



**WFP EVALUATION**



**World Food  
Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

# **Evaluation of Türkiye WFP country strategic plans 2018–2025**

**Centralized evaluation report - Annexes**

**OEV/2024/018  
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# Annex I. Summary terms of reference

The summary terms of reference are available on WFP's website [here](#).



## Annex II. Evaluation matrix

**Table A1: Evaluation matrix**

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation question 1: To what extent were/are the T-ICSP, ICSP and current CSP and related strategic shifts, evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?</b>				
1.1 To what extent were/are the T-ICSP, ICSP and current CSP, consecutive budget revisions and related strategic shifts informed by credible evidence and strategically and realistically targeted to address the needs of refugees, vulnerable and crisis-affected populations in Türkiye?				
1.1.1 Use of evidence to inform WFP's programming	<ul style="list-style-type: none"> <li>Evidence that WFP used its own, or other nationally or internationally produced needs assessments and analyses (including evaluations or lessons learned from implementation of previous assistance) to inform the design and implementation of the Transitional Interim and Interim and Country Strategic Plans ((T)ICSPs) and key strategic programmatic shifts</li> <li>WFP strategic outcomes (SOs) and activities are responsive to the needs of refugees, host communities and other crisis-affected populations in Türkiye as evidenced in national statistics or other relevant studies or reports</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>Annual Country Reports (ACRs), Vulnerability Analysis and Mapping (VAM), mission and monitoring and evaluation (M&amp;E) reports, audits and reviews</li> <li>WFP commissioned studies and analytical reports<sup>1</sup> etc.</li> <li>National statistics data on demographics (incl. refugee status and trends), livelihoods, earthquake and other development and SDG indicator data</li> <li>Studies or reports produced by UN agencies,<sup>2</sup> humanitarian and development partners<sup>3</sup> or local,</li> </ul>	Document review Semi-structured interviews Focus group discussions (FGDs)	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the key informant interviews (KIIs) and FGDs with key stakeholders</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types

<sup>1</sup> E.g., WFP Türkiye Market Bulletins and Monitors; the *COVID-19 Pandemic in Türkiye: An Assessment of Readiness and Impact on Refugees Living in Camps*.

<sup>2</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>3</sup> See relevant humanitarian and development partners in Annex III.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> <li>Degree to which WFP's management of thematic and programmatic shifts from the ESSN to livelihoods programme was: (i) informed by data and strategic insights; (ii) based on staff consultations, and the consideration and enhancement of human resource capacities to support the new focus on livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>regional or international civil society organizations or think tanks<sup>4</sup></li> <li>WFP teams at country office (CO) and field office (FO) levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Donors</li> <li>Humanitarian and development partners</li> <li>Beneficiaries</li> </ul>		
1.2 To what extent and in what ways were/are the T-ICSP, ICSP and current CSP designed to support national priorities, the United Nations cooperation framework and the SDGs and what was/is WFP's added value in Türkiye?				
1.2.1 Alignment of WFP's strategic outcomes to national (and subnational) policies, strategies and plans	<ul style="list-style-type: none"> <li>Degree of matching between SOs as stipulated in consecutive (T)ICSPs and government policies and strategies related to: (i) refugee support and integration; (ii) social protection policies; (iii) emergency preparedness and response</li> <li>Degree to which WFP's strategic shifts over recent years have aligned with the evolving country context and the objectives of government agencies, international organizations and civil society in Türkiye</li> <li>Degree of alignment of the (T)ICSPs' expected outcomes with WFP, the UN</li> </ul>	<ul style="list-style-type: none"> <li>WFP (T)ICSP documents and budget revisions</li> <li>National development policy and strategy documents relating to emergency preparedness and response, food security and nutrition, social protection, livelihoods etc<sup>5</sup></li> <li>Subnational policy, strategy and action plan documents</li> <li>UNSDCF 2021–2025 and the UN Development Cooperation Strategy (UNDCS) 2016–2020, Agenda 2030</li> <li>WFP teams at headquarters (HQ), Regional Bureau Cairo (RBC), CO and FO levels</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<ul style="list-style-type: none"> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

<sup>4</sup> These will be collected throughout the evaluation process.

<sup>5</sup> See relevant national strategies and policies in Figure 4 in Volume I, section 1.3.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	Sustainable Development Cooperation Framework (UNSDCF) and government Sustainable Development Goal (SDG) ambitions	<ul style="list-style-type: none"> <li>Government officials at national and subnational levels</li> <li>Humanitarian and development partners</li> </ul>		
1.2.2 Comparative advantage(s) and added value, considering peculiarities of the country context (upper-middle-income country)	<ul style="list-style-type: none"> <li>Evidence that WFP value proposition is based on its comparative advantages and considers peculiarities of the country and regional context</li> <li>Evidence that WFP technical expertise enabled WFP to respond to the needs of affected populations and relevant priorities of the Government</li> <li>Evidence of synergies created by WFP's partnerships that enhance its value proposition in the country</li> <li>Evidence of innovative approaches adopted by WFP to maximize its value proposition in light of needs of affected population</li> <li>Evidence that WFP support provided additional benefits to the affected populations and the Government of Türkiye as compared with support provided by other humanitarian /development partners</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>Studies or reports produced by UN agencies,<sup>6</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>7</sup></li> <li>WFP teams at CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and development partners</li> <li>Beneficiaries</li> </ul>	Document review Semi-structured interviews FGDs	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types

<sup>6</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>7</sup> These will be collected throughout the evaluation process.

1.3 To what extent were/are the T-ICSP, ICSP and current CSP designs internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?				
1.3.1 Clarity of WFP's programme design, links to WFP comparative advantages and alignment with corporate strategies and policies	<ul style="list-style-type: none"> <li>The degree of elaboration of the (T)ICSPs' theory with a precise definition of causal linkages within and across programme components and their corresponding interim results (outputs and outcomes and their inter-relation with assumptions and risks (and their mitigation measures)), with explicit elaboration/building on WFP's comparative advantage in the country</li> <li>The (T-)ICSPs design is well aligned with relevant WFP strategies and policies</li> </ul>	<ul style="list-style-type: none"> <li>(T-)ICSPs documents, results frameworks, line of sight</li> <li>WFP global strategies, policies and corporate guidance (e.g. direct assistance, social protection, refugees, livelihoods, emergency preparedness and response)</li> <li>WFP corporate results framework and specific policies on cross-cutting themes</li> <li>M&amp;E reports, audits and reviews</li> <li>WFP teams at HQ, CO and FO levels</li> <li>Government at central and subnational levels</li> <li>Humanitarian and development partners</li> </ul>	Document review Semi-structured interviews FGDs	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types

1.3.2 Internal coherence <sup>8</sup>	<ul style="list-style-type: none"> <li>• Evidence of internal coherence, complementarity and mutual reinforcement of WFP interventions across direct assistance, social protection, livelihoods, emergency response and recovery</li> <li>• Evidence of improved collaboration and alignment between different thematic components throughout the (T-)ICSP and CSP timeframe</li> <li>• Degree of WFP's programmatic flexibility and responsiveness, indicated by the frequency and timeliness of new initiative implementation or strategic shifts following emerging needs in Türkiye</li> </ul>	<ul style="list-style-type: none"> <li>• (T-)ICSPs documents, results frameworks, line of sight, monitoring frameworks</li> <li>• WFP global strategies and policies (e.g. direct assistance, social protection, livelihoods, emergency preparedness and response)</li> <li>• WFP corporate results framework and specific policies on cross-cutting themes, M&amp;E reports, audits and reviews</li> <li>• WFP commissioned studies, analytical reports</li> <li>• WFP teams at HQ, CO and FO levels</li> <li>• Donors</li> </ul>	Document review Semi-structured interviews FGDs	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types
1.4 To what extent and in what ways did the T-ICSP, ICSP and CSP adapt and respond to evolving needs and priorities to ensure continued relevance during implementation, including after the handover of the ESSN, and through the response to the February 2023 earthquake and the participation in the Black Sea Grain Initiative? (references to this also in SQ4.3)				

<sup>8</sup> Internal coherence for the purpose of this evaluation refers to the consistency, and integration of WFP's programme components and across programme cycles to ensure effective resource utilization and achieve overarching goals.



1.4.1 Adaptation to evolving country context and responsiveness to needs of the affected populations arising from country-specific or global challenges	<ul style="list-style-type: none"> <li>• Evidence of appropriate adjustments of coverage planned for by the (T-)ICSPs and the budget revisions to evolving needs</li> <li>• Degree of flexibility and responsiveness of WFP to address emerging challenges and opportunities within the refugee support ecosystem</li> <li>• Degree of flexibility of WFP to ensure continued relevance following the handover of the ESSN and shift towards livelihoods</li> <li>• Degree of flexibility and responsiveness of WFP assistance to adapt to changing government priorities in line with evolving context</li> <li>• Degree of flexibility and responsiveness of WFP to sudden emergency and the immediate humanitarian needs following the February 2023 earthquake</li> <li>• Degree of flexibility and responsiveness of WFP to adapt to changing geopolitical scenario (including war in Ukraine and conflict in Gaza)</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>• ACRs, VAM, situation reports, mission and M&amp;E reports, audits and reviews</li> <li>• National statistics data</li> <li>• Studies or reports produced by UN agencies,<sup>9</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>10,11</sup></li> <li>• WFP teams at CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> <li>• Beneficiaries</li> </ul>	Document review Semi-structured interviews FGDs	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Thematic analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
<b>Evaluation question 2: What difference did the ICSP and CSP make to vulnerable refugees, host communities and other crisis-affected populations covered by WFP's mandate in the country through direct assistance, livelihood creation, emergency response and recovery activities, to national institutions through country capacity strengthening and the wider United Nations system through service delivery?</b>				
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 ICSP and CSP? Were there any unintended outcomes, positive or negative?				

<sup>9</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>10</sup> Including joint assessments on the earthquake response.

<sup>11</sup> These will be collected throughout the evaluation process.

2.1.1 Level of attainment of intended beneficiary coverage	<ul style="list-style-type: none"> <li>Ratio of planned and actual beneficiaries (by gender, residency, disability, transfer modality)</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>ACRs, VAM, COMET reports, mission and M&amp;E reports, audits and reviews</li> <li>Studies or reports produced by UN agencies,<sup>12</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>13</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and development partners</li> <li>Beneficiaries</li> <li>Online survey data</li> </ul>	Document review Semi-structured interviews FGDs with beneficiaries PDM questionnaire	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Quantitative analysis</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> <li>Narrative analysis</li> <li>Contribution analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
2.1.2 Progress towards achieving strategic outcomes in the main areas of intervention under the ICSP and CSP (i.e. direct	<ul style="list-style-type: none"> <li>Evidence of delivery of expected WFP outputs as defined in the reconstructed theory of change (ToC)<sup>14</sup></li> <li>Evidence of the expected WFP contribution to outcomes<sup>15</sup> as defined in the reconstructed ToC</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>ACRs, VAM, COMET reports, mission and M&amp;E reports, audits and reviews</li> <li>Studies or reports produced by United Nations agencies,<sup>16</sup> humanitarian and development partners or local,</li> </ul>	Document review Semi-structured interviews FGDs with beneficiaries	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Quantitative analysis</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Narrative analysis</li> </ul>

<sup>12</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>13</sup> Including joint assessments on the earthquake response.

<sup>14</sup> For the purpose of this assessment, reconstructed ToC at overarching level and the thematic ToCs will be used as framework.

<sup>15</sup> For the purpose of this assessment, reconstructed ToC at overarching level and the thematic ToCs will be used as framework.

<sup>16</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

assistance, emergency response, livelihoods, institutional effectiveness and service delivery)	<ul style="list-style-type: none"> <li>Evidence of the expected WFP contributions to related outcomes of the UNSDCF</li> <li>Evidence of WFP's contribution to SDGs 2 and 17 as well as SDGs 1, 3, 4, 5, 13</li> </ul>	<p>regional or international civil society organizations or think tanks<sup>17,18</sup></p> <ul style="list-style-type: none"> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and development partners</li> <li>Beneficiaries</li> <li>Survey data</li> </ul>	PDM questionnaire	<ul style="list-style-type: none"> <li>Comparative analysis</li> <li>Contribution analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
2.1.3 Attainment of unintended outcomes	<ul style="list-style-type: none"> <li>Evidence and examples of contribution to unintended positive or negative outcomes (those not defined in ICSP documents but integrated in the ToC; those not included in the ToC)</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>Studies or reports produced by UN agencies,<sup>19</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>20,21</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and development partners</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs with Beneficiaries</p> <p>PDM questionnaire</p>	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Quantitative analysis</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Narrative analysis</li> <li>Comparative analysis</li> <li>Contribution analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

<sup>17</sup> Including joint assessments on the earthquake response.

<sup>18</sup> These will be collected throughout the evaluation process

<sup>19</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>20</sup> Including joint assessments on the earthquake response.

<sup>21</sup> These will be collected throughout the evaluation process.

		<ul style="list-style-type: none"> <li>• Beneficiaries</li> </ul>		
2.2 To what extent did WFP contribute to the achievement of cross-cutting aims (protection and AAP; GEEW; disability inclusion; nutrition integration; environment) and adhere to humanitarian principles?				
2.2.1 Level of application of humanitarian and protection principles	<ul style="list-style-type: none"> <li>• Evidence of integration of humanitarian and protection principles in interventions</li> <li>• Evidence of progresses made by WFP in terms of adherence to and application of humanitarian and protection principles through its interventions</li> <li>• Evidence of value add from adherence to and application of humanitarian and protection principles in terms of outreach to affected populations affected by forced migration, socioeconomic challenges and earthquakes, coverage and their utility for achievement of results</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>• ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>• Studies or reports produced by UN agencies,<sup>22</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>23,24</sup></li> <li>• WFP teams at HQ, RBC, CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> <li>• Beneficiaries</li> </ul>	Document review Semi-structured interviews FGDs PDM questionnaire	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Thematic analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types
2.2.2 Integration of principles of accountability to affected populations	<ul style="list-style-type: none"> <li>• Evidence of mechanisms in place and in use for consultation with affected population in the design and implementation of activities</li> <li>• User access to and satisfaction with complaints and feedback mechanism</li> <li>• Evidence of uptake and use of received feedback</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>• ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>• Beneficiary complaints and feedback reports, satisfaction surveys/reports</li> </ul>	Document review Semi-structured interviews FGDs PDM questionnaire	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Thematic analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul>

<sup>22</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>23</sup> Including joint assessments on the earthquake response.

<sup>24</sup> These will be collected throughout the evaluation process.

		<ul style="list-style-type: none"> <li>Studies or reports produced by UN agencies,<sup>25</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>26,27</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and development partners</li> <li>Beneficiaries</li> </ul>		Triangulation between data sources, data collection techniques and data types
2.2.3 Integration of equity <sup>28</sup> and disability inclusions principles	<ul style="list-style-type: none"> <li>Evidence that integration of equity and disability inclusion principles in targeting and implementation of interventions reaching the most affected populations adds value in terms of outreach, coverage and fulfilment of results</li> <li>Number of people with disabilities included as beneficiaries under the different activities</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>Studies or reports produced by UN agencies,<sup>29</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>30,31</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> </ul>	Document review Semi-structured interviews FGDs PDM questionnaire	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Quantitative analysis</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul>

<sup>25</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>26</sup> Including joint assessments on the earthquake response.

<sup>27</sup> These will be collected throughout the evaluation process.

<sup>28</sup> For the purpose of this evaluation, 'equity' refers to the fair and impartial distribution of resources and assistance, ensuring that all individuals, particularly the most vulnerable and marginalized, have access to adequate food and nutrition.

<sup>29</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>30</sup> Including joint assessments on the earthquake response.

<sup>31</sup> These will be collected throughout the evaluation process.



		<ul style="list-style-type: none"> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> <li>• Beneficiaries</li> </ul>		Triangulation between data sources, data collection techniques and data types
2.2.4 Progress towards gender equality and women's empowerment	<ul style="list-style-type: none"> <li>• Degree to which the WFP's ICSPs integrate and promote gender dimensions and GEWE principles in programming, staffing (profiles and staffing approaches) and implementation of interventions</li> <li>• Examples of how the GEWE analysis recommendations have led to adjustments in programming activities for enhanced gender mainstreaming</li> <li>• Examples of gender transformative programming and results</li> <li>• Evidence that cooperating partners are applying GEWE principles and standards</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>• ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>• Studies or reports produced by UN agencies,<sup>32</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>33,34</sup></li> <li>• WFP teams at HQ, RBC, CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> <li>• Beneficiaries</li> </ul>	Document review Semi-structured interviews FGDs PDM questionnaire	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Thematic analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> <li>• Contribution analysis</li> </ul> Triangulation between data sources, data collection techniques and data types
2.2.5 Integration of environmental and climate change considerations	<ul style="list-style-type: none"> <li>• Evidence of conducted environmental risks assessments informing WFP's programme and interventions</li> <li>• Degree to which the WFP's (T)ICSPs promote environmental and climate</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>• ACRs</li> <li>• WFP's environmental data tracking systems</li> </ul>	Document review Semi-structured interviews	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>• Thematic analysis</li> <li>• Content analysis</li> </ul>

<sup>32</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>33</sup> Including joint assessments on the earthquake response.

<sup>34</sup> These will be collected throughout the evaluation process.

	change considerations in programming, and implementation of interventions	<ul style="list-style-type: none"> <li>Studies or reports produced by UN agencies,<sup>35</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>36,37</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Donors</li> </ul>		<ul style="list-style-type: none"> <li>Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
2.3 To what extent are achievements under the ICSP and CSP likely to be sustainable, in particular from a financial, social and institutional perspective?				
2.3.1 Likelihood of sustainability of achieved results with minimal or no WFP support	<p>Evidence of:</p> <ul style="list-style-type: none"> <li>Documented changes in national policies, regulations, and strategies that reinforce and sustain outcomes achieved through WFP interventions</li> <li>Effective implementation of transition and handover plans (e.g. livelihood interventions, emergency preparedness and response, direct assistance etc)</li> <li>Sustainable institutional capacity bolstered by WFP's technical support</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>WFP's environmental data tracking systems</li> <li>Studies or reports produced by UN agencies,<sup>38</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>39,40</sup></li> <li>Government policies, strategies and other documentation referring to WFP interventions and sustainability</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p>	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

<sup>35</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>36</sup> Including joint assessments on the earthquake response.

<sup>37</sup> These will be collected throughout the evaluation process.

<sup>38</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>39</sup> Including joint assessments on the earthquake response.

<sup>40</sup> These will be collected throughout the evaluation process.

	<ul style="list-style-type: none"> <li>• Sustained local economic development results over time</li> <li>• Utilization of enhanced capacities by local partners in recent humanitarian efforts</li> </ul>	<p>mechanisms (incl. handover strategies)</p> <ul style="list-style-type: none"> <li>• WFP teams at HQ, RBC, CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Donors</li> </ul>		
2.4 To what extent did the ICSP and CSP facilitate strategic linkages between humanitarian action and development cooperation in Türkiye?				
2.4.1 Strategic linkages between humanitarian and development work in programming and implementation of interventions	<ul style="list-style-type: none"> <li>• Degree of balance in integration of principles of humanitarian action, development cooperation in design and implementation and related results in terms of outreach and results</li> <li>• Extent to which WFP is able to respond to emergency as well as long-term developmental needs when addressing vulnerable populations</li> <li>• Examples of transformative results through integration of humanitarian and development work</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>• ACRs, VAM, mission and M&amp;E reports, audits and reviews</li> <li>• Studies or reports produced by UN agencies,<sup>41</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>42,43</sup></li> <li>• WFP teams at HQ, RBC, CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> <li>• Beneficiaries</li> <li>• Donors</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p> <p>PDM questionnaire</p>	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>• Thematic analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> <li>• Quantitative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

<sup>41</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>42</sup> Including joint assessments on the earthquake response.

