indicators</b>	9	0	10
v 3.0	New indicators	0	0	3
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	9	0	13
v .5.0.	New indicators	5	0	5
	Discontinued indicators	0		0
	<b>Total nr. of indicators</b>	14	0	18
<b>Total number of indicators that were included across all logframe versions</b>		9	0	10
Türkiye Interim Country Strategic Plan (2020 - 2022) - logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	<b>Total nr. of indicators</b>	7	6	24
v 3.0	New indicators	1	1	3
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	8	7	27
v 4.0	New indicators	1	0	0
	Discontinued indicators	0	0	7
	<b>Total nr. of indicators</b>	9	7	20
<b>Total number of indicators that were included across all logframe versions</b>		7	6	20
Türkiye Interim Country Strategic Plan (2020 - 2022) - logframe analysis				
v 1.0	<b>Total nr. of indicators</b>	6	10	14

V 2.0	New indicators	0		0
	Discontinued indicators	0		0
	<b>Total nr. of indicators</b>	<b>6</b>	<b>10</b>	<b>14</b>
v 3.0	New indicators	1		4
	Discontinued indicators	0		0
	<b>Total nr. of indicators</b>	<b>7</b>	<b>10</b>	<b>18</b>
<b>Total number of indicators that were included across all logframe versions</b>		<b>6</b>	<b>10</b>	<b>14</b>

Source: CM-L005\_CSP\_Detailed\_Logframe\_v1.09. Data extracted on 22/09/2023.

71. The following set of outcome indicators are included across all logframes of the three different Plans:
- Food consumption score;
  - Consumption-based coping strategy index (average);
  - Economic capacity to meet essential needs.
72. The following output indicators are included across all logframes of the three different Plans:
- Total amount of cash transferred to targeted beneficiaries;
  - Total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries.
73. The following cross-cutting indicators are included in the logframes of both the ICSP and the CSP:
- Proportion of targeted people receiving assistance without safety challenges (new).
  - Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality.
  - Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk.

**Table 3 Analysis of results reporting in Türkiye annual country reports 2018-2022**

		ACR 2018	ACR 2019	ACR 2020	ACR 2021	ACR 2022
<b>Outcome indicators</b>						
	Total number of indicators in applicable logframe	<b>14</b>	<b>14</b>	<b>7</b>	<b>8</b>	<b>9</b>
Baselines	Nr. of indicators with any baselines reported	<b>13</b>	<b>17</b>	<b>4</b>	<b>24</b>	<b>19</b>
	Total nr. of baselines reported	45	50	35	40	35
Year-end targets	Nr. of indicators with any year-end targets reported	<b>13</b>	<b>17</b>	<b>4</b>	<b>12</b>	<b>19</b>
	Total nr. of year-end targets reported	53	56	35	24	35
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>13</b>	<b>17</b>	<b>4</b>	<b>18</b>	<b>19</b>
	Total nr. of CSP-end targets reported	53	56	14	26	35
Follow-up	Nr. of indicators with any follow-up values reported	<b>13</b>	<b>17</b>	<b>4</b>	<b>11</b>	<b>19</b>
	Total nr. of follow-up values reported	53	57	34	24	35
<b>Cross-cutting indicators</b>						
	Total number of indicators in applicable logframe	<b>N.A.</b>	<b>N.A.</b>	<b>7</b>	<b>7</b>	<b>10</b>
Baselines	Nr. of indicators with any baselines reported	<b>N.A.</b>	<b>N.A.</b>	<b>7</b>	<b>15</b>	<b>24</b>
	Total nr. of baselines reported	N.A.	N.A.	17	16	48
Year-end targets	Nr. of indicators with any year-end targets reported	<b>N.A.</b>	<b>N.A.</b>	<b>7</b>	<b>17</b>	<b>24</b>
	Total nr. of year-end targets reported	N.A.	N.A.	17	31	48
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>N.A.</b>	<b>N.A.</b>	<b>7</b>	<b>15</b>	<b>24</b>
	Total nr. of CSP-end targets reported	N.A.	N.A.	17	16	48
Follow-up	Nr. of indicators with any follow-up values reported	<b>N.A.</b>	<b>N.A.</b>	<b>7</b>	<b>17</b>	<b>24</b>
	Total nr. of follow-up values reported	N.A.	N.A.	10	31	48
<b>Output indicators</b>						
	Total number of indicators in applicable logframe	<b>13</b>	<b>18</b>	<b>24</b>	<b>27</b>	<b>20</b>
Targets	Nr. of indicators with any targets reported	<b>4</b>	<b>14</b>	<b>19</b>	<b>11</b>	<b>11</b>
	Total nr. of targets reported	7	22	24	14	17
Actual values	Nr. of indicators with any actual values reported	<b>4</b>	<b>14</b>	<b>19</b>	<b>11</b>	<b>11</b>
	Total nr. of actual values reported	7	22	24	14	17

Source: Annual Country Reports 2018, 2019, 2020, 2021, 2022.

