

Evaluation of TÜRKİYE WFP Country Strategic Plans 2018-2025

Summary Terms of Reference

Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

This evaluation will cover the Türkiye Transitional Interim CSP (T-ICSP, 2018-2019), the Interim CSP (ICSP, 2020-2022) and the CSP (2023-2025).

Between 2018 and 2023, WFP programming in Türkiye underwent several major shifts. Through the T-ICSP, WFP played a key role in implementing the EU funded Emergency Social Safety Net (ESSN) programme, reaching up to 1.75 million beneficiaries in December 2019. 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. Finally, through the current CSP (2023-2025), WFP focused on strengthening pathways out of humanitarian assistance for beneficiaries, including through stronger linkages with livelihood programming. The CSP 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 (crisis response) and 2 (resilience building).

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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



Stakeholders of the evaluation

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office to inform the design of the new Country Strategic Plan. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process. The evaluation report will be presented at the Executive Board session in November 2025.

Key evaluation questions

Noting that some of the activities implemented under the T-ICSP have been handed over to the International Federation of the Red Cross in April 2020 and that their effectiveness and efficiency has been extensively reviewed and evaluated, EQ2 and EQ3 will focus on the I-ICSP and the current CSP. The evaluation will address the following four key questions:

QUESTION 1: To what extent were/are the T-ICSP, I-ICSP and current CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

The evaluation will assess the extent to which the three Plans and consecutive budget revisions were informed by credible evidence and strategically and realistically targeted to address issues of refugees, host communities and other crisis-affected populations; the extent to which the three Plans were designed to support national priorities, the UN cooperation framework and the SDGs; the extent to which the three Plans adapted and responded to evolving needs and priorities to ensure continued relevance during implementation, including the response to the February 2023 earthquake, and the extent to which the current CSP 2023-2025 design is internally coherent and based on a clear theory of change; and

QUESTION 2: What difference did the I-ICSP 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?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the I-CSP and CSP and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (protection and accountability to affected populations; gender equality and women empowerment; disability inclusion; nutrition integration; environment). It will also assess the extent to which the achievements under the I-CSP and CSP are likely to be sustainable; and whether the I-CSP and CSP facilitated more strategic linkages between humanitarian action and development cooperation in Türkiye.

QUESTION 3: To what extent has WFP used its resources efficiently?

The evaluation will assess whether I-CSP and CSP outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of I-CSP and CSP interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

QUESTION 4: What are the critical factors, internal and external to WFP, explaining performance and results?

The evaluation will assess the extent to which the three Plans led to: the mobilization of adequate, timely, predictable and flexible resources; how well WFP leveraged strategic and operational partnerships, particularly with the Government of Türkiye, to enhance its contributions; and what role other factors (programme integration, human resources, innovation, monitoring, etc) played in explaining performance and results under the I-CSP and CSP.

Scope, methodology and ethical considerations

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.

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.

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Türkiye CSPE (i.e. refugee assistance, livelihood programmes, capacity strengthening and emergency response and recovery).

EVALUATION MANAGEMENT: The evaluation will be managed by Giulia Pappalopore in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Michele Gerli will be the OEV research analyst for this evaluation and second level quality assurance will be provided by Alexandra Chambel, Senior Evaluation Officer. The Director of Evaluation, Anne-Claire Luzot, will approve the final version of [the evaluation report](#).

An **INTERNAL REFERENCE GROUP** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

Communication

Preliminary findings will be shared with the Country Office during a debriefing session at the end of the in-country field mission. A more in-depth debrief will be organized in September 2024 (TBC) to the internal reference group to inform the new CSP design process. Country stakeholder workshops will be held in November 2024 (TBC) to ensure a transparent evaluation process and promote ownership of the findings and conclusions; and validate the preliminary recommendations by the country office and WFP key stakeholders in Turkey.

Evaluation results will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: January 2024-March 2024

Data collection Phase: Mid-April -June 2024

Reporting Phase: July 2024-March 2025

Stakeholder Workshop: November 2024

Executive Board: November 2025