<sup>43</sup> These will be collected throughout the evaluation process.

Evaluation question 3: To what extent has WFP used its resources efficiently?				
3.1 To what extent were the ICSP and CSP outputs delivered and related budget spent within the intended timeframe?				
3.1.1 Timeliness of delivery	<ul style="list-style-type: none"> <li>Degree of delivery of the planned outputs according to the agreed timeframe, including frequency of delays and their reasons</li> <li>Degree of introduction of: (i) time-saving measures; (ii) mitigation mechanisms to respond to identified bottlenecks; (iii) mitigation mechanisms to respond to disruptions related to changes in the context (earthquake, regional geopolitical challenges); (iv) flexibility of WFP to adapt and enhance efficiency</li> </ul>	<ul style="list-style-type: none"> <li>WFP ICSP, CSP documents and budget revisions</li> <li>ACRs, Annual Performance Plans, M&amp;E reports, supply chain and procurement reports, audits and reviews</li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and Development partners</li> <li>Beneficiaries</li> </ul>	Document review Semi-structured interviews FGDs PDM questionnaire	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Quantitative analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types
3.1.2 Budget execution	<ul style="list-style-type: none"> <li>Disbursement rates (expenditure vs mobilized) and the ratio of outputs (e.g. number of beneficiaries reached, transfers disbursed) to total budget spent, analysed per cost category (total direct costs, direct support costs (DSC), indirect support costs (ISC), overall budget) and per SO and activity, annually</li> </ul>	<ul style="list-style-type: none"> <li>WFP ICSP, CSP documents and budget revisions</li> <li>ACRs, IRM analytics reports, factory reports, M&amp;E reports, audits and reviews</li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Donors</li> </ul>	Document review Semi-structured interviews	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>Quantitative analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> Triangulation between data sources, data collection techniques and data types
3.2 To what extent and in what ways did the country office reprioritize its ICSP and CSP interventions to optimize resources and ensure continued relevance and effectiveness?				

3.2.1 WFP's strategic approaches to ensure relevance and effectiveness of its interventions in the face of financial constraints	<ul style="list-style-type: none"> <li>• Degree to which programmatic shifts were informed by projected available funding</li> <li>• Degree of adaptations made to the intervention strategies to achieve the planned outcomes with reduced or reallocated resources</li> <li>• Degree of adjustments made to the allocation of resources within the ICSP and CSP to address emerging needs</li> <li>• Degree of adjustments made to the allocation of resources within the ICSP and CSP to address shifting priorities (e.g. ESSN to livelihoods, phasing out of livelihoods, earthquake response to recovery)</li> <li>• Degree of effectiveness of these reallocations in maintaining or improving the relevance and effectiveness of the interventions</li> </ul>	<ul style="list-style-type: none"> <li>• WFP ICSP, CSP documents and budget revisions</li> <li>• ACRs, IRM analytics reports, factory reports, M&amp;E reports, audits and reviews</li> <li>• WFP financial reports</li> <li>• Studies or reports produced by UN agencies, humanitarian and development partners or local, regional or international civil society organizations or think tanks</li> <li>• WFP teams at HQ, RBC, CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Donors</li> </ul>	Document review Semi-structured interviews	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
3.3 To what extent were the ICSP and CSP delivered in a cost-efficient manner?				
3.3.1 Cost-efficient delivery of results	<ul style="list-style-type: none"> <li>• Degree to which inputs are acquired economically while controlling losses and ensuring quality</li> <li>• Ratio of DSC to total direct costs (proxy for overall economies of scale) compared with regional and global averages and over time</li> <li>• Degree to which WFP applied the most suitable transfer modality to ensure the cost-efficiency of interventions</li> <li>• Extent to which cost-saving measures were considered for their timeliness,</li> </ul>	<ul style="list-style-type: none"> <li>• WFP ICSP, CSP documents and budget revisions</li> <li>• ACRs, IRM analytics reports, M&amp;E reports, audits and reviews</li> <li>• WFP analytical reports (incl. available CO cost efficiency analyses)</li> <li>• Annual performance reports (for regional comparisons)</li> <li>• Studies or reports produced by UN agencies, humanitarian and development partners or local, regional or international civil society organizations or think tanks</li> </ul>	Document review Semi-structured interviews	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> <p>Triangulation between data sources, data</p>



	<ul style="list-style-type: none"> <li>potential for savings and assistance quality</li> <li>Degree to which the selection and roles of cooperating partners, based on competencies and expertise, contributed to the cost-efficient delivery of results</li> </ul>	<ul style="list-style-type: none"> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Donors</li> </ul>		collection techniques and data types
<b>Evaluation question 4: What are the critical factors, internal and external to WFP, explaining performance and results?</b>				
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, ICSP and CSP?				
4.1.1 Resource mobilization strategies	<ul style="list-style-type: none"> <li>Evidence of WFP employing resource mobilization strategies that leverage its strategic positioning and value proposition, ensuring a robust and diverse resource base</li> <li>Degree of effectiveness of partnership strategies in leveraging additional resources or support to mitigate the impact of funding shortfalls</li> <li>Evidence of strategies and actions, including types and examples, undertaken by the CO with the support of other WFP offices and/or UN agencies, to secure funds from donors or private sector partners</li> <li>Degree to which risks in fundraising strategies are identified and impact of low funding levels mitigated</li> <li>Percentage of the budget sourced from diversified and multi-year funding, including the extent of multi-year</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>ACRs, VAM, IRM analytics reports, factory reports, mission and M&amp;E reports, audits and reviews</li> <li>Immediate Response Account data and annual advance financing mechanisms reports</li> <li>Studies or reports produced by UN agencies<sup>44,45</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national level</li> <li>Cooperating partners</li> <li>Donors</li> </ul>	Document review Semi-structured interviews	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>Quantitative analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

<sup>44</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>45</sup> These will be collected throughout the evaluation process.

	<p>resource mobilization and the levels of fund earmarking</p> <ul style="list-style-type: none"> <li>• Evidence of the resource mobilization strategy's adaptability to external factors (such as pandemics or natural disasters) and its impact on funding levels</li> <li>• Extent of use of advance financing</li> </ul>			
4.2 How well and in what ways did WFP establish and leverage strategic and operational partnerships, particularly with the Government of Türkiye and in-country cooperating partners, to maximize efficiency, effectiveness and sustainability in the T-ICSP, ICSP and CSP implementation?				
4.2.1 Partnerships and external coherence	<ul style="list-style-type: none"> <li>• Degree of collaboration and coordination between WFP and the government entities to meet shared objectives</li> <li>• Degree and quality of collaboration with the cooperating partners to meet shared objectives</li> <li>• Evidence of WFP's ability to adjust its coordination and collaboration strategies in line with strategic changes and Türkiye's evolving needs and priorities</li> <li>• Degree of alignment and coherence with other humanitarian, development, civil society and private sector partners in Türkiye, focusing on the effectiveness of coordination platforms</li> <li>• Evidence of WFP's proactive participation, information exchange and contribution to address needs and priorities efficiently, minimizing duplicative efforts, in particular during earthquake response and recovery</li> </ul>	<ul style="list-style-type: none"> <li>• (T-)ICSPs documents, results frameworks, line of sight</li> <li>• WFP global strategies</li> <li>• WFP corporate results framework and specific policies on cross-cutting themes</li> <li>• M&amp;E reports, audits and reviews</li> <li>• WFP teams at HQ, CO and FO levels</li> <li>• Government at central and subnational levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p>	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

4.3 What role have the following factors played in the ICSP and CSP implementation?				
<ul style="list-style-type: none"> <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 external factors</li> </ul>				
4.3.1 Innovative approaches within the design and execution phases of the CSP	<ul style="list-style-type: none"> <li>• Degree to which innovative practices, tools or technologies have been adopted and integrated into the ICSP and CSP design and implementation</li> <li>• Evidence of efficiency gains achieved as a result of innovations, such as reduced operational costs, time savings or increased reach within target populations</li> <li>• Evidence of influence of innovative practices on improved outcomes, such as enhanced food security, better nutritional status, livelihoods or emergency response and recovery</li> </ul>	<ul style="list-style-type: none"> <li>• CSPs document, results frameworks, line of sight</li> <li>• WFP organigrams</li> <li>• WFP global strategies</li> <li>• WFP corporate results framework and specific policies on cross-cutting themes</li> <li>• M&amp;E reports, audits and reviews</li> <li>• WFP teams at HQ, CO and FO levels</li> <li>• Government at central and subnational levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> </ul>	Document review Semi-structured interviews FGDs	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>

4.3.2 WFP's human resource capacity	<ul style="list-style-type: none"> <li>• Degree of suitability of the staffing structure, considering the distribution of roles and responsibilities across the CO, area offices and FOs</li> <li>• Degree of alignment of staffing profiles with the skill requirements to ensure that personnel capabilities meet the operational demands and emerging needs</li> <li>• Degree of alignment of staffing profiles with the skill requirements to ensure that personnel capabilities meet the needs of newly introduced intervention areas following shifts in programming (ESSN, phasing out of livelihoods, earthquake response to recovery)</li> <li>• Degree of efficiency of task distribution in terms of avoidance of overlaps or gaps in responsibilities that may affect the delivery of interventions</li> <li>• Trends in staff retention and turnover rates and impact of staffing stability on the continuity of operations and the maintenance of intervention quality</li> <li>• Degree of effectiveness of strategies implemented to preserve institutional memory in the face of staff turnover</li> <li>• Degree of robustness of succession planning and the transfer of expertise within the CO and FOs</li> <li>• Degree of coordination between CO, RBC and HQ to support the efficient implementation of the earthquake response</li> </ul>	<ul style="list-style-type: none"> <li>• (T-)ICSPs documents, results frameworks, line of sight</li> <li>• WFP organigrams</li> <li>• WFP global strategies</li> <li>• WFP corporate results framework and specific policies on cross-cutting themes</li> <li>• M&amp;E reports, audits and reviews</li> <li>• WFP teams at HQ, CO and FO levels</li> <li>• Government at central and subnational levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> </ul>	Document review Semi-structured interviews	<ul style="list-style-type: none"> <li>• Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>• Quantitative analysis</li> <li>• Content analysis</li> <li>• Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
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	<ul style="list-style-type: none"> <li>Degree to which proactive strategies have been developed and implemented to mitigate risks associated with CO restructuring without compromising the quality of intervention delivery</li> </ul>			
4.3.3 Adequacy of monitoring data in capturing the progress of interventions	<p>Evidence of WFP's capacity to incorporate real-time learning into programme adjustments to respond to emerging needs of affected populations, including:</p> <ul style="list-style-type: none"> <li>Mechanisms for periodic collection, analysis and utilization of monitoring data to inform planning and results</li> <li>Quality of needs assessments, VAM, mission reports and monitoring reports</li> <li>Use of monitoring data for intervention adjustments during implementation and to inform specific actions by WFP and partners to enhance efficiency</li> </ul> <p>Effectiveness of feedback systems in dynamically adapting strategic plans amid evolving emergencies.</p>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>VAM, mission and M&amp;E reports, audits and reviews</li> <li>Corporate results framework, analytical reports</li> <li>Studies or reports produced by UN agencies,<sup>46</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>47</sup></li> <li>WFP teams at HQ, RBC, CO and FO levels</li> <li>Government officials at national, provincial and local levels</li> <li>Cooperating partners</li> <li>Humanitarian and development partners</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p>	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs with key stakeholders</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul> <p>Triangulation between data sources, data collection techniques and data types</p>
4.3.4 External factors influencing WFP's results	<ul style="list-style-type: none"> <li>Examples of external factors facilitating delivery of results and the expected strategic shift: <ul style="list-style-type: none"> <li>i. COVID-19 and related socioeconomic challenges; earthquake; other</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, ICSP, CSP documents and budget revisions</li> <li>VAM, mission and M&amp;E reports, audits and reviews</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<ul style="list-style-type: none"> <li>Qualitative iterative data analysis of the KIIs and FGDs with key stakeholders</li> <li>Thematic analysis</li> <li>Content analysis</li> <li>Comparative analysis</li> </ul>

<sup>46</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>47</sup> These will be collected throughout the evaluation process.



	<p>contextual, political, socioeconomic, environmental factors</p> <p>ii. Degree of changes in country context and emergency response effectiveness post-2023 earthquake influencing WFP's work and value proposition</p> <p>iii. Evidence and examples of met or unmet assumptions and/or other internal/external factors that acted as drivers/constraints for implementation and progress towards set targets</p>	<ul style="list-style-type: none"> <li>• Studies or reports produced by UN agencies,<sup>48</sup> humanitarian and development partners or local, regional or international civil society organizations or think tanks<sup>49,50</sup></li> <li>• WFP teams at HQ, RBC, CO and FO levels</li> <li>• Government officials at national, provincial and local levels</li> <li>• Cooperating partners</li> <li>• Humanitarian and development partners</li> <li>• Beneficiaries</li> <li>• Online survey data</li> </ul>	PDM questionnaire	Triangulation between data sources, data collection techniques and data types
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<sup>48</sup> E.g. United Nations Common Country Analysis; UNCT Türkiye Results reports; UN Türkiye Socio-Economic Assessment report; UN Türkiye COVID-19 response offer; 2022 Human Development Report etc.

<sup>49</sup> Including joint assessments on the earthquake response.

<sup>50</sup> These will be collected throughout the evaluation process.

## Annex III. Detailed stakeholder analysis

**Table A2: Detailed stakeholder analysis**

Stakeholder	Who? (Unit / Staff)	Why? (Interest in the evaluation)	When? (Evaluation phase)
WFP Executive Board (EB)		<b>Primary interest:</b> <sup>51</sup> EB is accountable for important strategic decisions for Türkiye. The country strategic plans evaluation (CSPE) recommendations contribute to strategic direction for the Türkiye portfolio within corporate priorities and plans.	EB members will be informed about the Summary Evaluation Report and comment on the Management Response during the EB session (dissemination and follow-up phase).
WFP Headquarters (HQ) Divisions	Cash-Based Transfer (CBT) Unit Emergency Response Unit Livelihoods Unit	<b>Secondary interest:</b> <sup>52</sup> WFP programme units have an interest in lessons relevant to their areas.	HQ staff participate in the inception and data collection interviews and may be interested in participating in the stakeholder workshop to help shape the recommendations.
WFP Regional Bureau Cairo (RBC)	Regional Programme Policy Officer on Emergency Preparedness and Response Regional Adviser on Livelihoods Regional Gender Adviser	<b>Primary interest:</b> Interest in lessons to strengthen the programme and technical support to the CO. Interest in learning from the evaluation results to inform regional plans and strategies.	RBC staff participate in the inception mission interviews and/or data collection interviews. Selected RBC staff are included in the Internal Reference Group and will be invited to participate in the remote preliminary findings debrief, to the stakeholder workshop (remotely), and to provide comments on the draft Evaluation Report.

<sup>51</sup> This refers to the main concerns or use of evaluation findings, conclusions, lessons learned and recommendations by key decision makers, who are accountable for significant strategic decisions. For example, CSPE recommendations contribute to the strategic direction of the Türkiye portfolio within corporate priorities and plans.

<sup>52</sup> This refers to the less direct but still relevant concerns of other stakeholders, who have an interest in lessons and insights that are pertinent to their specific areas of focus.

Stakeholder	Who? (Unit / Staff)	Why? (Interest in the evaluation)	When? (Evaluation phase)
CO and sub-offices	Country Director Deputy Country Director Head of Programme/Recovery Head of Security Programme Policy Officer – Camps & Resilience Gender, Protection and AAP Officer Head of Partnerships Budget and Programming Officer Finance Officer Administration Officer Procurement Officer RAM Officer VAM Officer M&E Officer HR Officer Heads of Sub-Offices Former staff members who have left the WFP Türkiye CO	<b>Primary interest:</b> The CO is the primary stakeholder and is responsible for country-level planning and implementation of the current CSP. It will be the primary user of the evaluation results and lead of mid-term adaptations to the CSP if needed.	The CO staff will be involved in planning, briefing and feedback sessions. As key informants, they will be interviewed during the inception phase and main mission. They will have an opportunity to review and comment on the draft Evaluation Report and provide a management response to the CSPE. The CO will also assist the evaluation team in liaising with in-country stakeholders, assist the data collection, prepare the field mission schedule, and provide admin and logistics support to the evaluation team.
Office of Evaluation (OEV)	Director of OEV Senior Evaluation Officer Evaluation Officer Research Analyst	<b>Primary interest:</b> OEV has commissioned the evaluation and provides decision makers and stakeholders with independent results for learning and accountability purposes to inform policy, strategic and programmatic decisions.	OEV is responsible for managing the whole evaluation process and presenting the Summary Evaluation Report to the EB.

Affected populations			
Vulnerable people and communities, including refugees inside and outside camps; communities that host refugees; vulnerable Turkish people (targeted for Socioeconomic Empowerment and Sustainability (SES) and EMPACT); families with (pre)school-aged children; and pregnant and breastfeeding women and girls	<p>Current and former beneficiaries of:</p> <ul style="list-style-type: none"> <li>E-vouchers and cash assistance</li> <li>Livelihoods support (SES, Kitchen of Hope, EMPACT)</li> <li>Capacity strengthening as auxiliaries to activities</li> <li>Response and recovery interventions</li> </ul> <p>Focus group discussions (FGDs) by gender (women, men, girls and boys) and residence disaggregated</p>	<p><b>Secondary interest:</b> As the rights holders who are the ultimate recipients of WFP assistance, beneficiaries have a stake in providing feedback regarding WFP assistance and learning whether it is relevant, appropriate, inclusive and effective.</p>	Affected populations will be consulted through FGDs and a PDM questionnaire during the data collection phase.
Government (Ministries and local authorities)			
National government	Key informants with representatives at the policy and technical levels	<p><b>Secondary interest:</b> The Government of Türkiye has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the T-ICSP, ICSP and CSP. The Government is responsible for coordinating humanitarian and transition activities to which WFP contributes, and for oversight of WFP collaboration with ministries.</p>	<p>Selected national government and ministry representatives will be consulted through interview during the data collection phase.</p> <p>Staff from local authorities will be interviewed during field visits to the selected provinces.</p> <p>The Government will also have possible involvement in feedback sessions and report dissemination.</p>
Ministry of Interior (in particular the Presidency for Migration Management (PMM) and Disaster		Refugee operations, general food assistance, placement and follow-up of refugees across the country;	

and Emergency Management Presidency (AFAD))		earthquake emergency response and recovery	
Ministry of Education (MoE)		National school meals programme and Kitchen of Hope	
Ministry of Labour and Social Security (MoLSS) (in particular The Turkish Employment Agency (ISKUR))		Coordination of livelihood activities, including Kitchen of Hope and SES programme for refugees and host community members	
Ministry of Family and Social Services (MoFSS)		Coordination of the Emergency Social Safety Net (ESSN) and earthquake emergency response	
Ministry of Industry and Technology and the respective development agencies (Firat Development Agency, Ipekyolu Development Agency and Dogaka Development Agency)		Earthquake recovery activities	
Ministry of Health (MoH)		Refugee support inside and outside camps	
Ministry of Environment, Urbanization and Climate Change (MoEUCC)		Livelihoods, refugee support in and around camps	
Municipalities		All municipalities where WFP conducted projects, including the Network Fresh project with Sisli Municipality in Istanbul and Urban Agriculture project in Büyükçekmece Municipality in Istanbul	



UN agencies			
United Nations Country Team (UNCT) (including UN Resident Coordinator Office)	Key informants with representatives at the technical and strategic levels	<b>Secondary interest:</b> Learn from the evaluation to feed into the design of the next UN Sustainable Development Cooperation Framework (UNSDCF) in Türkiye.	Selected UN agencies will be consulted through interviews during the data collection phase. They will also have possible involvement in feedback sessions and report dissemination.
United Nations High Commissioner for Refugees (UNHCR)		<b>Secondary interest:</b> Coordinating cash and food assistance in refugee camps, household surveys.	
International Organization for Migration (IOM)		<b>Secondary interest:</b> Supporting livelihoods programming (including the Soup Kitchen initiative), especially on cost efficiency and employability outcomes; supporting earthquake emergency response through mobile kitchens and cooking equipment. WFP also shared premises with IOM in Izmir.	
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)		<b>Secondary interest:</b> WFP shared premises with OCHA in Istanbul.	
Food and Agriculture Organization (FAO)		<b>Secondary interest:</b> Cooperating on earthquake recovery activities.	
United Nations Children's Fund (UNICEF)		<b>Secondary interest:</b> Cooperating on involvement of disadvantaged groups in the SES programme and supported the ESSN.	
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)		<b>Secondary interest:</b> Learn from the evaluation, especially in terms of gender sensitivity.	