# Annex 2 List of relevant Previous Evaluations and Audits

## Assessments and Evaluations

Year	Type	Title	Main features
2023	IAHE	<a href="#">Inter-Agency Humanitarian Response of the Covid-19 Humanitarian Response</a>	The subject of the evaluation is the collective IASC preparedness and humanitarian response at the global, regional, and country levels to meet the humanitarian needs of people in the context of the COVID-19 pandemic. The evaluation is global and includes eight case studies (Bangladesh, Colombia, the Democratic Republic of the Congo, the Philippines, Sierra Leone, Somalia, Syria, and <a href="#">Turkey</a> ). The evaluation also includes two learning papers that provide a more in-depth analysis of two specific issues associated with the response Lessons Learned on Global Humanitarian Response Plan and Localization in the COVID-19 response.
2022	DE	<a href="#">Türkiye, WFP's Livelihood Activities 2020-2022: Decentralized Evaluation</a>	This decentralized evaluation (DE) was commissioned by the WFP Turkey Country Office and covers the Socio-economic Empowerment and Sustainability (SES) programme in Türkiye from July 2020 to February 2022. The evaluation's objective was to assess the performance of the livelihood activities and identify lessons learned along with assessing the programme against the OECD DAC criteria of relevance, effectiveness, efficiency, impact, and sustainability. The evaluation results will be used to guide the implementation of the remaining project activities and will inform future projects in Türkiye. The evaluation served dual objectives of accountability and learning through identifying recommendations.
2022	Study	Kitchen of Hope (Mutfakta Umut Var) project Ankara-Istanbul-Izmir impact analysis	The research is aiming to examine the implementation of the MUV project in three provinces; Ankara, İstanbul, İzmir and analyse the sustainability of the project in the livelihood and economic integration areas, as well as the possibility of exporting a model as a South-South Cooperation Tool.
2021	Study	The Evaluation Study on WFP's Kitchen of Hope (MUV)	This report aims to evaluate the effectiveness of the Kitchen of Hope project (Mutfakta Umut Var-MUV), which aims to equip participants with culinary skills and place them in the hospitality and catering sectors, by using the OECD evaluation criteria and also to explore the potential of the MUV project to be implemented to other sectors and countries.
2021	Study	Meta-Analysis of the impact and lessons learned for implementation of the Emergency Social Safety Net (ESSN)	This meta-analysis study aims to consolidate the impact, knowledge, and lessons learned from the Emergency Social Safety Net (ESSN) implementation, and to assess to what extent the methodologies, practices, and approaches developed over the course of the ESSN can be

		programme in Turkey (2016–20) . Part 1: Focus Area 1	<p>transferred to other countries with a similar context. The study is composed of three focus areas:</p> <ul style="list-style-type: none"> <li>• Focus Area 1 gathers lessons learned from the design and implementation of the ESSN and is structured in five thematic areas: SDG 17 and partnership, design and structure, adequacy of the instruments, technology, exit strategy and graduation options.</li> <li>• Focus Area 2 dives into the vulnerability assessment and targeting of the ESSN and introduces a Refugee Multidimensional Poverty Index to be used in vulnerability assessments and to improve targeting systems.</li> <li>• Focus Area 3 analyses the intended and unintended impacts of the ESSN on beneficiaries and non-beneficiaries from a variety of angles.</li> </ul> <p>This paper covers Focus Area 1.</p>
2021	Study	<a href="#">Meta-Analysis of the impact and lessons learned for implementation of the Emergency Social Safety Net (ESSN) programme in Turkey (2016–20). Part 2: Focus Areas 2 and 3</a>	This meta-analysis study aims to consolidate the impact, knowledge, and lessons learned from the Emergency Social Safety Net (ESSN) implementation, and to assess to what extent the methodologies, practices, and approaches developed over the course of the ESSN can be transferred to other countries with a similar context. This paper covers Focus Area 2 and 3.
2021	Synthesis	<a href="#">Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations</a>	<p>This synthesis comprises 32 decentralized evaluations completed between 2016 and 2019 that included country capacity strengthening (CSS) among other WFP activities.</p> <p>The objectives were to: i) draw lessons from evaluations on CSS; ii) assess WFP performance and results of CCS interventions; iii) identify common themes and systemic issues relating to the design and implementation of CCS interventions; and, iv) provide insights for country offices designing CCS interventions in Country Strategic Plans.</p>
2021	Paper	Syrian Refugees' Onward Decision Making in Turkey: A short-term analysis of the role of the Emergency Social Safety Net (ESSN) cash transfer	Approximately 3.5 million Syrian refugees live in Turkey and over 1.7 million of them receive cash transfers through the Emergency Social Safety Net (ESSN) programme. This study looks at the role of receiving unconditional cash transfers on refugees' aspirations to migrate onwards. It uses data from face-to-face surveys of the World Food Programme Turkey, Comprehensive Vulnerability Monitoring Exercise (CVME), carried out in May/August 2017 and September/November 2017. We use the propensity score matching method and compare households that receive ESSN with non-beneficiaries as counterfactuals. Once we have controlled for individual and household characteristics and resources, current living conditions, economic status, migration status and duration of stay, we find that in the short term, there is no statistical support to argue that the ESSN programme might have an impact on refugees' aspirations to stay in Turkey or to move on. To the best of our knowledge, this is the first quantitative paper to measure the impact of unconditional cash transfers on onward migration aspirations of a refugee population in the host country.



2020	Study	An Analytical Study on the Contribution of Financial Assistance to the Nutritional Well-being of Syrian Refugee Women and Children in Turkey	This study mainly focuses on two different but highly interrelated issues. The first is to determine the nutritional well-being of Syrian refugee women aged 15-49 and children under five years of age in Turkey, in comparison with host community women and children. The second is to understand the effect of financial assistance made by the government of Turkey, NGOs, municipalities or international organizations to Syrian refugees on the nutritional well-being of Syrian refugee women and children in Turkey.
2020	Study	The effects of ESSN cash transfers on national and local economy in Turkey	The analysis focuses on the aggregate effect of the cash transfer program on total production in the economy, as well as its local economic effect on a variety of outcomes including firm entry/exit, labor market outcomes, prices, education and health outcomes. For estimation of the production boosting effects of the cash aid assistance, the Leontief Inverse method – also known as output multiplier effects – is used. Using the variation in the intensity of the program across locations and time, local economic impacts of the program are estimated within a linear difference-in-difference framework. The estimates for the multiplier effects range between 1.86 to 2.10 which implies that for each 1 TL transferred through the ESSN program, 1.86 to 2.1 TL worth of output is generated within the economy. This indicates that the program has both direct and indirect effects on production, and the indirect effects are sizeable.
2020	Study	The impact of Emergency Social Safety Net (ESSN) Targeting Criteria on the Fertility Decisions of Applicants	<p>This study investigates whether the ESSN had an impact on fertility behaviour and calendar effect/birth rank among refugees in Turkey due to the targeting criteria.</p> <p>The study concludes that the ESSN programme did have an impact on fertility trends. Therefore, the first hypothesis, that the ESSN has no impact on fertility behaviour, was rejected. Secondly, the study confirmed that the ESSN had a slight positive impact on fertility rates among beneficiaries as compared to ineligible applicants. Overall, it was found that fertility is, in fact, affected by the ESSN and fertility rates are higher for beneficiary households. This might be due to income stability and favourable conditions provided by the ESSN causing beneficiary households having more children.</p> <p>The second hypothesis on birth order is confirmed as the study reveals that the ESSN has a slightly differential impact on fertility calendars, affecting the timing of having the first, second or third child among eligible and ineligible households. Ineligible households tended to have the 3rd child 1 month earlier than the beneficiary households. In conclusion, the existence of the ESSN targeting criteria does not encourage ineligible households to have more children in order to become eligible for the ESSN. It can, however, encourage households to have children more quickly than they would otherwise.</p>
2020	Policy Paper	<a href="#">Children on the Move Progressive Redistribution of Humanitarian Cash Transfers among Refugees</a>	This paper evaluates the impact of the Emergency Social Safety Net (ESSN) in Turkey, the largest cash transfer program for international refugees in the world. The paper provides prima facie evidence that the program quickly caused substantial changes in household size and composition, with a net movement of primarily school-age children from larger ineligible