Donors			
<p><b>Top 5 donors to WFP under the CSP:</b><sup>53</sup> Germany, USA, European Union (EU), Canada, Kuwait</p> <p><b>Top 5 donors to WFP under the ICSP<sup>54</sup> and T-ICSP<sup>55</sup>:</b> European Commission, USA, Germany, Norway, Japan</p> <p><b>Top 5 bilateral donors to Türkiye:</b> EU institutions, Germany, France, Japan, UK</p> <p><b>Top 5 humanitarian donors to Türkiye:</b> European Commission, USA, United Arab Emirates, Germany, Kingdom of Saudi Arabia</p>	Representatives of donors working on the assistance to WFP Türkiye and following the contributions.	<b>Secondary interest:</b> Review of WFP's performance and future outlook. Findings, conclusions and recommendations may contribute to funding strategy regarding location and duration.	Selected donors will be consulted through interviews during the data collection. The CO will keep donors informed of the evaluation progress and results.
Coordinating bodies			
Regional Refugee and Resilience Plan (3RP) Sectoral Working Group	Representatives of clusters and wider coordinating bodies that WFP leads on or participates in	<b>Secondary interest:</b> WFP provides support to these working groups.	Selected coordination forums will be consulted through interviews during the data collection phase.
Inter-Agency Cash Working Group		<b>Secondary interest:</b> WFP co-leads this sector.	
Food security and livelihoods sector		<b>Secondary interest:</b> WFP leads these sectors.	
Emergency telecommunications sector			
Logistics sector			

<sup>53</sup> WFP. Türkiye CSP Resource Situation Report, extracted 12 September 2024.

<sup>54</sup> WFP. Türkiye ICSP Resource Situation Report, extracted 23 January 2023.

<sup>55</sup> WFP. Turkey T-ICSP Resource Situation Report, extracted 22 February 2024.

Cooperating partners (CPs)			
CPs including chambers of commerce and industry and their affiliated non-governmental organizations (NGOs)	<p>Selected key informants will be identified based on a sampling strategy, balancing coverage of activities and geographic distribution through sampled sites.</p> <p><u>Local NGOs:</u></p> <p>Turkish Red Crescent (TRC)</p> <p>GIGADER Hatay</p> <p>World Central Kitchen (WCK)</p> <p>Association for Solidarity with Asylum Seekers and Migrants (ASAM)</p> <p>Turkish Restaurant and Entertainment Association (TURYID)</p> <p>International Migration and Solidarity Association (UGDD)</p> <p>Support to Life (STL)</p> <p>ASO-SEM Continuing Education Centre</p> <p>Barista OL</p> <p>Arabica Coffee</p> <p>Sukraan Association</p> <p>Kodluyoruz</p>	<p><b>Secondary interest:</b> Each of the CPs partner with WFP, implementing at least one activity, potentially in more than one province.</p>	<p>Selected CPs in the sampled provinces for field visit will be consulted in interviews and FGDs during the data collection phase. They will also be requested to facilitate data collection and FGDs with beneficiaries as well as access to project sites.</p>

	<u>Chambers of Commerce and Industry:</u> Adana, Ankara, Bursa, Istanbul, Izmir, Gaziantep, Hatay, Kahramanmaraş, Kayseri, Mardin, Mersin, Şanlıurfa		
<b>Private sector</b>			
Retailers	Selected retailers in WFP activity areas	<b>Secondary interest:</b> Retailers involved in cash-based transfer programme.	Interviews with selected retailers in sampled provinces for field visit. Direct observations of the retailers during the field mission.
Private sector companies for livelihoods	Selected private sector companies in WFP activity areas: METRO Novo Nordisc Microsoft Konrad-Adenauer-Stiftung PepsiCo Foundation	<b>Secondary interest:</b> Providing internships and recruitment for beneficiaries that are or have been engaged in livelihood activities, such as through the EMPACT project.	Interviews or FGDs with selected staff in sampled provinces for field visit during data collection phase.
Financial service providers	Selected financial companies in WFP activity areas	<b>Secondary interest:</b> Companies involved in WFP's cash transfers and e-voucher distribution.	Interviews with selected financial service providers in sampled provinces for field visit during the data collection phase.
<b>Other</b>			
Turkish Post Office (PTTBank)	Key informants with representatives at the field level	<b>Secondary interest:</b> Support to Kitchens of Hope livelihoods programme	Potential interviews with staff in provinces selected for field visit during data collection phase

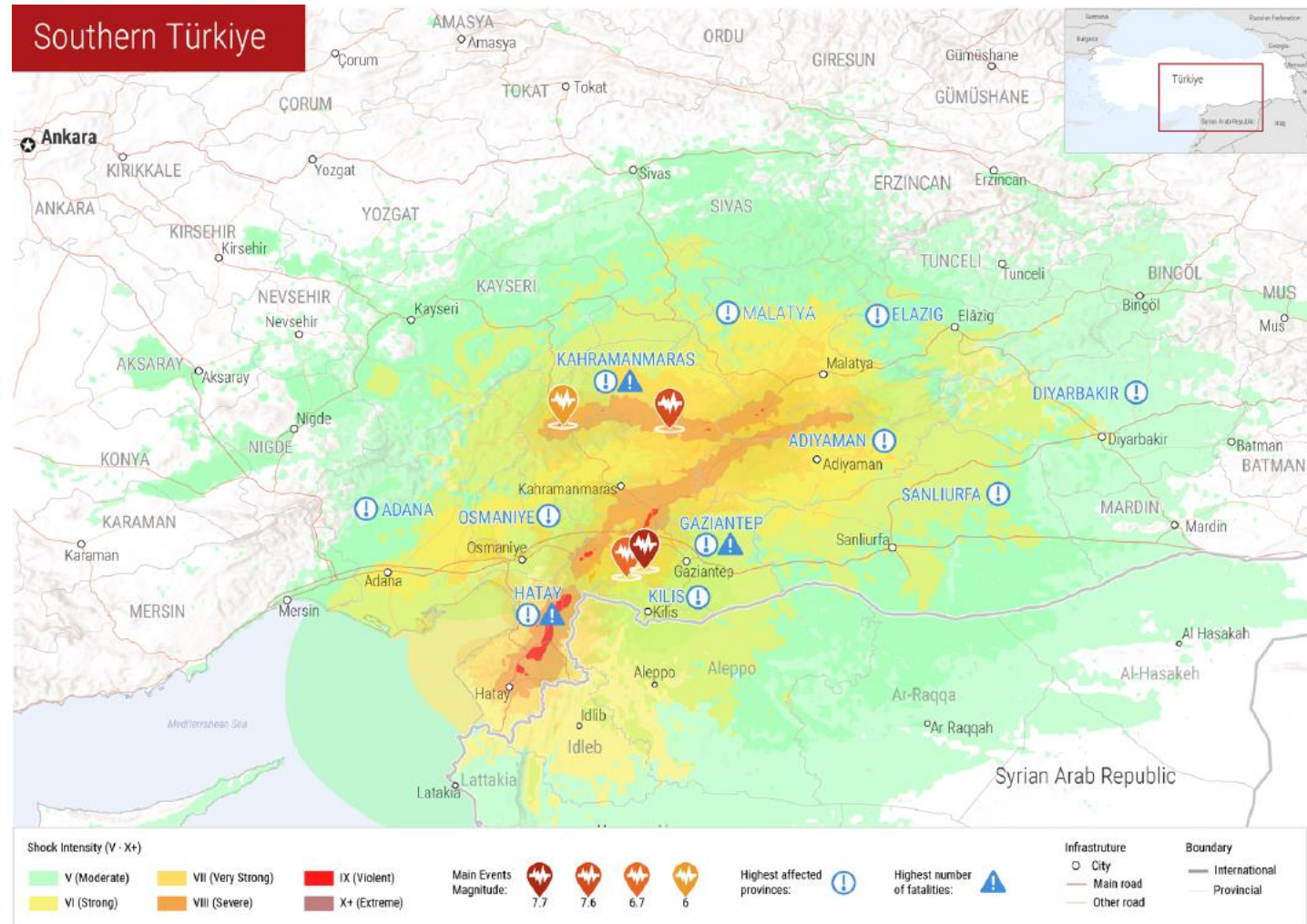
# Annex IV. Maps of Türkiye CSP

Figure A1: Map of Türkiye and WFP offices



Source: WFP. 2023. Türkiye 2023 Annual Country Report.

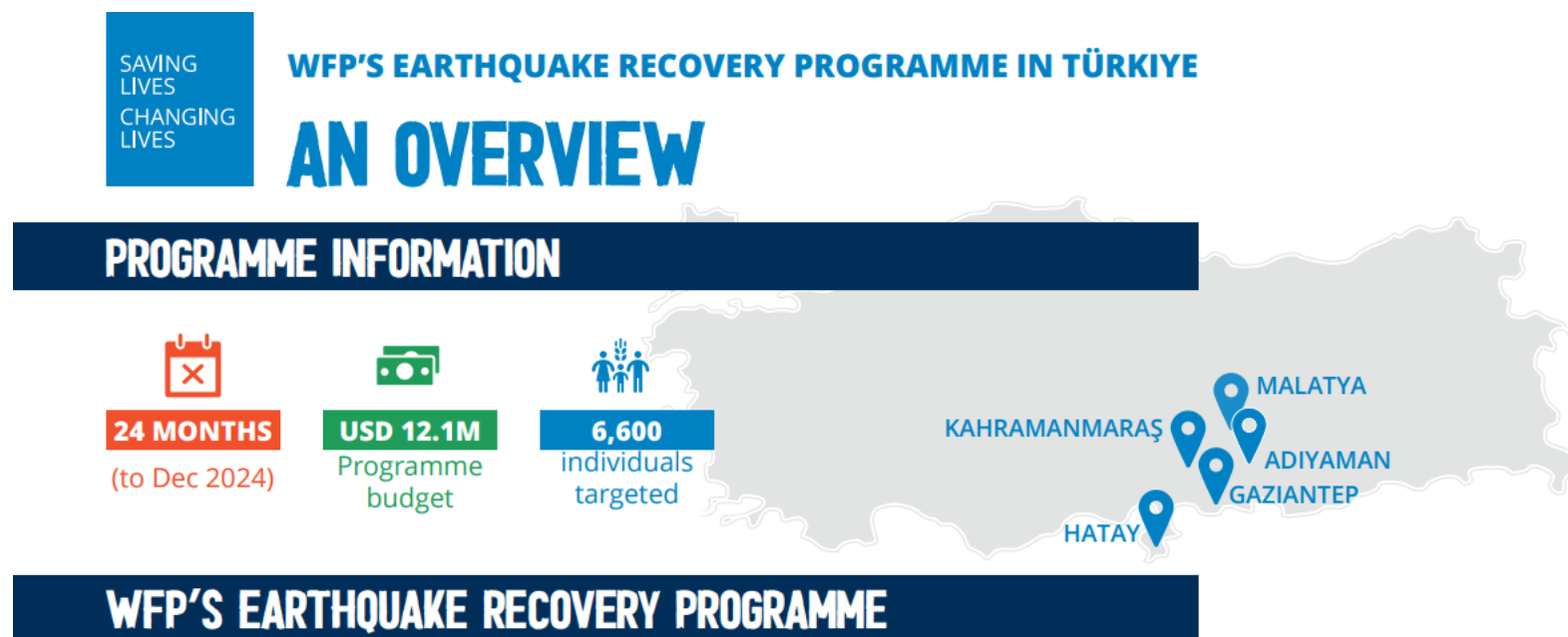
Figure A2: Map of southern Türkiye and earthquake-affected provinces



Source: OCHA. April 2023. Türkiye Earthquake Humanitarian Needs and Response Overview.



Figure A3: WFP's earthquake recovery programme in Turkey – planning figures



Source: WFP Türkiye country office. Accessed September 2024

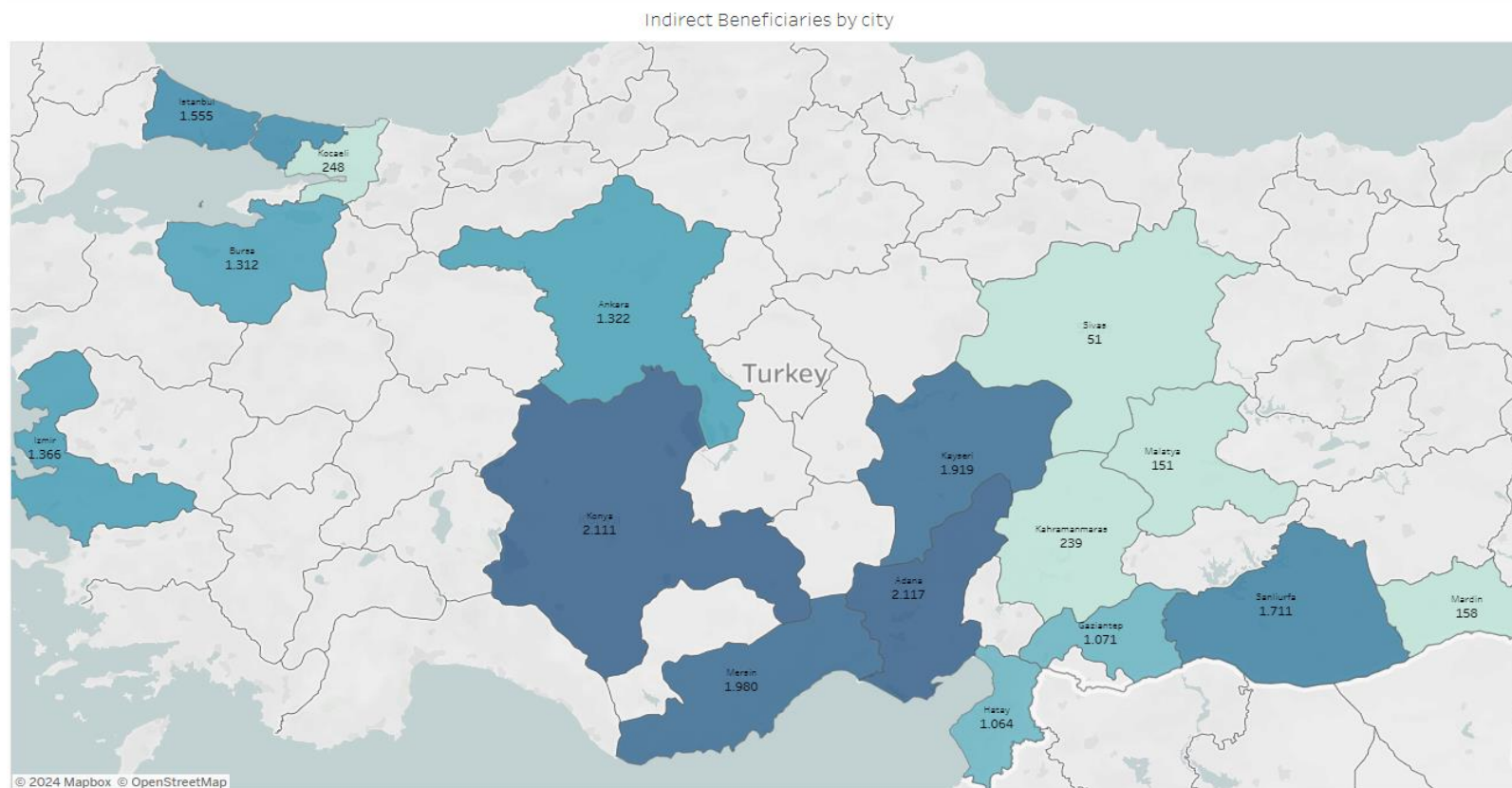
**Figure A4: Map of Türkiye and refugee camps where WFP operated during the evaluation period**



Source: WFP Türkiye country office. Accessed September 2024



**Figure A5: Map of Türkiye and Socioeconomic Empowerment and Sustainability (SES) programme, indirect beneficiaries by city**



Source: WFP Türkiye country office. Accessed September 2024

# Annex V. Thematic theories of change (ToCs)

Figure A6: ToC on refugee camp support

## Support to refugees

Across (T-)JCSP and CSP cycles, there is a strong emphasis on building the capacities of national institutions and NGO partners as well as ensuring smooth beneficiary management and assistance delivery systems. This includes enhancing skills, addressing access barriers and transitioning programmes effectively. A significant component of the intervention logic is the handover of the ESSN programme to the TRC, ensuring sustainability beyond the direct involvement of WFP. This transition was supported by WFP's roadmap and capacity-building efforts. The aim of these interventions is to meet basic needs and improve the nutrition of refugees living both in and out of camps, with a specific focus on the most vulnerable, including those with disabilities. The logic incorporates responsiveness to inflation and economic changes, ensuring that assistance is adapted to maintain its value and effectiveness.

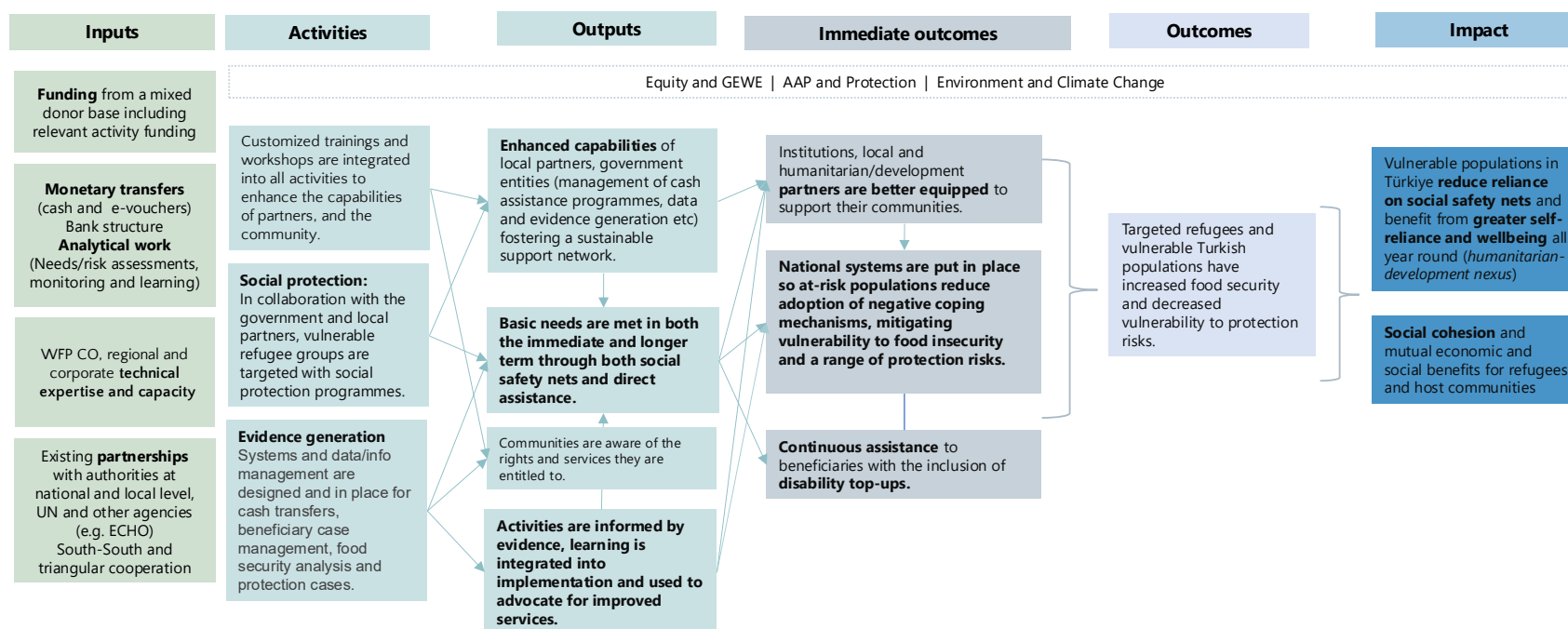


Figure A7: ToC on livelihoods support

## Support to livelihoods

Across (T-)ICSP and CSP cycles, the overarching intervention logic has been to provide a comprehensive approach to improve self-reliance and economic integration for refugees and vulnerable populations through skill development, capacity building and strategic partnerships. This logic recognizes the importance of meeting immediate needs while also preparing participants for sustainable and equitable access to the labour market, aiming to achieve long-term outcomes of social cohesion and economic self-reliance.