			households to smaller eligible ones. A sharp decline in inequality is observed in the entire study population: the Gini index declined by four percentage points (or 15 percent) within six months of program rollout, and the poverty headcount at the \$3.20/day international poverty line declined by more than 50 percent after one year. ESSN caused a moderate increase in the diversity and frequency of food consumption among eligible households, and although there was no statistically significant effect on overall school enrollment, there were meaningful gains among the most vulnerable beneficiary households. To strike the right balance between transfer size and coverage, key parameters in the design of any cash transfer program, policy makers should consider the possibility that refugee populations may respond to their eligibility status by altering their household structure and living arrangements.
2019	Study	<a href="#">Vulnerability and Protection of Refugees in Turkey: Findings from the Rollout of the Largest Humanitarian Cash Assistance Program in the World</a>	<p>This report provides local and international policy actors, stakeholders, and those interested in the developments of one of the most significant humanitarian crises of our time with</p> <ol style="list-style-type: none"> <li>A comprehensive view of the vulnerability situation of refugees eligible for ESSN and</li> <li>An assessment of how well ESSN targets, supports, and protects the most vulnerable refugees.</li> </ol> <p>The timing of the analysis takes place after program eligibility is determined but before transfers are disbursed. Future work will focus on the impact of transfers.</p>
2019	Lessons Learned Exercise	<a href="#">Lessons Learned Exercise: Emergency Social Safety Net (ESSN) Task Force Coordination in Turkey</a>	<p>This LLE focuses on the coordination work and relations building carried out by the Task Force since it was established in December 2016. It looks at how the Task Force achieved its objectives by engaging with humanitarian actors outside of the ESSN and the various coordination mechanisms created to assist refugees in Turkey, under the umbrella of the Syria Task Force (STF), the inter-agency structure responsible for coordinating the UN's and NGO response to the refugee crisis in Turkey. The LLE's primary objectives are to:</p> <ul style="list-style-type: none"> <li>Review the overall role of the ESSN Task Force and how it has coordinated the largest multi-purpose cash programme in Turkey, including the different actors and levels engaged;</li> <li>Analyze the value of ESSN coordination structures to external partners and other coordination mechanisms; and</li> <li>Document good practices, lessons learned, gaps and recommend ways forward</li> </ul>
2018	CEE	<a href="#">Evaluation of the WFP Regional Response to the Syrian Crisis (2015-2018)</a>	<p>This corporate emergency evaluation (CEE) managed by the WFP Office of Evaluation covers the period January 2015 – March 2018 and assessed: a) partnerships; b) alignment; c) efficiency and d) results of the WFP response to the Syrian regional crisis.</p> <p>The evaluation found WFP to be a conscientious partner, with its assistance aligned to wider frameworks and needs, and modalities and most activities relevant to context. The response</p>

			<p>was highly efficient and lessons from the many innovations can serve the humanitarian community beyond WFP.</p> <p>The evaluation identifies lessons for balancing responding at scale with sensitivity to the needs of beneficiaries; placing their concerns and expectations at the center of the response.</p>
2018	DE	<p><a href="#">Evaluation of the DG ECHO funded Emergency Social Safety Net (ESSN) in Turkey</a></p>	<p>A mid-term evaluation of the Directorate General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)-funded Emergency Social Safety Net (ESSN) in Turkey was commissioned by the World Food Programme (WFP) Turkey Country Office, covering the period from November 2016 to December 2017. 2 The ESSN includes the largest ever European Union-supported humanitarian cash transfer programme and attaches itself to the Turkish social welfare system.</p> <p>This mid-term evaluation is intended to serve the dual and mutually reinforcing objectives of accountability and learning: i. Accountability: the evaluation will assess and report on the performance and results of the ESSN programme. ii. 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</p>

Source: OEV

## Audits

Year	Type	Title	Content
2022	Internal	<p><a href="#">Internal Audit of WFP Operations in Türkiye - September 2022</a></p>	<p>WFP's direct work in Türkiye, as defined in the Interim Country Strategic Plan 2020–2022, aims to support the Government in maintaining its model response of “non-camp solutions” for refugees. The audit focused on the implementation of two activities under a single strategic outcome linked to Sustainable Development Goal 17: (i) provision of assistance to refugees living in camps; and (ii) a new livelihoods activity providing vocational and on-the-job-training to refugees and Turkish nationals. Based on the results of the audit, the Office of Internal Audit reached an overall conclusion of some improvement needed.</p>