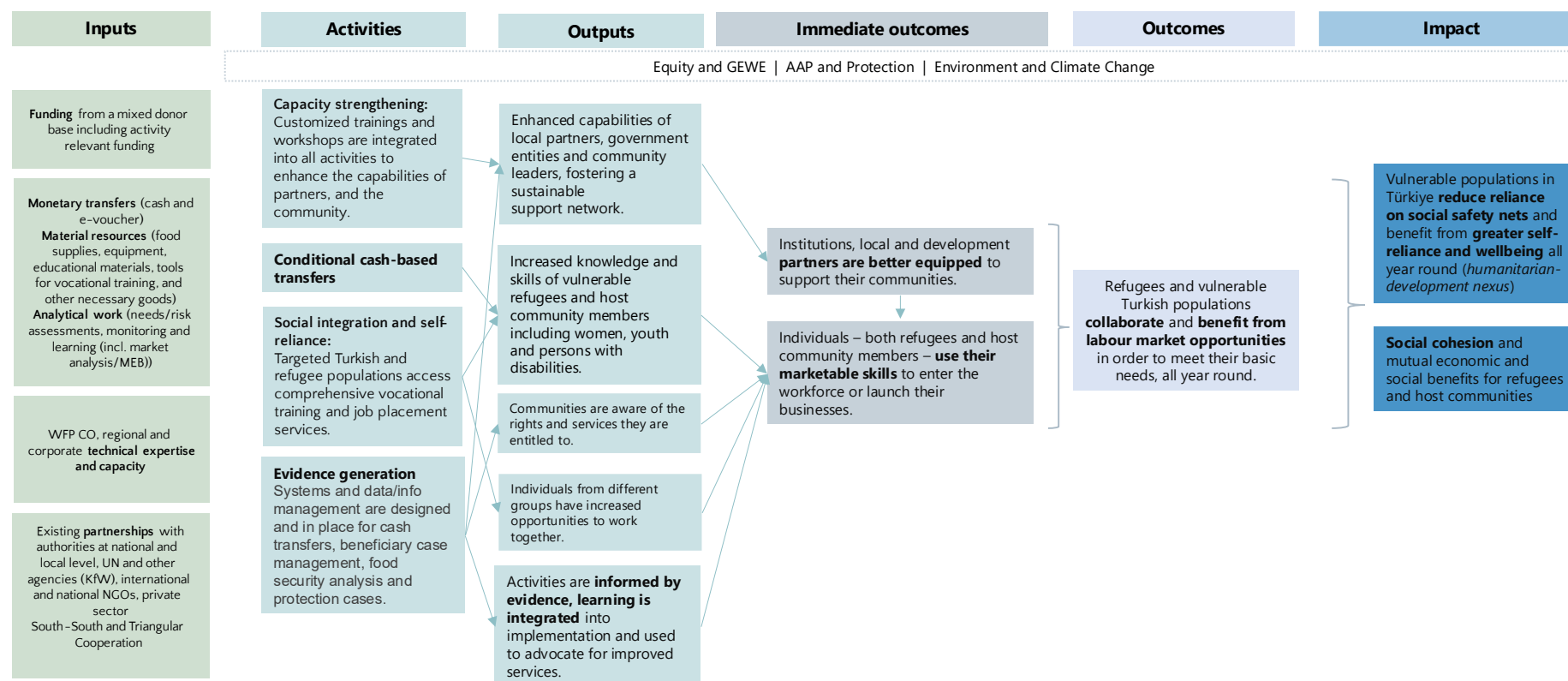
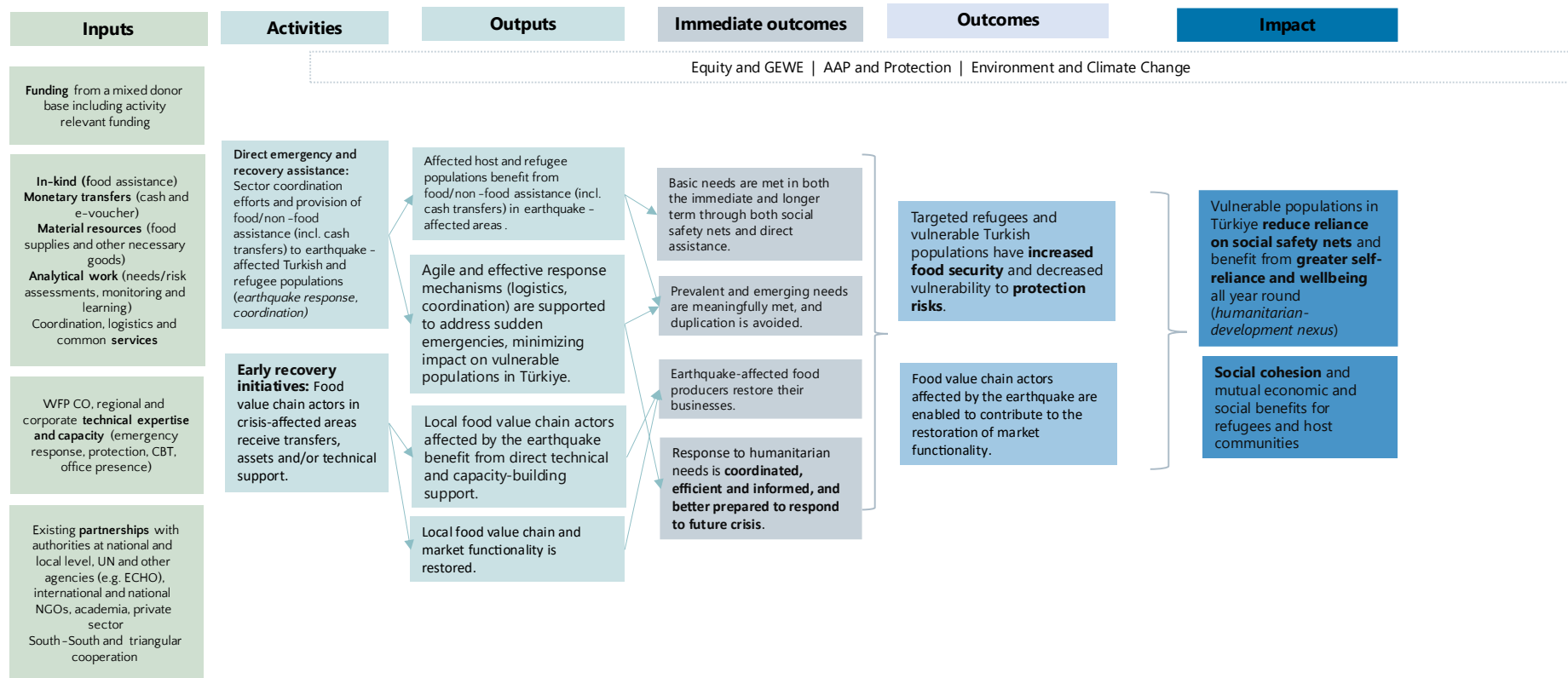


Figure A8: ToC on earthquake response and recovery support

## Earthquake response and recovery

WFP's response to the earthquake in Türkiye aimed to ensure food security for affected populations through immediate and flexible assistance methods, and to support institutions and communities to better respond to future crises.



# Annex VI. Detailed performance overview

## Financial overview

**Table A3: T-ICSP 2018 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Resilience building	SO1	Act1	4,656,400	1%	4,656,400	5,251,213	113%	113%	4,342,094	83%
		Act2	653,232,304	95%	653,232,304	742,126,036	114%	114%	465,961,162	63%
		Act3	26,314,784	4%	26,314,784	23,265,355	88%	88%	18,554,571	80%
		Act4	700,821	0%	87,264	87,263	12%	100%	1,379	2%
	Sub-total SO1		684,904,309	100%	684,290,752	770,729,867	113%	113%	488,859,206	63%
Non SO specific / Non Act specific			0	0%	0	877,414	-	-	0	0%
Total direct operation costs (DOC)			684,904,309	100%	684,290,752	771,607,281	113%	113%	488,859,206	63%
Total direct support costs (DSC)			8,073,364		8,073,364	7,773,488	96%	96%	3,703,777	48%
Total indirect support costs (ISC)			45,043,549		45,003,667	50,747,932	113%	113%	50,747,932	100%
Grand total (incl. DSC and ISC)			738,021,222		737,367,783	830,128,700	112%	113%	543,310,915	65%

Source: WFP. 2018. Türkiye 2018 ACR5-A.

**Table A4: T-ICSP 2019 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Resilience building	SO1	Act1	7,211,247	1%	7,944,948	7,825,798	109%	99%	6,538,124	84%
		Act2	834,504,808	96%	496,238,697	501,443,384	60%	101%	494,404,472	99%
		Act3	26,364,811	3%	17,094,751	16,282,825	62%	95%	9,097,742	56%
		Act4	1,739,803	0%	506,831	338,751	19%	67%	338,751	100%
	Sub-total SO1		869,820,669	100%	521,785,228	525,890,758	60%	101%	510,379,089	97%
Non SO specific / Non Act specific			0	0%	0	6,814,159	-	-	0	0%
Total direct operation costs (DOC)			869,820,669	100%	521,785,228	532,704,917	61%	102%	510,379,089	96%
Total direct support costs (DSC)			8,408,053		5,217,852	5,906,062	70%	113%	4,477,002	76%
Total indirect support costs (ISC)			57,084,867		34,255,200	15,920,427	28%	46%	15,920,427	100%
Grand total (incl. DSC and ISC)			935,313,589		561,258,280	554,531,406	59%	99%	530,776,517	96%

Source: WFP. 2019. Türkiye 2019 Annual Country Report.

**Table A5: ICSP 2020 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Resilience building	SO1	Act1	2,038,676	1%	1,505,030	2,932,709	144%	195%	1,920,223	65%
		Act2	144,889,391	83%	137,313,030	132,745,861	92%	97%	127,888,042	96%
		Act3	18,817,753	11%	14,506,039	20,559,606	109%	142%	13,698,989	67%
		Act4	7,741,022	4%	1,868,937	2,055,002	27%	110%	1,328,568	65%
		Act5	173,656	0%	173,656	0	0%	0%	0	-
		Act6	241,497	0%	0	304,457	126%	-	254,388	84%
	Sub-total SO1		173,901,995	100%	155,366,691	158,597,636	91%	102%	145,090,210	91%
Non SO specific / Non Act specific			0	0%	0	11,367,226	-	-	0	0%
Total direct operation costs (DOC)			173,901,995	100%	155,366,691	169,964,862	98%	109%	145,090,210	85%
Total direct support costs (DSC)			3,539,052		3,539,052	3,140,286	89%	89%	2,196,567	70%
Total indirect support costs (ISC)			11,517,651		10,328,873	1,937,414	17%	19%	1,937,414	100%
Grand total (incl. DSC and ISC)			188,958,698		169,234,616	175,042,562	93%	103%	149,224,190	85%

Source: WFP. 2020. Türkiye 2020 Annual Country Report.

**Table A6: ICSP 2021 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Resilience building	SO1	Act1	825,534	3%	160,000	0	0%	0%	0	-
		Act2	0	0%	0	93,238	-	-	93,051	100%
		Act3	17,756,199	70%	14,865,636	12,321,194	69%	83%	9,692,482	79%
		Act4	6,443,166	25%	5,825,215	4,845,116	75%	83%	2,214,870	46%
		Act5	52,587	0%	0	0	0%	-	0	-
		Act6	241,497	1%	241,500	337,907	140%	140%	301,057	89%
	Sub-total SO1		25,318,984	100%	21,092,351	17,597,455	70%	83%	12,301,461	70%
Non SO specific / Non Act specific			0	0%	0	11,509,025	-	-	0	0%
Total direct operation costs (DOC)			25,318,984	100%	21,092,351	29,106,479	115%	138%	12,301,461	42%
Total direct support costs (DSC)			1,926,695		1,907,751	1,590,366	83%	83%	866,948	55%
Total indirect support costs (ISC)			1,754,077		1,477,889	338,732	19%	23%	338,732	100%
Grand total (incl. DSC and ISC)			28,999,756		24,477,991	31,035,578	107%	127%	13,507,141	44%

Source: WFP. 2021. Türkiye 2021 Annual Country Report.

**Table A7: ICSP 2022 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Resilience building	SO1	Act1	0	0%	0	0	-	-	0	-
		Act2	0	0%	0	186	-	-	186	100%
		Act3	15,877,484	58%	14,251,850	9,210,481	58%	65%	7,532,347	82%
		Act4	11,351,933	41%	8,523,784	3,276,683	29%	38%	4,479,987	137%
		Act5	56,300	0%	56,300	16,150	29%	29%	8,158	51%
		Act6	241,497	1%	241,500	304,374	126%	126%	302,004	99%
	Sub-total SO1		27,527,214	100%	23,073,434	12,807,874	47%	56%	12,322,683	96%
Non SO specific / Non Act specific			0	0%	0	11,543,669	-	-	0	0%
Total direct operation costs (DOC)			27,527,214	100%	23,073,434	26,981,788	98%	117%	12,322,683	46%
Total direct support costs (DSC)			2,243,058		2,237,909	1,756,511	78%	78%	1,254,028	71%
Total indirect support costs (ISC)			1,918,091		1,628,017	691,505	36%	42%	691,505	100%
Grand total (incl. DSC and ISC)			31,688,363		26,939,361	29,429,804	93%	109%	14,268,215	48%

Source: WFP. 2022. Türkiye 2022 Annual Country Report.

**Table A8: CSP 2023 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Crisis response	SO1	Act1	11,718,870	<div><div></div></div> 13%	11,209,761	6,742,640	<div><div></div></div> 58%	<div><div></div></div> 60%	5,288,122	<div><div></div></div> 78%
		Act5	65,665,038	<div><div></div></div> 71%	57,888,858	63,234,097	<div><div></div></div> 96%	<div><div></div></div> 109%	55,856,003	<div><div></div></div> 88%
		Act8	228,688	<div><div></div></div> 0%	0	0	<div><div></div></div> 0%	-	0	-
	Sub-total SO1		77,612,596	<div><div></div></div> 84%	69,098,619	69,976,737	<div><div></div></div> 90%	<div><div></div></div> 101%	61,144,125	<div><div></div></div> 87%
Resilience	SO2	Act2	9,954,776	<div><div></div></div> 11%	9,761,144	6,273,115	<div><div></div></div> 63%	<div><div></div></div> 64%	6,051,646	<div><div></div></div> 96%
	Sub-total SO2		9,954,776	<div><div></div></div> 11%	9,761,144	6,273,115	<div><div></div></div> 63%	<div><div></div></div> 64%	6,051,646	<div><div></div></div> 96%
Resilience	SO3	Act3	230,198	<div><div></div></div> 0%	34,405	34,406	<div><div></div></div> 15%	<div><div></div></div> 100%	34,406	<div><div></div></div> 100%
	Sub-total SO3		230,198	<div><div></div></div> 0%	34,405	34,406	<div><div></div></div> 15%	<div><div></div></div> 100%	34,406	<div><div></div></div> 100%
Crisis response	SO4	Act4	486,312	<div><div></div></div> 1%	344,874	880,253	<div><div></div></div> 181%	<div><div></div></div> 255%	269,160	<div><div></div></div> 31%
		Act6	2,960,173	<div><div></div></div> 3%	1,144,763	1,197,051	<div><div></div></div> 40%	<div><div></div></div> 105%	1,189,258	<div><div></div></div> 99%
		Act7	946,591	<div><div></div></div> 1%	416,218	438,489	<div><div></div></div> 46%	<div><div></div></div> 105%	438,489	<div><div></div></div> 100%
	Sub-total SO4		4,393,076	<div><div></div></div> 5%	1,905,855	2,515,793	<div><div></div></div> 57%	<div><div></div></div> 132%	1,896,907	<div><div></div></div> 75%
Non SO specific / Non Act specific			0	<div><div></div></div> 0%	0	20,269,261	-	-	0	<div><div></div></div> 0%
Total direct operation costs (DOC)			92,190,646	<div><div></div></div> 100%	80,800,023	100,496,252	<div><div></div></div> 109%	<div><div></div></div> 124%	69,127,083	<div><div></div></div> 69%
Total direct support costs (DSC)			9,634,703		5,326,319	4,805,919	<div><div></div></div> 50%	<div><div></div></div> 90%	3,112,572	<div><div></div></div> 65%
Total indirect support costs (ISC)			6,583,734		5,574,318	5,575,849	<div><div></div></div> 85%	<div><div></div></div> 100%	5,575,849	<div><div></div></div> 100%
Grand total (incl. DS and ISC)			108,409,084		91,700,660	110,878,020	<div><div></div></div> 102%	<div><div></div></div> 121%	77,815,504	<div><div></div></div> 70%

Source: WFP. 2023. Türkiye 2023 ACR5-A\_07.08.2024.