Source: Audit

# Annex 3: Additional Information on Budget and Funding

Table 4 -Turkey Transitional Interim Country Strategic Plan (January 2018 - December 2019) Cumulative Financial Overview

Focus Area	Strategic Outcome	Activity	Original NBP	NBP as per BR03	Allocated Resources	Resourcing level (%)	Expenditures	Expenditures level (%)
Resilience Building	Strategic Outcome 1	Activity 1	653,232,304	11,867,647	10,880,218	92%	10,880,218	100%
		Activity 2	26,314,784	1,487,737,112	960,331,216	65%	960,331,216	100%
		Activity 3	4,656,400	52,679,595	43,409,535	82%	27,638,100	64%
		Activity 4	N.A.	2,440,624	594,095	24%	336,267	57%
<b>Total Direct Operational Costs</b>			<b>684,203,488</b>	<b>1,554,724,978</b>	<b>1,015,215,064</b>	<b>65%</b>	<b>999,185,800</b>	<b>98%</b>
Direct Support Costs (DSC)			8,073,364	16,481,417	13,291,216	81%	8,187,703	62%
Indirect Support Costs (ISC)			45,043,549	102,128,416	78,558,483	77%		
<b>Grand Total</b>			<b>737,320,401</b>	<b>1,673,334,810</b>	<b>1,107,064,763</b>	<b>66%</b>	<b>1,007,373,503</b>	<b>91%</b>

Source: EV\_CPB\_Resource Overview report, data as at 18/09/2023

Table 5 - Türkiye Interim Country Strategic Plan (2020 - 2022) Cumulative Financial Overview

Focus Area	Strategic Outcome	Activity	Original NBP	NBP as per BR02	Allocated Resources	Resourcing level (%)	Expenditures	Expenditures level (%)
Resilience Building	Strategic Outcome 1	Activity 1	2,864,210	2,864,210	2,167,645	76%	1,920,223	89%
		Activity 2	145,082,589	144,889,391	157,990,143	109%	127,981,279	81%
		Activity 3	38,073,786	52,451,436	39,367,722	75%	30,937,186	79%
		Activity 4	18,435,814	25,536,121	14,786,612	58%	7,936,050	54%
		Activity 5	226,243	282,543	229,956	81%	13,086	6%
		Activity 6		724,492	724,497	100%	857,449	118%
<b>Total Direct Operational Costs</b>			<b>204,682,643</b>	<b>226,748,193</b>	<b>215,266,575</b>	<b>95%</b>	<b>169,645,274</b>	<b>79%</b>
Direct Support Costs (DSC)			6,664,899	7,708,805	7,379,072	96%	4,341,044	59%
Indirect Support Costs (ISC)			13,737,590	15,189,820	14,421,616	95%	0	
<b>Grand Total</b>			<b>225,085,132</b>	<b>249,646,817</b>	<b>237,067,264</b>	<b>95%</b>	<b>173,986,318</b>	<b>73%</b>

Source: EV\_CPB\_Resource Overview report, data as at 18/09/2023

# Annex 4: Acronyms

<b>ACR</b>	Annual Country Report
<b>CCS</b>	Country Capacity Strengthening
<b>CO</b>	Country Office
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>EB</b>	Executive Board
<b>ECHO</b>	European Civil Protection and Humanitarian Aid Operations
<b>EM</b>	Evaluation Manager
<b>EMPAC</b>	Empowerment for Action
<b>ESSN</b>	Emergency Social Safety Net
<b>FAO</b>	Food and Agricultural Organization
<b>HDI</b>	Human Development Index
<b>ICSP</b>	Interim Country Strategic Plan
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFRC</b>	International Federation for Red Cross and Red Crescent Societies
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>MoNE</b>	Ministry of National Education
<b>NBP</b>	Needs-Based Plan
<b>NGOs</b>	Non-governmental organizations
<b>PMM</b>	Presidency of Migration Management
<b>OEV</b>	Office of Evaluation
<b>OIGI</b>	WFP Office of Inspection and Investigation
<b>PHQA</b>	Post Hoc Quality Assessment
<b>RA</b>	Research Analyst
<b>SDG</b>	Sustainable Development Goal

<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>TOR</b>	Terms of Reference
<b>TRC</b>	Turkish Red Crescent
<b>UN</b>	United Nations
<b>UNEG</b>	United Nations Evaluation Group
<b>UNFPA</b>	United Nations Population Fund
<b>WFP</b>	World Food Programme

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