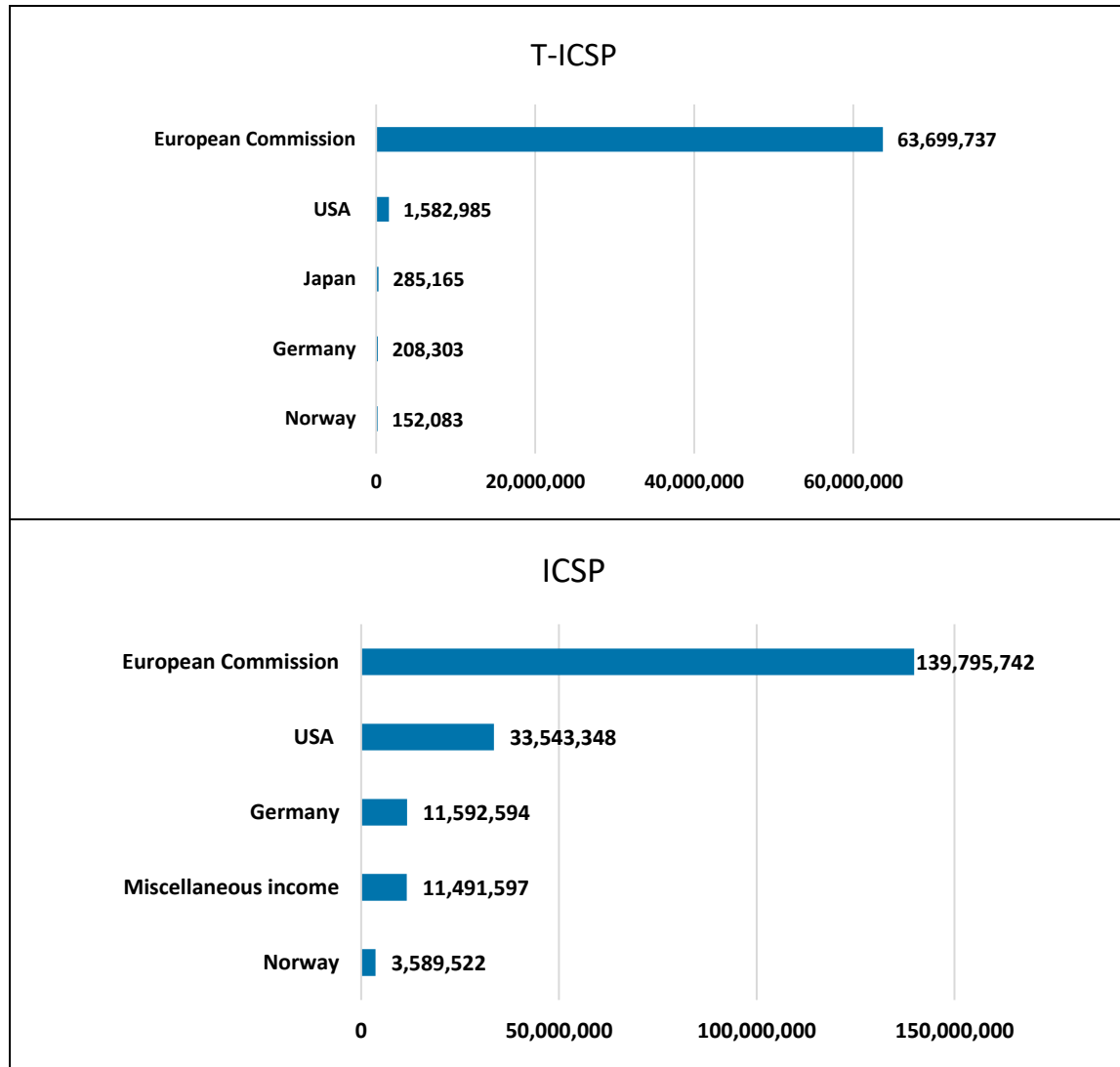


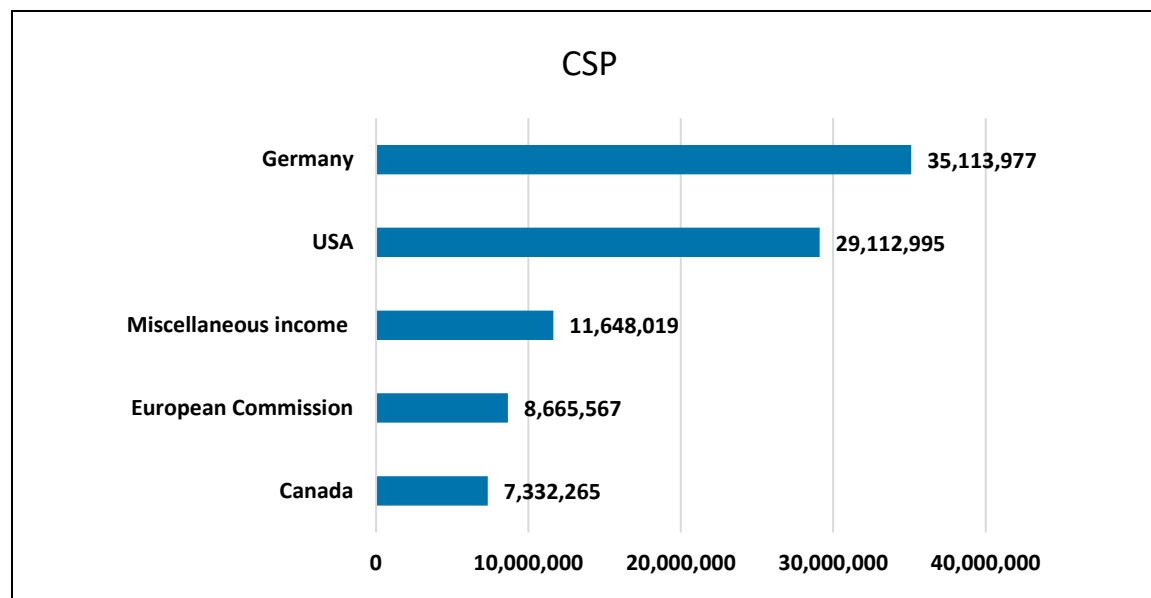
**Table A9: CSP 2024 annual financial overview (USD)**

Focus area	Strategic outcome	Activity	NBP	% on total DOC	IP	Available resources	% on NBP	% on IP	Expenditures	% on available resources
Crisis response	SO1	Act1	13,628,048	<div><div></div></div> 38%	9,330,099	14,976,975	110%	161%	4,626,449	<div><div></div></div> 31%
		Act5	0	0%	0	24,630	-	-	0	0%
		Act8	9,570,613	<div><div></div></div> 26%	5,693,854	2,062,629	<div><div></div></div> 22%	<div><div></div></div> 36%	1,222,401	<div><div></div></div> 59%
	Sub-total SO1		23,198,660	<div><div></div></div> 64%	15,023,954	17,064,234	74%	114%	5,848,851	<div><div></div></div> 34%
Resilience	SO2	Act2	12,269,378	<div><div></div></div> 34%	5,162,949	2,239,597	<div><div></div></div> 18%	<div><div></div></div> 43%	3,452,122	<div><div></div></div> 154%
	Sub-total SO2		12,269,378	<div><div></div></div> 34%	5,162,949	2,239,597	<div><div></div></div> 18%	<div><div></div></div> 43%	3,452,122	<div><div></div></div> 154%
Resilience	SO3	Act3	233,096	1%	0	0	0%	-	0	-
	Sub-total SO3		233,096	1%	0	0	0%	-	0	-
Crisis response	SO4	Act4	565,753	2%	501,624	375,832	66%	75%	327,161	<div><div></div></div> 87%
		Act6	0	0%	0	7,792	-	-	0	0%
		Act7	0	0%	0	0	-	-	0	-
	Sub-total SO4		565,753	2%	501,624	383,624	68%	76%	327,161	<div><div></div></div> 85%
Non SO specific / Non Act specific			0	0%	0	16,945,247	-	-	0	0%
Total direct operation costs (DOC)			36,266,887	<div><div></div></div> 100%	20,688,528	36,632,702	101%	177%	9,628,134	<div><div></div></div> 26%
Total direct support costs (DSC)			2,628,974		2,012,718	2,142,378	81%	106%	1,399,868	<div><div></div></div> 65%
Total indirect support costs (ISC)			2,488,791		1,439,803	533,639	<div><div></div></div> 21%	<div><div></div></div> 37%	533,639	<div><div></div></div> 100%
Grand total (incl. DS and ISC)			41,384,652		24,141,049	39,308,719	95%	163%	11,561,641	<div><div></div></div> 29%

Source: WFP. 2024. Türkiye 2024 ACR5-A\_30.10.2024.

Figure A9: Top five funding sources for WFP Türkiye under the T-ICSP, ICSP and CSP





Source: WFP. Turkey T-ICSP Resource Situation Report, extracted 22 February 2024. WFP. Türkiye ICSP Resource Situation Report, extracted 23 January 2023. WFP. Türkiye CSP Resource Situation Report, extracted 12 September 2024.

## Beneficiaries

1. In terms of age group, children represented the largest share of actual beneficiaries reached by WFP from 2018 to 2021. This was due to the high case load of children under both ESSN and refugee camp assistance during this time.<sup>56</sup> In 2022–2023, adults represented the largest share, while in the first half of 2024 the caseload between adults and children remained comparable.

<sup>56</sup> Interview with WFP country office, September 2024.

**Table A10: Planned versus actual beneficiaries by age group, 2018 to June 2024**

		Children (<5 years)	Children (5–17 years)	Adults (18+)
2018 (T-ICSP)	Planned	280,573	726,188	643,667
	Actual	283,022	732,529	649,286
	% achieved	101%	101%	101%
2019 (T-ICSP)	Planned	421,385	760,832	768,638
	Actual	363,766	745,134	732,348
	% achieved	86%	98%	95%
2020 (ICSP)	Planned	410,431	742,909	765,300
	Actual	348,478	720,632	716,494
	% achieved	85%	97%	94%
2021 (ICSP)	Planned	15,914	30,706	46,505
	Actual	10,115	20,053	28,200
	% achieved	64%	65%	61%
2022 (ICSP)	Planned	13,340	25,751	39,064
	Actual	10,738	20,935	32,878
	% achieved	80%	81%	84%
2023 (CSP)	Planned	70,818	196,078	594,039
	Actual	175,542	502,149	1,595,859
	% achieved	248%	256%	269%
Jan–June 2024 (CSP)	Planned	9,000	18,182	31,915
	Actual	7,173	17,600	23,498
	% achieved	80%	97%	74%

Source: WFP. Türkiye 2018–2023 Annual Country Reports. 2024 data shared by country office on 3 December 2024.

Note: No biannual 2024 targets available, therefore 2024 planned amounts reflect annual targets while 2024 actual amounts reflect January to June.

2. In terms of residence status, during the 2018–2022 period refugees remained the majority of actual beneficiaries reached by WFP (over 90 percent), though residents were increasingly assisted over the years. In 2023, due to the earthquake response the trend was inverted, and residents represented the largest share of beneficiaries, followed by refugees and then internally displaced people (IDPs). In the first half of 2024, with the end of the earthquake emergency response, the trend shifted back to refugees representing the largest share of beneficiaries.

**Table A11: Planned versus actual beneficiaries by residence status, 2018 to June 2024**

		Resident	Refugee	IDPs
2018 (T-ICSP)	Planned	–	1,650,427	–
	Actual	–	1,664,837	–
	% achieved	–	101%	–
2019 (T-ICSP)	Planned	0	1,950,855	–
	Actual	293	1,840,955	–
	% achieved	–	94%	–
2020 (ICSP)	Planned	5,820	1,912,820	–
	Actual	1,425	1,784,179	–
	% achieved	24%	93%	–
2021 (ICSP)	Planned	6,563	86,562	–
	Actual	2,911	55,457	–
	% achieved	44%	64%	–
2022 (ICSP)	Planned	5,578	72,577	–
	Actual	5,716	58,835	–
	% achieved	102%	81%	–
2023 (CSP)	Planned	672,106	148,329	40,500
	Actual	1,988,756	251,563	33,231
	% achieved	296%	170%	82%
Jan-June 2024 (CSP)	Planned	11,110	47,987	–
	Actual	2,439	45,832	–
	% achieved	22%	96%	–

Source: WFP. Türkiye 2018–2023 Annual Country Reports. 2024 data shared by country office on 3 December 2024.

Note: No biannual 2024 targets available, therefore 2024 planned amounts reflect annual targets while 2024 actual amounts reflect January to June.

3. From 2018 until the ESSN handover in 2020, assistance to refugees in communities (T-ICSP/ICSP Activity 2) represented the activity with the largest proportion of beneficiaries. While assistance to refugees in camps (T-ICSP/ICSP Activity 3, CSP Activity 1) diminished over the years, beneficiaries assisted under livelihoods (T-ICSP/ICSP Activity 4, CSP Activity 2) increased. This reflects the (I)CSP's emphasis on expanding livelihood programming for vulnerable refugees and Turks. Following the February 2023 earthquake, emergency assistance to crisis-affected populations (CSP Activity 5) was introduced, which reached 2.26 million people. With Budget Revision 2 (BR02) introduced in December 2023, WFP transitioned from emergency response activities to recovery (CSP Activity 8) so that the prevailing needs of the affected population could be addressed. However, by June 2024, no recovery beneficiaries reached had been reported.

**Table A12: T-ICSP planned versus actual beneficiaries by activity and gender, 2018–2019**

SO	Activity	2018 (T-ICSP)						2019 (T-ICSP)					
		Planned		Actual		% achieved		Planned		Actual		% achieved	
		F	M	F	M	F	M	F	M	F	M	F	M
1	2	765,000	735,000	774,992	744,599	101%	101%	918,000	882,000	897,209	852,799	98%	97%
	3	73,500	76,500	74,075	71,171	101%	93%	76,500	73,500	45,460	45,206	59%	62%
	4	436	418	0	0	0%	0%	872	838	264	310	30%	37%

Source: WFP. Türkiye CMR020. WFP. 2019. Türkiye 2019 Annual Country Report.

**Table A13: ICSP planned versus actual beneficiaries by activity and gender, 2020–2022**

SO	Activity	2020 (ICSP)						2021 (ICSP)						2022 (ICSP)					
		Planned		Actual		% achieved		Planned		Actual		% achieved		Planned		Actual		% achieved	
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
1	2	931,770	895,230	886,426	840,092	95%	94%	–	–	–	–	–	–	–	–	–	–	–	–
	3	40,180	39,820	28,025	28,051	70%	70%	40,180	39,820	26,254	26,094	65%	66%	33,650	33,350	26,495	26,256	79%	79%
	4	5,819	5,821	1,498	1,512	26%	26%	6,561	6,564	3,114	2,906	47%	44%	5,576	5,579	5,913	5,914	106%	106%

Source: WFP. Türkiye 2020–2022 Annual Country Reports.

**Table A14: CSP planned versus actual beneficiaries by activity and gender, 2023**

SO	Activity	2023 (CSP)						Jan-June 2024 (CSP)					
		Planned		Actual		% achieved		Planned		Actual		% achieved	
		F	M	F	M	F	M	F	M	F	M	F	M
1	1	21,472	21,278	32,482	31,831	151%	150%	20,391	20,209	22,012	21,487	108%	106%
	5	421,585	423,560	1,126,570	1,132,214	267%	267%	-	-	-	-	-	-
	8	-	-	-	-	-	-	1,797	1,803	-	-	0%	0%
2	2	7,298	7,302	6,843	6,664	94%	91%	7,978	7,979	2,399	2,373	30%	30%

Source: WFP. 2023. Türkiye 2023 Annual Country Report. 2024 data shared by country office on 3 December 2024.

Note: No biannual 2024 targets available, therefore 2024 planned amounts reflect annual targets while 2024 actual amounts reflect January to June.

**Table A15: Planned versus actual beneficiaries by activity, 2018 to June 2024**

		Refugees in communities (ESSN) (T-ICSP / ICSP Activity 2)	Refugees in camps (T-ICSP / ICSP Activity 3 CSP Activity 1)	Livelihoods (T-ICSP / ICSP Activity 4 CSP Activity 2)	Emergency assistance to crisis-affected populations (CSP Activity 5)	Assistance to food value chain actors (CSP Activity 8)
2018 (T-ICSP)	Planned	1,500,000	150,000	855	-	-
	Actual	1,519,592	145,246	0	-	-
	% achieved	101%	97%	0%	-	-
2019 (T-ICSP)	Planned	1,800,000	150,000	1,710	-	-
	Actual	1,750,008	90,666	574	-	-
	% achieved	97%	60%	34%	-	-
2020 (ICSP)	Planned	1,827,000	80,000	11,640	-	-
	Actual	1,726,518	56,076	3,010	-	-
	% achieved	95%	70%	26%	-	-
2021 (ICSP)	Planned	-	80,000	13,125	-	-
	Actual	-	52,348	6,020	-	-

		Refugees in communities (ESSN) (T-ICSP / ICSP Activity 2)	Refugees in camps (T-ICSP / ICSP Activity 3 CSP Activity 1)	Livelihoods (T-ICSP / ICSP Activity 4 CSP Activity 2)	Emergency assistance to crisis-affected populations (CSP Activity 5)	Assistance to food value chain actors (CSP Activity 8)
	% achieved	–	65%	46%	–	–
2022 (ICSP)	Planned	–	67,000	11,155	–	–
	Actual	–	52,751	11,827	–	–
	% achieved	–	79%	106%	–	–
2023 (CSP)	Planned	–	42,750	14,600	845,145	–
	Actual	–	64,313	13,507	2,258,784	–
	% achieved	–	150%	93%	267%	–
Jan–June 2024 (CSP)	Planned	–	40,600	15,957	–	3,600
	Actual	–	43,499	4,772	–	0
	% achieved	–	107%	30%	–	0%

Source: 2018 data: CMR020. 2019–2023 data: WFP. Türkiye 2019–2023 Annual Country Reports. 2024 data shared by country office on 3 December 2024.

Note: No biannual 2024 targets available, therefore 2024 planned amounts reflect annual targets while 2024 actual amounts reflect January to June.

## Cash-based transfers (CBTs)

**Table A16: T-ICSP planned versus actual CBT (in USD) by activity, 2018–2019**

SO	Activity	2018 (TICSP)			2019 (TICSP)		
		Planned	Actual	% achieved	Planned	Actual	% achieved
1	2	618,808,225	458,392,736	74%	798,600,320	481,167,994	60%
	3	25,269,542	17,342,545	69%	25,269,542	8,461,741	33%
	4	168,464	0	0%	404,313	75,015	19%
<b>Total</b>		<b>644,246,230</b>	<b>475,735,281</b>	<b>74%</b>	<b>824,274,174</b>	<b>489,704,750</b>	<b>59%</b>

Source: WFP. Türkiye 2018–2019 Annual Country Reports.



**Table A17: ICSP planned versus actual CBT (in USD) by activity, 2020–2022**

SO	Activity	2020 (ICSP)			2021 (ICSP)			2022 (ICSP)		
		Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
1	2	137,794,904	122,288,473	89%	-	-	-	-	-	-
	3	16,905,575	12,577,899	74%	15,074,704	8,370,776	56%	13,243,833	6,022,542	45%
	4	4,734,406	371,077	8%	2,173,661	580,971	27%	5,596,283	1,532,712	27%
<b>Total</b>		<b>159,434,885</b>	<b>135,237,448</b>	<b>85%</b>	<b>17,248,365</b>	<b>8,951,747</b>	<b>52%</b>	<b>18,840,116</b>	<b>7,555,254</b>	<b>40%</b>

Source: WFP. Türkiye 2020–2022 Annual Country Reports.

**Table A18: CSP planned versus actual CBT (in USD) by activity, 2023 to June 2024**

SO	Activity	2023 (CSP)				Jan–June 2024 (CSP)			
		Modality	Planned	Actual	% achieved	Modality	Planned	Actual	% achieved
1	1	Voucher	9,605,872	4,646,184	48%	Value voucher	6,345,888	2,207,854	35%
	5	Cash and voucher	55,544,124	57,229,138	103%	-	-	-	-
	8	-	-	-	-	Cash	198,568	0	0%
2	2	Cash and voucher	5,554,001	2,216,586	40%	Cash	3,163,247	996,400	31%
<b>Total</b>			<b>70,703,997</b>	<b>64,091,908</b>	<b>91%</b>		<b>9,707,703</b>	<b>3,204,255</b>	<b>33%</b>

Source: WFP. 2023. Türkiye 2023 Annual Country Report. 2024 data: CM-C004\_Comparison\_of\_all\_Planning\_documents\_vs\_Actuals\_v2.1\_26.09.2024; Actual data: CM-A004\_Actuals\_-\_CBT\_and\_Vouchers\_(Detailed)\_v4.06\_26.09.2024.

## Annex VII. Data collection tools

4. The evaluation team conducted a number of interviews during the data collection phase with WFP, national stakeholders and development partners to gather their views, experiences and feedback on the performance and results of WFP programmes within the reference period but also more widely. As the team split some meetings along their divisions of thematic responsibility, a set of interview guides was developed to ensure that the data were collected in a targeted manner to enable coherent and systematic input for analysis. The evaluation methodology envisaged the use of 'semi-structured' interviews, hence the guides presented below were prepared in the form of checklists: to provide overall guidance on targeted areas for discussion.
5. Interviewers used the checklist to formulate their questions during the interviews, in line with interlocutors' experience and level of engagement with WFP. Interview guides covered questions and subquestions of the evaluation matrix and allowed the interviewer to select those questions that applied to the respondent's level of experience or insights. Interviews lasted between 45 and 60 minutes, depending on the respondent's availability and extent of their familiarity with WFP's work.
6. Interviews were confidential and the evaluation team took careful measures to ensure that notes on interviews – a core data source for this exercise – were not seen outside the team. For ease of analysis, all interview notes were compiled into a compendium. All notes were recorded in a response matrix (coding sheet) and all responses for an evaluation matrix question were analysed in combination at the end of the data collection phase to determine emergent themes and patterns across the responses.
7. For all semi-structured interviews, the evaluation team followed the below general introduction and explanation of the protocol.

### Introduction by the team

Hello. Thank you for your time. My name is \_\_\_\_\_. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation of the WFP country strategic plans in Türkiye for the period 2017–2024. The purpose of this meeting is to explore your experiences with and views about WFP's performance, results and potential obstacles to delivery of results in the country.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will take will be treated strictly confidentially and will not be shared with any person outside of the evaluation team. Your views, together with other data, will be used to produce an evaluation report, but the report will not single out respondents or institutions, to protect confidentiality and ensure anonymity.

Our discussion today will take approximately 45–60 minutes. The decision to participate in this evaluation is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Role
Location
Date of meeting

# Semi-structured interview guide: WFP staff (country office (CO) and field office)

Questions	Responses
<b>Relevance and design</b>	
CSP design (use of evidence, alignment, needs, internal coherence)	
1. How has WFP utilized internal and external needs <b>assessments</b> and other types of <b>data/evidence</b> to guide the strategic planning and shifts across the three programmes of the Transitional and Interim and Country Strategic Plans ((T)ICSPs)?	
2. Can you detail the process for aligning WFP's strategic objectives with the needs of refugees and host communities within Türkiye (and in particular the most vulnerable such as persons with disabilities, women, youth and children)? What is missing?	
3. What were the variations between approaches to different groups of affected populations and different cycles? What is missing?	
Relevance, comparative advantage and programmatic shifts	
4. How has WFP managed the <b>changes/shifts across the programmes</b> (e.g. ESSN towards livelihoods)? To what extent has WFP been able to successfully conduct the expected shifts? The manner in which WFP conducted the shift has had what repercussions on human resources and WFP's overall efficiency and effectiveness? What are the key lessons learned?	
5. How do you ensure that WFP's activities support and are <b>synergistic with Turkish government policies</b> , especially those related to refugee support, social protection and emergency response?	
6. Can you provide an assessment of the clarity and precision of the (T)ICSPs' intervention <b>framework</b> ? How <b>coherent</b> and sound are the programme components, outputs and outcomes, and how do they relate to underlying assumptions and risks? Can you discuss the <b>mitigation measures</b> in place?	
7. How well do these elements leverage WFP's <b>comparative advantage</b> in Türkiye? Can you provide examples of how WFP's unique strengths are utilized in the programme design?	
8. How would you review the <b>collaboration and strategic alignment</b> among different programmatic areas throughout the duration of the (T-)ICSP and CSP? Can you provide examples of how strategic programme shifts have helped maintain <b>relevance over time</b> ?	
9. Can you provide your view of the internal <b>consistency</b> and <b>synergy</b> among WFP interventions?	

How effectively do areas like direct assistance, social protection, livelihoods, emergency response and recovery support each other?	
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Effectiveness and sustainability:	
1. Can you illustrate with examples how delivery of WFP's interventions that you have been following have <b>progressed towards the strategic outcomes</b> outlined in the theory of change (ToC)? 2. Which of the underlying <b>assumptions</b> of the ToC held true? And which did not?	
WFP teams dealing with REFUGEE SUPPORT	
1. How has WFP worked with <b>local institutions and humanitarian/development partners</b> to equip them with the resources and capabilities needed to support their communities effectively? Can you provide examples of successful partnerships or capacity-building initiatives?	
2. Can you provide examples of the <b>direct assistance</b> provided to Syrian refugees in temporary accommodation centres? How does this assistance, including food/non-food items and cash transfers, address their immediate needs and promote their well-being?	
3. Can you elaborate on the assistance provided to the different <b>beneficiary age groups</b> ? In the period 2018–2021, we note children represented the largest share of actual beneficiaries reached by WFP although there was no school feeding programme implemented?	
4. How has WFP contributed to <b>evidence generation</b> through analytical work and SBCC (social and behaviour change communication) initiatives? Can you describe any specific campaigns or awareness-raising activities undertaken to address key issues affecting the affected populations?	
5. Could you elaborate on the <b>continuous assistance</b> provided to beneficiaries, particularly regarding the inclusion of disability top-ups? How does this support enhance the well-being and inclusion of vulnerable populations?	
6. In what ways has WFP promoted awareness of key <b>resilience</b> coping mechanisms and tools among refugees and host communities? How do these initiatives empower individuals to better respond to and recover from crises?	
WFP's contributions	
1. How does WFP ensure that refugees, including those with disabilities, <b>continue to meet their basic needs</b> , such as nutritious food (even after the handover of the ESSN programme) through WFP's contributions to the broader	

refugee interventions (e.g. to the working groups and Regional Refugee and Resilience Plan (3RP) etc)?	
2. Can you provide examples of how vulnerable populations in Türkiye benefit from <b>improved humanitarian and development assistance</b> thanks to WFP's support? How does this assistance address their specific needs and contribute to their overall well-being?	
3. What measures does WFP implement to assess and monitor the <b>improvement in refugees' overall well-being</b> ? How is this improvement measured and evaluated over time?	

WFP teams dealing with LIVELIHOOD SUPPORT	
1. Regarding capacity-building efforts, could you elaborate on the customized <b>training modules</b> provided to local partners, government entities and community leaders? How were these modules tailored to enhance their capabilities in supporting affected populations?	
2. How does WFP ensure that the livelihood support programmes, including vocational training, job placement services and entrepreneurship initiatives, are <b>tailored to the specific needs and capacities</b> of the beneficiaries?	
3. Can you elaborate on the <b>types of vocational training</b> offered and how they contributed to <b>fostering economic independence and resilience</b> among the beneficiaries?	
4. What <b>criteria</b> were used to determine <b>eligibility</b> for conditional cash-based transfers to support participation in trainings? How did WFP ensure that these transfers effectively incentivize beneficiaries to engage in skill-building activities?	
5. Are there any specific <b>success stories</b> or examples of individuals or communities who have benefited from these livelihood support programmes and conditional cash-based transfers?	
WFP's contributions	
1. What have been the main WFP contributions towards the <b>livelihood improvements</b> for refugees and host communities?	
2. Are there any <b>success stories</b> or examples of individuals who have utilized the marketable skills and entrepreneurship know-how gained through WFP's programmes to improve their economic situation?	
3. What <b>measures</b> are in place to track and assess the effectiveness of these labour market interventions in improving the livelihoods and well-being of refugees and vulnerable populations?	

WFP teams dealing with EARTHQUAKE RESPONSE and RECOVERY	
1. Can you elaborate on how the <b>beneficiary planning figures</b> were estimated during the earthquake emergency?	
2. Can you elaborate on the specific <b>types of direct assistance</b> provided to crisis-affected populations, such as the contents of family food packages or the criteria for eligibility for cash-based assistance?	
3. <b>How</b> did WFP ensure that direct assistance reaches the most vulnerable individuals, especially those who may face barriers to accessing food or cooking facilities?	
4. What <b>measures</b> were in place to ensure the <b>timely and effective distribution</b> of direct assistance in response to sudden emergencies, such as earthquakes or other crises (e.g. COVID-19)?	
5. Could you provide <b>examples</b> of community-level initiatives or capacity-building efforts aimed at enhancing institutions and communities' <b>preparedness to respond to future crises</b> ?	
6. Are there any specific <b>success stories</b> or examples of individuals or communities who have benefited from these livelihood support programmes and conditional cash-based transfers?	
7. Can you elaborate on the specific <b>types of assistance and their utility</b> to local communities in order to support the restoration and revitalization of functioning markets?	
8. <b>How</b> has WFP been supporting local farmers and entrepreneurs to revitalize local value chains?	
9. Are there already any specific <b>success stories</b> or examples of individuals or communities who have benefited from these recovery programmes?	
WFP's contributions	
1. Could you provide more details on the broader policy <b>measures taken to stabilize conditions</b> in earthquake-affected areas and how WFP's efforts have contributed to the increased resilience of crisis-affected populations, especially the most vulnerable? What is missing?	
2. Could you elaborate on any specific <b>strategies or interventions</b> implemented <b>to build resilience</b> and mitigate the impact of future shocks on these populations? What is missing?	
All staff: WFP's wider contributions and integration of cross-cutting issues	
1. In what ways has WFP's work in Türkiye contributed to the advancement of <b>social cohesion</b> and mutual economic and social benefits for refugees and host communities?	

2. In what ways has WFP's work in Türkiye contributed to the <b>advancement of specific SDGs</b> ? What is missing?	
3. How has WFP's adherence to <b>humanitarian and protection principles</b> translated into tangible benefits for affected populations in Türkiye? What is missing?	
4. What mechanisms and approaches does WFP apply in terms of <b>AAP</b> ? What has proven to work well? What is missing?	
5. How has WFP's adherence to <b>GEWE and disability inclusion</b> principles translated into tangible benefits for affected populations in Türkiye? What is missing?	
6. How does WFP incorporate <b>environment</b> and <b>climate change</b> considerations? What is missing?	
7. Are there clear and appropriate <b>handover strategies</b> for activities currently implemented by WFP and/or cooperating partners? What is the expected <b>sustainability</b> of results?	
8. In terms of <b>linkages between humanitarian and development work</b> , has WFP integrated resilience efforts into crisis response type activities? How did this work? What were the challenges?	

EFFICIENCY	
1. How would you assess WFP's adherence to scheduled <b>timelines</b> for output delivery? Can you provide examples of instances where there were deviations from the schedule, and discuss the causes for these deviations?	
2. Could you discuss WFP's strategic methods to maintain the relevance and <b>efficiency/effectiveness</b> of its programmes? Can you provide examples of how WFP conducts forecasts of available funds and adapts intervention strategies to emerging needs or resource mobilization realities?	
3. Has the <b>resource allocation</b> for each SO/Activity been <b>appropriate to the needs</b> ? What are the factors influencing the allocation of resources against each SO/Activity?	
4. How would you assess the <b>cost-efficiency in WFP's results delivery</b> ? In what ways has WFP ensured that inputs are procured economically while ensuring quality and preventing losses?	

5. How does WFP select <b>optimal transfer modalities</b> to enhance intervention cost-efficiency?	
6. Could you provide examples of how the <b>selection and utilization of cooperating partners</b> , based on their competencies and expertise, have contributed to the cost-efficient realization of WFP's programmatic results?	

Other dimensions of WFP's work	
Resource mobilization	
1. Can you provide insights into the <b>strategies</b> employed by WFP for <b>resource mobilization</b> and how these strategies leverage WFP's strategic positioning to ensure a diverse funding portfolio?	
2. Could you discuss examples of successful <b>partnerships</b> that have helped WFP attract <b>additional resources</b> to address financial deficits? Can you share instances where other WFP divisions or UN agencies supported CO initiatives to secure donor or private sector contributions?	
3. How does WFP assess <b>fundraising risks</b> and <b>mitigate</b> them?  Can you elaborate on the proportion of the budget derived from varied and multi-year sources, and how WFP adapts its resource mobilization strategies to external events affecting funding?	
4. To what extent has WFP utilized <b>advance financing mechanisms</b> ?  Can you discuss the effectiveness of these mechanisms in ensuring timely access to funds for operational needs?	
Partnerships	
1. How would you evaluate the level and <b>effectiveness of WFP's partnerships</b> with government bodies to achieve mutual goals?  Can you provide examples of successful collaborations with cooperating partners and how WFP adapts its strategies to Türkiye's evolving circumstances?	
2. Could you assess WFP's <b>alignment and coherence with</b> other humanitarian, development, civil society and private sector <b>actors</b> in Türkiye?  How efficient are the coordination platforms in facilitating collaboration among these entities?	
3. Can you provide examples of WFP's active <b>engagement, information sharing</b> and contribution to efficiently meeting needs and minimizing redundant actions, particularly in response to and recovery from earthquake incidents?	
Human resources	



1. Regarding human resources, how would you evaluate WFP's <b>staffing structure</b> , including the alignment of staff skills with operational needs and the efficiency in task allocation?	
2. Can you discuss strategies implemented by WFP to maintain <b>institutional knowledge</b> amid staff changes, including succession planning and inter-office coordination for earthquake response?	
3. How would you assess the <b>coordination</b> between the CO, Regional Bureau Cairo (RBC) and headquarters (HQ) to support the implementation of the earthquake response and provide guidance in other programmatic areas and modalities (e.g. livelihoods, cash-based transfers)?	
Innovation	
1. Could you provide examples of <b>innovative</b> practices, tools or technologies implemented by WFP in the design and implementation of programmes?  How have these innovations contributed to efficiency gains and improved outcomes?	
M&E	
1. How effective has WFP's <b>monitoring and evaluation (M&amp;E) system</b> been in gathering, analysing and utilizing data to enhance programme planning and effectiveness?  Can you discuss the timeliness and accessibility of M&E data and its role in guiding programme adjustments?	
2. Can you provide examples of how WFP has integrated <b>real-time</b> insights into programme refinement to respond to evolving needs of affected groups, such as refugees and earthquake victims?	
Other factors	
1. How have <b>external factors</b> such as political complexities, COVID-19, socioeconomic challenges, and the 2023 earthquake influenced WFP's work and strategic value proposition?	
2. Can you provide <b>examples</b> of other internal/external factors that have affected progress towards set targets?	

Concluding remarks	
1. Overall, what in your view have been the <b>strong points/comparative advantage</b> of WFP?	
2. In your opinion, what are the <b>priorities</b> that should be addressed in the future CSP?	
3. Any other comments and remarks you would like to make? Any documents you can share?	

**Thank you for your time and valuable inputs!**

### Semi-structured interview guide: Government counterparts

Questions	Responses
Relevance and design	
<p>1. Were you or other members of your Ministry/institution and other relevant ministries and institutions (national/provincial/local level) involved in the consultation in the planning of WFP's programmes and if so through which mechanisms?</p> <p>Any suggestions for more/better consultations modalities that WFP could undertake for the design of the next CSP?</p>	
<p>2. Was the relevant WFP programme component <b>[Note to interviewer: prompt programme component that is relevant to the key informant (KI)] aligned</b> with national policies and national/subnational strategies at the time of its design?</p>	
<p>3. What have been the <b>main changes</b> in the context <b>[Note to interviewer: prompt COVID, earthquake, other challenges]</b> and how has WFP responded to them?</p> <p>Is their support still coherent with/supportive to current national policies, strategies and priority interventions, and if so which?</p>	
<p>4. To what extent did WFP take into account the <b>needs of the affected populations</b> (and in particular the most vulnerable such as people with disabilities, women, youth and children)?</p> <p>Did the choice of regions, localities, camps allow reaching the most affected populations?</p> <p>Are there any information gaps that WFP and/or other development partners (new or updates of existing assessments) should address?</p>	
<p>5. How would you evaluate the level and effectiveness of WFP's <b>partnerships with government bodies</b> to achieve mutual goals?</p> <p>Can you provide examples of successful collaborations with cooperating partners and how WFP adapts its strategies to Türkiye's evolving circumstances? What could be improved?</p>	
<p>6. Can you provide examples of WFP's active <b>engagement, information sharing</b> and contribution to efficiently meeting needs and minimizing redundant actions, particularly in response to and recovery from earthquake incidents?</p>	
<p>7. Has WFP established <b>partnerships with other UN agencies</b> when designing the programme and/or in the course of implementation, and, if so, have these contributed to achieving results and, if so, how?</p> <p>Any suggestions for other or different partnerships?</p>	

8. How is WFP <b>selection of cooperating partners</b> helping provide timely and effective assistance [Note to interviewer: prompt programme component that is relevant to the KI]? What are the strengths? Weaknesses?	
9. Were there instances (such as the COVID-19 pandemic, earthquake but also other events) where <b>changes in WFP support</b> were needed? Was WFP flexible in responding to these (e.g. in terms of selection and outreach to beneficiaries, geographical location and transfer modality)?	
10. How would you assess the shift in WFP programme from the ESSN to livelihoods? Please offer your views on how this handover was managed and to what result.	

Implementation/results and factors affecting results	
1. How is WFP faring in terms of <b>timely delivery</b> of relevant interventions, financial and technical support [Note to interviewer: prompt programme component that is relevant to the KI]? What have been the main delays and their causes? What could be improved?	
2. What have been the <b>main achievements</b> of [Note to interviewer: prompt programme component that is relevant to the KI] in terms of the following <b>programmatic areas</b> : <ul style="list-style-type: none"> <li>• Support to refugees (cash-based transfers, livelihood support, earthquake response, food distribution)?</li> <li>• Livelihood support</li> <li>• Earthquake response</li> </ul>	
3. What are the main <b>enabling factors</b> ? What are the main <b>constraints and challenges</b> ?	
4. What have been the <b>main achievements</b> in terms of meeting your <b>capacity needs</b> at national and subnational levels? What were some significant needs that you see not being addressed? What are the main enabling factors? What are the main constraints and challenges?	
5. What have been the concrete <b>changes</b> in terms of: [Note to interviewer: ask the relevant thematic questions based on the theme that the government interlocutor follows]	

<ul style="list-style-type: none"> <li>• To what extent has WFP contributed to the consistent <b>access to nutritious food and services</b> for refugees and other crisis-affected populations?</li> <li>• Are there any success stories or examples of individuals who have utilized the <b>marketable skills and entrepreneurship</b> know-how gained through WFP's programmes to improve their economic situation?</li> <li>• Can you provide examples of the measures taken by WFP to create <b>labour market opportunities</b> for refugees and vulnerable populations, ensuring their ability to meet basic needs consistently? What have been main results?</li> <li>• How would you assess WFP's earthquake response contributions? What was the main value added of WFP's support to earthquake response?</li> <li>• How does WFP contribute to the revitalization of markets and value chains in earthquake affected areas?</li> </ul> <p>Please provide examples.</p>	
6. How does WFP CO <b>communicate</b> with its stakeholders? How might communication with various stakeholders be improved?	

Concluding remarks	
1. Overall, what in your view have been the <b>strong points /comparative advantage</b> of WFP?	
2. In your opinion, what are the <b>priorities</b> that should be addressed in the future CSP?	
3. Any other comments and remarks you would like to make? Any documents you can share?	

**Thank you for your time and valuable inputs!**

## Semi-structured interview guide: Donors and development partners

Questions	Responses
<b>Relevance and design</b>	
<p>Involvement in <b>programme design</b>:</p> <ul style="list-style-type: none"> <li>• How familiar are you with WFP's Türkiye operations?</li> <li>• Were you or your organization involved in the design process of these programmes? If so, how were you engaged?</li> <li>• How satisfied are you with the ways in which WFP communicates and consults with key stakeholders in its planning processes?</li> <li>• Do you have any suggestions for more effective consultation methods that WFP could use for the design of the next CSP with other UN agencies/donors/development partners?</li> </ul>	
<p><b>Alignment</b> with strategies:</p> <ul style="list-style-type: none"> <li>• How well do you think the relevant WFP programme components align with national policies and strategies? <b>[Note to interviewer: prompt livelihoods, earthquake response and recovery]</b></li> <li>• In what ways do you see WFP's programmes supporting national/subnational strategies?</li> <li>• How well do you think the relevant WFP programme components align with UN country strategy? <b>[Note to interviewer: prompt ESSN, livelihoods, earthquake response and recovery]</b></li> <li>• How has WFP integrated/complemented interventions of your or other international partners? <b>[Note to interviewer: prompt cooperation with UN agencies/donors/development partners under the ESSN, livelihoods, earthquake response and recovery]</b></li> </ul>	
<p><b>3. Response to contextual changes:</b></p> <ul style="list-style-type: none"> <li>• What are the main changes in the context (e.g. political context, COVID, earthquakes, other challenges) over the period since 2018 and going forward?</li> <li>• How has WFP responded to these changes, and is their support still in line with current national policies and priorities?</li> <li>• How would you assess the manner in which WFP shifted its focus from the ESSN to livelihoods? How did this shift affect WFP's positioning in the country?</li> <li>• To what extent do you believe WFP's programmes take into account the needs of the most vulnerable populations, such as refugees and host communities (particularly, persons with disabilities, women, youth and children)?</li> <li>• Are the programmes effectively reaching the most affected populations?</li> <li>• Are there any information or support gaps that you think WFP or other development partners should address?</li> </ul>	
<p><b>4. Partnerships, engagement and information sharing:</b></p> <ul style="list-style-type: none"> <li>• Can you provide examples of WFP's active engagement and information sharing, particularly in response to earthquake? What could have been done better?</li> <li>• How has WFP contributed to minimizing redundant actions and efficiently meeting needs?</li> <li>• How have partnerships with other UN agencies contributed to achieving results and responding to the needs of the most vulnerable? Any suggestions for other or different partnerships?</li> </ul>	

Implementation/Results and factors affecting results	
<p>1. <b>Timely delivery</b> of interventions and achievements:</p> <ul style="list-style-type: none"> <li>• How is WFP performing in terms of the timely delivery of relevant interventions and support?</li> <li>• What have been the main achievements of the WFP programmes in terms of: <ul style="list-style-type: none"> <li>◦ Support to refugees (cash-based transfers, livelihood support, earthquake response)?</li> <li>◦ Livelihood support?</li> <li>◦ Earthquake response?</li> </ul> </li> <li>• Where and how WFP adds value?</li> <li>• What are the main enabling factors for the success of WFP programmes?</li> <li>• What are the main constraints and challenges?</li> </ul>	
<p>2. Concrete <b>changes</b>:</p> <ul style="list-style-type: none"> <li>• To what extent has WFP contributed to consistent access to nutritious food and services for refugees and other crisis-affected populations?</li> <li>• Are you aware of any success stories of WFP's contributions to the improvement of the economic situation of refugees and host communities?</li> <li>• Are you aware of any success stories of WFP's contributions to the creation of labour market opportunities for refugees and vulnerable populations?</li> <li>• How would you assess WFP's earthquake response contributions? What was the main value added of WFP's support to earthquake response?</li> <li>• How does WFP contribute to the revitalization of markets and value chains in earthquake-affected areas?</li> </ul>	

Concluding remarks	
<p>1. Strong points and <b>comparative advantage</b>:</p> <p>Overall, what do you see as the strong points or comparative advantage of WFP?</p>	
<p>2. Future <b>priorities</b>:</p> <p>In your opinion, what are the priorities that should be addressed in the future CSP?</p>	
<p>3. Additional comments</p> <p>Any other comments and remarks you would like to make?</p> <p>Are there any documents you can share that might be relevant?</p>	

**Thank you for your time and valuable inputs!**

### Focus group discussion guide: Livelihood support activities

8. The focus group discussion (FGD) guide was designed with the intention of providing a general framework for discussion and a certain level of guidance, but allowed for more open discussion on main issues pertaining to specific WFP activities the group members were acquainted with. The FGD focused on achievements, challenges and aspirations. A single discussion guide was developed which was tailored to each stakeholder group participating in WFP's livelihoods activities (e.g. Socioeconomic Empowerment and Sustainability (SES), EMPACT, Kitchens of Hope, okra farming etc). All notes were recorded by a note-taker and were analysed in combination at the end of the field phase to determine emergent themes and patterns across the responses.
9. The facilitator was instructed to phrase/rephrase the questions as they saw fit to make them appropriate for their audiences. Questions could also be omitted if they were not relevant to the group or if they did not seem to be generating good data and insights. The facilitator only covered a segment if the respondent had sufficient experience or insights to address the segment. Depending on the stakeholder and their knowledge of or degree of engagement with WFP interventions, the facilitator allowed about 1.5 hours on average for each FGD. FGDs aimed to have between five and seven people in the group.
10. At the onset of each FGD, the facilitator introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the group discussion (i.e. when quoting statements, attribution will be made to categories of stakeholders, not individuals or organizations etc).
11. A private place was provided for the discussion and no officials (WFP/partner staff and participants acting in capacity of local leaders) were in attendance or proximity during the discussions.

We are an evaluation team commissioned to carry out an evaluation of the WFP Türkiye Country Strategic Plans across the period between 2017 and mid-2024. The evaluation offers the opportunity to critically assess WFP's contribution to Türkiye's development and refugee response. The findings of the evaluation will inform the next WFP operations, by assessing past and ongoing programme implementation.

We are asking you to participate in the evaluation because you can contribute a relevant and valuable perspective on the functioning of this programme. If you decide to participate, you will participate in the FGD for a duration of approximately 1.5 hours.

Participation is voluntary: Your participation in the FGD is voluntary. You can withdraw from the FGD after it has begun, for any reason. Participating or not in the FGD will not affect the benefits to the organizations or communities from the WFP CSPE.

Risks and benefits: This review is designed to help improve the programme by learning from the perspectives of everyone involved. You may not benefit personally from being in this research review. You should report any problems to [\_\_\_\_\_].

Confidentiality: The notes from this and other interviews and FGDs will anonymize summaries of participants' views and opinions without attributing them to specific individuals or using names. The final report will be presented in a way that makes it difficult to identify individual participants, ensuring your responses remain anonymous.

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this discussion? (verbal response only requested)

Focus group discussion with:

Field office:

Province:

District:

Site/Community:

Number of participants (M/F):.....

Participants' profile	Notes from facilitator about: the profile of participant, interactions, limitations etc

1. Can you explain briefly the contents of the WFP support that was provided? (The discussion below will be tailored based on support provided.)
2. What was the training or capacity-building support you participated in?
3. How were you selected for this programme?
4. How long did you participate? Did you take part in the on-job trainings?
5. Was the cash assistance enough to cover your expenses?
6. For the women – how were women targeted? Did the type of work suit the women?
7. Were the WFP or partner interventions in line with your needs? What was the main driver for you to participate in these activities?
8. Do you believe that the education provided by WFP and its partners has significantly enhanced your opportunities for employment/livelihoods? Please explain your viewpoint and discuss whether the training courses effectively support your income generation efforts.
9. What constraining factors for reaching results can you identify?
10. How could the intervention have been more successful in reaching results?
11. Is there a hotline to call if you have any complaints or problems with the livelihoods programme? Was your problem or concern resolved?
12. To what extent did partnerships of WFP at the local level (with VET schools, with chambers, employers, local authorities etc) positively influence the achievement of results? What could have been done differently?
13. What do you see as the main lessons learned from WFP or partner support or intervention so far? What good practices can you identify?
14. What would you wish to be different in the future of a potential WFP or partner support?
15. Any other comment, suggestion, recommendation that you wish to make?

**Thank you for your time and valuable inputs!**



### Focus group discussion guide: Recovery support activities

12. The FGD guide was designed with the intention of providing a general framework for discussion and a certain level of guidance, but allowed for more open discussion on the main issues pertaining to specific WFP activities the group members were acquainted with. The FGD focused on achievements, challenges and aspirations. A single discussion guide was developed which was tailored to beneficiaries participating in WFP's earthquake recovery activities (e.g. local farmers, entrepreneurs and other groups engaged in local food systems in earthquake-affected areas). All notes were recorded by a note-taker and were analysed in combination at the end of the field phase to determine emergent themes and patterns across the responses.
13. The facilitator was instructed to phrase/rephrase the questions as they saw fit to make them appropriate for their audiences. Questions could also be omitted if they were not relevant to the group or if they did not seem to be generating good data and insights. The facilitator only covered a segment if the respondent had sufficient experience or insights to address the segment. Depending on the stakeholder and their knowledge of or degree of engagement with WFP interventions, the facilitator allowed about 1.5 hours on average for each FGD. FGDs aimed to have between five and seven people in the group.
14. At the onset of each FGD, the facilitator introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the group discussion (i.e. when quoting statements, attribution will be made to categories of stakeholders, not individuals or organizations etc).
15. A private place was provided for the discussion and no officials (WFP/partner staff and participants acting in capacity of local leaders) were in attendance or proximity during the discussions.

We are an evaluation team commissioned to carry out an evaluation of the WFP Türkiye Country Strategic Plans across the period between 2017 and mid-2024. The evaluation offers the opportunity to critically assess WFP's contribution to Türkiye's development and refugee response. The findings of the evaluation will inform the next WFP operations, by assessing past and ongoing programme implementation.

We are asking you to participate in the evaluation because you can contribute a relevant and valuable perspective on the functioning of this programme. If you decide to participate, you will participate in the FGD for a duration of approximately 1.5 hours.

Participation is voluntary: Your participation in the FGD is voluntary. You can withdraw from the FGD after it has begun, for any reason. Participating or not in the FGD will not affect the benefits to the organizations or communities from the WFP CSPE.

Risks and benefits: This review is designed to help improve the programme by learning from the perspectives of everyone involved. You may not benefit personally from being in this research review. You should report any problems to [\_\_\_\_\_].

Confidentiality: The notes from this and other interviews and FGDs will anonymize summaries of participants' views and opinions without attributing them to specific individuals or using names. The final report will be presented in a way that makes it difficult to identify individual participants, ensuring your responses remain anonymous.

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this discussion? (verbal response only requested)

Focus group discussion with:

Field office:

Province:

District:

Site/Community:

Number of participants (M/F):.....

Participants' profile	Notes from facilitator about: the profile of participant, interactions, limitations etc

1. Can you explain briefly the contents of the WFP support that was provided? (The discussion below will be tailored based on the support provided.)
2. Can you describe the training and employment opportunities you received from WFP and how they have impacted your business or personal livelihood?
3. If you have received micro grants, how have they helped in re-establishing your small or micro food-based business?
4. In what ways has WFP's support been helping in restoring and revitalizing the local value chains you are involved in? Are there any early results already? What, in your view, could improve the targeting and strength of WFP's engagement?
5. In what ways does WFP support promote recovery efforts of the most affected population (e.g. women-led enterprises, people with a disability or refugees)? How has WFP's support specifically addressed your needs? What can be done to improve this?
6. Can you share any specific examples of how WFP's initiatives have created new employment or business [value chain] opportunities within your community?
7. How satisfied are you with the overall assistance provided by WFP in revitalizing your business and community, and what additional support do you think is needed?
8. What challenges have you encountered while participating in WFP's activities, and how do you think these activities can be improved?

**Thank you for your time and valuable inputs!**

### Focus group discussion guide: Food assistance activities

16. The FGD guide was designed with the intention of providing a general framework for discussion and a certain level of guidance, but allowed for more open discussion on the main issues pertaining to the specific WFP activities the group members were acquainted with. The FGD focused on achievements, challenges and aspirations. A single discussion guide was developed, which was tailored to each stakeholder group participating in WFP's food assistance activities (e.g. refugee camp programming, earthquake response etc). All notes were recorded by a note-taker and were analysed in combination at the end of the field phase to determine emergent themes and patterns across the responses.
17. The facilitator was instructed to phrase/rephrase the questions as they saw fit to make them appropriate for their audiences. Questions could also be omitted if they were not relevant to the group or if they did not seem to be generating good data and insights. The facilitator only covered a segment if the respondent had sufficient experience or insights to address the segment. Depending on the stakeholder and their knowledge of or degree of engagement with WFP interventions, the facilitator allowed about 1.5 hours on average for each FGD. FGDs aimed to have between five and seven people in the group.
18. At the onset of each FGD, the facilitator introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the group discussion (i.e. when quoting statements, attribution will be made to categories of stakeholders, not individuals or organizations etc).
19. A private place was provided for the discussion and no officials (WFP/partner staff and participants acting in capacity of local leaders) were in attendance or proximity during the discussions.

We are an evaluation team commissioned to carry out an evaluation of the WFP Türkiye Country Strategic Plans across the period between 2017 and mid-2024. The evaluation offers the opportunity to critically assess WFP's contribution to Türkiye's development and refugee response. The findings of the evaluation will inform the next WFP operations, by assessing past and ongoing programme implementation.

We are asking you to participate in the evaluation because you can contribute a relevant and valuable perspective on the functioning of this programme. If you decide to participate, you will participate in the FGD for a duration of approximately 1.5 hours.

Participation is voluntary: Your participation in the FGD is voluntary. You can withdraw from the FGD after it has begun, for any reason. Participating or not in the FGD will not affect the benefits to the organizations or communities from the WFP CSPE.

Risks and benefits: This review is designed to help improve the programme by learning from the perspectives of everyone involved. You may not benefit personally from being in this research review. You should report any problems to [\_\_\_\_\_].

Confidentiality: The notes from this and other interviews and FGDs will anonymize summaries of participants' views and opinions without attributing them to specific individuals or using names. The final report will be presented in a way that makes it difficult to identify individual participants, ensuring your responses remain anonymous.

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this discussion? (verbal response only requested)

Focus group discussion with:

Field office:

Province:

District:

Site/Community:

Number of participants (M/F):.....

Participants' profile	Notes from facilitator about: the profile of participant, interactions, limitations etc

**Introduction:** We would like to understand your overall experience with the assistance you received from WFP and its impact in your family's food needs and food security levels. We would like to hear from you on your preferences on what kind of food support is best for you and your family. We would also like to know whether you had the opportunity to complain if you were not happy with the assistance.

Type of assistance	Beneficiaries	When
Multipurpose cash assistance	Vulnerable Syrian and non-Syrian refugees in Turkish host communities	2020–2022
Multipurpose cash assistance	Refugees living in camps in Türkiye	2020–2022
Unconditional cash-based transfers (CBTs) (cash based e-voucher) + SBCC	Camp-residing refugees	2023–2025
CBT Multipurpose cash assistance Value vouchers	Crises-affected populations (Turkish + Syrian) outside camps Camp-residing refugees	Earthquake response / 2023–2025
Food Hot meals + Ready-to-eat foods	Crises-affected populations (Turkish communities + other nationalities' refugees)	
Food baskets + Ready-to-eat foods	Refugees in camps (+ ready to eat if living in camps with damaged infrastructure)	
Cash grants Conditional cash (cash for work) Multipurpose cash	Earthquake-affected smallholder farmers and other food value chain business owners	Recovery activities / 2023–2024

## ***E-vouchers for camp-residing refugees***

### *General use*

1. Can you describe your overall experience using the e-voucher programme?

### *Shopping experience*

2. Where are the shops where you can use your e-vouchers located? How far do you need to travel to get there?  
\*\*You can use the paper in front of you and make a drawing from your house to the supermarket and tell us number of minutes it takes by walking? By taking a minibus? Bus?
3. What can you buy with the e-voucher in these shops? Are there certain products you can buy and cannot buy in these supermarkets? Are the items you are allowed to buy always available?
4. How do you spend the e-voucher? On which items?
5. How is the quality of the products available in the shops where you use the e-voucher?
6. Are there items you are allowed to buy but you choose to purchase them from elsewhere? Why?
7. How does using the e-voucher affect the nutrition and food security of your family?

### *Travel and safety concerns*

8. How far are the shops where you can buy items using the e-voucher? How much does the travel cost to the market?
9. Did you face any issues travelling to/from the market with your items (e.g. security, street lighting, lack of transport, access with wheelchairs/strollers, paving of the road, hard to carry items, market only open on certain days)? If yes, what issues did you face?
10. Did you face any issues while shopping in the supermarket (e.g. friendly/unfriendly staff, discrimination, price manipulation etc)?

### *Support and communication*

11. Is there a hotline to call if you have any complaints or problems with the e-vouchers?
12. Have you ever reached out to WFP or another organization about the e-voucher programme? Was your problem or concern resolved?
13. Can both women and men use the cash card or e-voucher?
14. Did COVID-19 cause any difficulties for you in accessing your assistance safely? Were any changes made to the programme to make it COVID-safe or to help vulnerable or isolating households?

### *Results*

15. How is the impact of WFP's support (through cash or e-voucher assistance) in accommodating your needs, especially during crises such as the earthquake?
16. Are there any areas where you feel the support could have been improved or where there were significant gaps? Please elaborate on both the successes and the challenges you have faced.
17. Are there any opportunities to improve the approach?

### *Closing remarks*

18. What is your general preference in terms of assistance? Is cash or voucher or in-kind benefits one of them? [Let them compare and discuss – in-kind vs vouchers vs cash –then continue] From your perspective, which one might work better under your circumstances and what would not work so well in terms of e-voucher assistance?
19. Are you better able to meet your hygiene needs with the voucher than with a hygiene kit?
20. What needs to change? What needs to be praised? What needs to be strengthened?

### **Multipurpose cash distribution for crises-affected populations outside camps (earthquake response)**

1. What support did you receive from WFP just after the earthquake hit? From WFP's cooperating partners?  
[note to facilitator: cash and/or food assistance]
2. Did everyone receive WFP support? How was the selection made? Was this process explained to you?
  - a. How did you hear about the programme?
  - b. How smooth is the registration/application process?  
\*\*You can use the paper in front of you and make a drawing and tell us step by step where you went and how you made your application.
  - c. What are the key facilitating factors, barriers and bottlenecks in the registration process?
3. What was your preference back then: cash or food assistance? Please explain your reasons.

#### *Cash distribution*

4. *If you received cash*, on which items did you spend most of the financial support received (e.g. food, medicines, school-related costs, other)?
5. How did you decide how to spend the cash? Was it a decision made by men, women or jointly? Was it easy to make this decision given different pressures?
6. Was the cash assistance sufficient to cover the food and nutrition-related needs of your family? If not, how did you cover the gap?
7. *If you received food assistance (whether food baskets or food items delivered to municipalities)*, what did you think of the composition of the food basket/type of food items distributed? How would you describe quality/quantity? Was it sufficient to cover the food and nutrition-related needs of your family? If not, how did you cover the gap?

#### *Support and communication*

8. Is there a hotline to call if you have any complaints or problems with the cash assistance?
9. Have you ever reached out to WFP or another organization about the cash assistance? Was your problem or concern resolved?
10. Can both women and men use the cash card?
11. Did COVID-19 cause any difficulties for you in accessing your assistance safely? Were any changes made to the programme to make it COVID-safe or to help vulnerable or isolating households?

#### *Social tension*

12. How is the overall reaction from your community, neighbours while they see you carrying food assistance you are being provided?

#### *Results*

13. In what ways has WFP's support been effective in meeting your needs, especially during crises such as the earthquake? Are there any areas where you feel the support could have been improved or where there were significant gaps? Please elaborate on both the successes and the challenges you have faced.
14. Are there any opportunities to improve the approach?

#### *Closing questions*

15. What could have been done better in the food assistance programme (if they receive it)? What about cash assistance more generally?
16. How could WFP best address the needs of your community going forward? What needs to change? What needs to be praised? What needs to be strengthened?
17. Do you have any additional comments or questions for us?

**Thank you for your time and valuable inputs!**

## Post-Distribution Monitoring (PDM) questions

1. **Overall, how satisfied are you with the e-voucher?**
  - Very satisfied
  - Satisfied
  - Neutral
  - Not very satisfied
  - Not at all satisfied
2. **What is the biggest gap between your needs (especially food security needs) and the cash assistance received?**
  - Not enough money to cover all food needs
  - Limited variety of food items in places where I could use the e-voucher
  - Poor quality of food items available
  - Other (specify): \_\_\_\_\_
3. **Which of your needs are not being addressed by the cash assistance but they should be?**  
(Select all that apply)
  - Medical expenses
  - Housing/rent
  - Education for children
  - Clothing and household items
  - Other (specify): \_\_\_\_\_
4. **Based on your knowledge, do you think there were individuals that needed assistance but were not included in the programme?**
  - No
  - Yes
  - Don't know
5. **If yes, based on your knowledge, why were they not selected?**
  - Resources were not sufficient to cover all the vulnerable individuals
  - Individual was not identified as a beneficiary
  - The selection process was biased
  - Individuals are not on good terms with community leaders
  - Most individuals migrated during the selection process
  - Household was entitled to only one voucher despite being more than five people
  - Individuals were not aware of the assistance
  - Don't know
  - Other (specify): \_\_\_\_\_
6. **Based on your knowledge, do you think there were individuals who did not need the assistance but were included in the programme?**
  - No
  - Yes
  - Don't know

**6.1. In your opinion, who are the beneficiaries who did not need the assistance but were included in the programme?**

- Individuals with sufficient income
- Individuals who received assistance from other sources
- Relatives or friends of community leaders
- Individuals who exaggerated their needs
- Don't know
- Other (specify): \_\_\_\_\_

**7. [Under AAP] If you wanted to contact the organization providing assistance (WFP or a partner) – for example, to ask a question, make a complaint or provide feedback – do you know what to do and who to contact (TRC staff in the camp, Call Centre 168)?**

- No
- Yes

**8. If you previously contacted the organization providing assistance, was it WFP or a partner?**

- WFP
- TRC (partner)
- Both
- Other partner: \_\_\_\_\_

**8.1 If yes, are you satisfied with the way in which your issue(s) was/were resolved?**

- Very satisfied
- Satisfied
- Neutral
- Not very satisfied
- Not at all satisfied

**8.2 If you were not very or not at all satisfied, what was/were the reason(s)?** *(Select all that apply)*

- Response was delayed
- Issue was not resolved
- Staff were unhelpful
- Communication was unclear
- Did not receive a follow-up
- Other (specify): \_\_\_\_\_

**9. What are the top three concerns that you have which affect your life over the next three to six months?** *(open question)* \_\_\_\_\_

**10. To accommodate the needs that you have just mentioned, what is the best form of assistance that addresses your most pressing issues/needs?** *(multiple choice)*

- E-voucher
- In-kind assistance
- Conditional cash assistance (with a condition of attending a skills learning programme)
- Unconditional cash assistance
- Asset support for starting your business
- Other (specify): \_\_\_\_\_



## Site observations

As feasible, visits of the sites were organized prior or subsequent to FGDs, which allowed the evaluation team to visit some sites where livelihood/response/early recovery activities took place. The observation checklist (see below) was developed for such visits.

WFP activity:		Location:	Date:
Checklist			
1	Precisely what was shown to you related to this activity?	Process(es): describe Equipment/premise(s): describe	
2	Dynamics: did you see beneficiaries receiving WFP services?	Circle: NO   YES > provide details below:	
2a	How many beneficiaries?		
2b	Note their visible diversity	Age: Gender: Disability: Ethnicity: Other:	
2c	Describe the general atmosphere during the actions: (positive   neutral   negative, but also 'energetic, interested, bored, anxious', etc)		
3	Visible 'hardware': comment on appropriateness of... (use: adequate, inadequate and explain)	Locale/spacing: Exposure to environment/weather: Equipment/infrastructure/materials: Sustainability measures:	
4	Positives: what are the main positive takeaways from the visit?		
5	Concerns: what are the main challenges you take away from the visit?		
6	Other comments/observations		

## Annex VIII. Detailed methodology

20. The evaluation's mixed-methods and theory-based approach integrated primary and secondary data collection through various techniques, providing flexibility to adjust as the evaluation progressed. This approach facilitated a comprehensive assessment of WFP's results, including unintended outcomes, while enabling the evaluation team to refine data collection methods to ensure the utility of the data for analytical purposes. Table A19 presents the approach to the data collection and analysis for each intervention area of WFP's work. The approach presented in Table A19 allowed for adjustments based on emerging findings, stakeholder feedback and evolving contexts, ensuring that the evaluation remained responsive and comprehensive throughout its implementation.

**Table A19: Overview on the data collection and analysis methods by WFP intervention type**

WFP's intervention area	Data collection method	Analysis methods
	<b>Mixed-methods design</b> for comprehensive analysis of programme outputs and outcomes	
Direct assistance and social protection	<ul style="list-style-type: none"> <li>Quantitative data were collected on metrics such as assistance recipient counts, service frequency and service types, using a Post-Distribution Monitoring (PDM) questionnaire, which included additional evaluative questions during the July to September 2024 cycle. Qualitative data collection involved primary data using appreciative inquiry in focus group discussions (FGDs) with final beneficiaries to understand factors of effectiveness and empowerment. Key informant interviews with stakeholders gathered insights on WFP's performance, while site observations provided contextual information. Data were disaggregated by sex and age to assess gender-related impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Descriptive analysis summarized recipient data and service details, while trend analysis identified consistent patterns in service delivery and engagement. Comparative analysis assessed intervention effectiveness and efficiency across various WFP areas. Thematic analysis captured social dynamics and empowerment narratives, with limited contribution analysis exploring causal links between activities and outcomes. An appreciative inquiry lens emphasized success stories and identified areas for improvement, providing a robust understanding of intervention efficiency and results.</li> </ul>
Capacity strengthening	<ul style="list-style-type: none"> <li>Qualitative methods included a review of strategic documents, reports and other relevant materials, along with appreciative inquiry through structured interviews with WFP staff, government counterparts and beneficiaries to gain insights on capacity-building efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Thematic analysis identified recurring themes, while content analysis of monitoring and reporting data helped understand the impact and context of capacity strengthening. Comparative analysis highlighted commonalities and differences across various sources, and narrative analysis explored stories from informants to understand the effects of capacity-building events.</li> </ul>
Livelihoods support	<ul style="list-style-type: none"> <li>Qualitative methods involved documentary review of evaluation reports and monitoring data to assess WFP's contributions, applying</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis systematically reviewed document content, and thematic analysis identified patterns within textual data to highlight WFP's</li> </ul>

WFP's intervention area	Data collection method	Analysis methods
	a gender lens with data disaggregated by sex and age to analyse impacts on gender equality and empowerment.	contributions. Limited contribution analysis, along with meta-analysis, assessed the role of interventions in observed changes, drawing from other WFP evaluations to synthesize findings and discern trends. These methods helped reveal causal links between activities and outcomes for a deeper understanding of intervention effectiveness.
Emergency and recovery response	<ul style="list-style-type: none"> <li>A mixed-methods approach combined quantitative data on emergency service metrics with qualitative data from key informant interviews and FGDs to evaluate response effectiveness. This qualitative approach allowed assessment of coordination with other humanitarian actors and identified WFP's added value. An appreciative inquiry approach was incorporated to highlight effective strategies and areas needing improvement, with data disaggregated by sex and age to assess gendered impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Descriptive analysis provided an overview of emergency response metrics, while trend analysis identified patterns in service delivery and engagement. Comparative analysis assessed effectiveness across regions and phases. Thematic analysis captured shifts in social dynamics, resilience and empowerment narratives. Limited contribution analysis helped to explore causal links, using multiple evidence sources to understand outcomes, while appreciative inquiry highlighted strengths and positive impacts. This combination enabled a comprehensive assessment of the efficiency and contributions of WFP's emergency interventions.</li> </ul>
In all areas, the combination of mixed-methods and gender-disaggregated data provided a thorough understanding of WFP's intervention effectiveness, ensuring comprehensive insights into programme results and transformative potential.		

21. As detailed in Table A19, the evaluation team utilized a comprehensive mix of quantitative and qualitative data collection methods to evaluate WFP's programmatic areas, adhering closely to the evaluation matrix framework (Annex II). This approach included desk review, semi-structured interviews, FGDs, site observations and a PDM questionnaire. Initial plans for beneficiary phone interviews and web surveys were set aside due to data protection regulations that restricted access to contacts. To compensate, the evaluation team focused on camp programming as a priority, using document review, interviews, FGDs, site observations and additional questions within the country office's Syrian refugee camp PDM questionnaire (administered July to September 2024) to capture relevant data.
22. For other programmatic areas like livelihoods support and earthquake response and recovery, the evaluation team employed a combination of document reviews, interviews, FGDs and site observations, with particular focus on the Southern provinces where WFP activities were under way. In line with the Office of Evaluation and country office guidance, livelihoods programming was covered less intensively, while earthquake recovery activities, still in their initial phases in some provinces, were evaluated using available evidence and consultations.
23. **Field missions** were conducted in two phases: an initial data collection phase in April 2024, visiting select field offices prior to planned closures, followed by a primary mission in August to September 2024, which included in-person and online interviews with WFP staff, government officials and external stakeholders

across several provinces. Sampling was designed to include a representative cross-section of participants, paying particular attention to gender, social equity and vulnerable or marginalized groups.

#### Specific data collection methods

- **Document review:** Throughout the evaluation process, the evaluation team continuously and systematically reviewed WFP and external documents, which helped ensure documentary evidence is in place for most indicators in the evaluation matrix.
  - **Semi-structured interviews:** The inception phase included preliminary interviews with WFP staff and two key external stakeholders – European Civil Protection and Humanitarian Aid Operations (ECHO) and the Turkish Red Crescent (TRC) – to set the evaluation context. The first round of in-depth interviews occurred in April 2024 with WFP staff, followed by comprehensive stakeholder interviews in August to September 2024. Semi-structured interviews were conducted in person where feasible, and online where needed, engaging a broad array of stakeholders, including national authorities, community representatives, cooperating partners, UN agencies and donors.
  - **FGDs:** FGDs were organized with diverse community groups in collaboration with the country office. These sessions included final beneficiaries of WFP programmes, such as refugee assistance recipients, earthquake recovery beneficiaries, entrepreneurs and farmers, with additional sessions exclusively for women beneficiaries to ensure gender-specific insights. FGDs provided both qualitative reflections and served as data triangulation tools, validating findings from other sources.
  - **PDM questionnaire:** To enhance insights on refugee assistance, the evaluation team added targeted questions to the country office's Syrian refugee camp PDM questionnaire. These additional questions sought feedback on programme satisfaction, gaps between needs and cash assistance received, and perceptions of the beneficiaries on the programme selection process and implementation. Raw data from this survey were shared by the country office in October 2024 for in-depth analysis.
  - **Site observations:** Evaluation team members conducted site visits to locations where WFP had implemented livelihood, recovery and refugee support initiatives. Observations included discussions with local authorities and beneficiaries, providing on-the-ground insights into programme results, operational challenges and sustainability prospects. Purposive sampling ensured gender and social diversity, capturing the experiences of marginalized groups.
24. The evaluation team adopted an iterative, consultative approach, with regular exchanges between the Office of Evaluation and the country office. This approach promoted mutual understanding of the evaluation process, enhanced ownership of the evaluation by key stakeholders and enriched the evidence base. It also enabled the country office to consider early findings in adjusting its activities and operations.

#### Data analysis

25. The evaluation matrix guided all data analysis, with each line of inquiry and associated indicators serving as a framework for synthesizing findings. Key analysis methods included:
- **Descriptive, trend and comparative analyses** provided an overview of quantitative data, summarizing key metrics like recipient counts, service types and service delivery trends. Comparative analysis assessed the effectiveness of interventions across programmatic areas and regions.
  - **Qualitative thematic, narrative and content analyses** were applied to interview and FGD data, capturing social dynamics, community resilience and empowerment. Narrative analysis explored stories from stakeholders, while content analysis examined documentary data for broader contextual insights.
  - **Limited contribution and meta-analyses:** Limited contribution analysis, paired with meta-analysis of other WFP evaluations, helped establish causal relationships and trends, enabling a deeper understanding of intervention effectiveness and impact.
26. Data from multiple sources were triangulated to strengthen findings' credibility, with single-source data interpreted cautiously to avoid potential bias. An exit debrief at the end of the field mission provided an opportunity to cross-check observations and address any data gaps. The evaluation team then held an

analysis workshop with the Office of Evaluation, which was followed by a preliminary findings debrief to the Internal Reference Group for further validation and to incorporate stakeholder feedback.

### **Ethical considerations**

27. Following the 2020 United Nations Evaluation Group (UNEG) ethical guidelines, the evaluation adhered to strict ethical standards, including informed consent, confidentiality and cultural sensitivity. Efforts were made to ensure that the evaluation 'did no harm' to participants and communities. Additionally, purposeful sampling ensured representation from women, socially excluded groups and vulnerable populations, thereby capturing diverse perspectives.
28. Throughout the evaluation, ethics were monitored, with any emerging issues managed in consultation with the evaluation manager to uphold integrity and trustworthiness of the evaluation process and outcomes.

# Annex IX. Key informants overview

**Table A20: List of key informants interviewed during the inception phase**

#	Date	Gender	Organization	Position	Location
1	19 March 2024	M	WFP HQ	Emergency Coordinator (Türkiye earthquake response)	Remote
2	26 March 2024	M	WFP HQ	Emergency Coordinator (Türkiye earthquake response)	Remote
3	27 March 2024	F	Former WFP CO	Former WFP Türkiye Country Director (2022–2023)	Remote
4	27 March 2024	M	Former WFP CO	Former WFP Türkiye Country Director (2018–2022)	Remote
5	05 April 2024	M	Former WFP CO	Former WFP Türkiye Deputy Country Director (2016–2020)	Remote
6	08 April 2024	F	WFP RBC	RBC Livelihoods Focal Point	Remote
7	15 April 2024	M	WFP CO	Security	Ankara
8	15 April 2024	M	WFP CO	Country Director	Ankara
9	15 April 2024	F	WFP CO	Deputy Country Director / Head of Programme	Ankara
10	15 April 2024	F	WFP CO	VAM Associate	Ankara
11	15 April 2024	F	WFP CO	M&E Programme Associate	Ankara
12	15 April 2024	M	WFP CO	Programme Associate	Ankara
13	15 April 2024	M	WFP CO	Human Resources	Ankara
14	15 April 2024	M	WFP CO	Human Resources	Ankara
15	15 April 2024	M	WFP CO	Human Resources	Ankara
16	16 April 2024	F	WFP CO	Programme Officer	Ankara
17	16 April 2024	M	WFP CO	Programme Associate	Ankara
18	16 April 2024	F	WFP CO	Finance Officer and Risk Focal Point	Ankara
19	16 April 2024	M	WFP CO	Programme Policy Officer	Ankara

#	Date	Gender	Organization	Position	Location
20	16 April 2024	M	WFP CO	Programme Policy Officer	Ankara
21	16 April 2024	M	WFP CO	Programme Assistant	Ankara
22	16 April 2024	F	WFP CO	Business Support Assistant	Ankara
23	16 April 2024	M	WFP CO	Programme Policy Officer Government Liaison Officer	Ankara
24	16 April 2024	F	WFP CO	Programme Policy Officer Operations	Ankara
25	16 April 2024	F	WFP CO	Programme Consultant – Earthquake Recovery	Remote
26	17 April 2024	M	TRC	Coordinator of Cash-Based Programmes	Ankara
27	17 April 2024	M	TRC	Director of Migration Services	Ankara
28	17 April 2024	M	TRC	Director of International Cooperation and Partnerships	Ankara
29	17 April 2024	F	WFP CO	Head of Partnerships	Ankara
30	17 April 2024	F	WFP CO	Partnership Officer	Ankara
31	17 April 2024	F	WFP CO	Programme Policy Officer	Ankara
32	17 April 2024	F	WFP CO	Programme Officer	Ankara
33	17 April 2024	F	WFP CO	Programme Policy Officer	Ankara
34	17 April 2024	M	WFP CO	Programme Associate	Ankara
35	17 April 2024	F	WFP CO	Administrative Officer	Ankara
36	17 April 2024	F	WFP CO	Administrative Assistant	Ankara
37	17 April 2024	M	WFP CO	Administrative Assistant	Ankara
38	18 April 2024	F	WFP CO	Deputy Country Director / Head of Programme	Ankara
39	19 April 2024	M	ECHO	Basic Needs and Cash and Voucher Programme Specialist	Ankara
40	19 April 2024	M	ECHO	Head of Office	Ankara

#	Date	Gender	Organization	Position	Location
41	19 April 2024	F	ECHO	Programme Officer	Ankara
42	19 April 2024	F	WFP CO	Head of Communications	Ankara

**Table A21: List of key informants interviewed during the April data collection phase**

#	Date	Gender	Organization	Position	Location
1	22 April 2024	F	WFP FO (Gaziantep)	Head of Gaziantep Office	Gaziantep
2	22 April 2024	M	WFP FO (Gaziantep)	Programme Associate	Gaziantep
3	22 April 2024	M	WFP FO (Gaziantep)	Programme Associate	Gaziantep
4	22 April 2024	M	WFP FO (Gaziantep)	Programme Associate	Gaziantep
5	22 April 2024	F	WFP FO (Gaziantep)	Programme Associate	Gaziantep
6	22 April 2024	M	WFP FO (Gaziantep)	Programme Associate	Gaziantep
7	22 April 2024	M	WFP FO (Gaziantep)	Admin Associate	Gaziantep
8	23 April 2024	M	WFP FO (Hatay)	Head of Hatay Office	Mersin
9	23 April 2024	M	WFP FO (Mersin)	Head of Mersin Office	Mersin
10	23 April 2024	M	WFP FO (Mersin)	Head of Office and Emergency Coordinator for Northwest Syria	Mersin
11	23 April 2024	F	WFP FO (Hatay)	Programme Assistant	Mersin
12	23 April 2024	M	WFP FO (Hatay)	Programme Assistant	Mersin
13	23 April 2024	M	WFP FO (Mersin)	Programme Assistant	Mersin
14	23 April 2024	F	Former WFP FO (Mersin)	Former Programme Assistant	Mersin
15	23 April 2024	M	WFP FO (Mersin)	Programme Assistant	Mersin
16	23 April 2024	F	WFP FO (Mersin)	Programme Associate	Mersin
17	23 April 2024	M	WFP FO (Mersin)	Admin Associate	Mersin



#	Date	Gender	Organization	Position	Location
18	24 April 2024	F	WFP FO (Istanbul/Izmir)	Head of Istanbul and Izmir Office (Officer in Charge)	Istanbul
19	24 April 2024	M	WFP FO (Istanbul)	Programme Assistant	Istanbul
20	24 April 2024	M	WFP FO (Istanbul)	Programme Assistant	Istanbul
21	24 April 2024	M	WFP FO (Bursa)	Programme Associate	Istanbul
22	24 April 2024	F	WFP FO (Bursa)	Programme Assistant	Istanbul
23	24 April 2024	M	WFP FO (Izmir)	Programme Associate	Istanbul
24	25 April 2024	M	WFP FO (Hatay)	Programme Associate	Remote
25	25 April 2024	M	Former WFP CO	Former Livelihoods Officer	Remote
26	02 May 2024	M	WFP FO (Sanliurfa)	Programme Associate	Remote
27	02 May 2024	M	WFP FO (Sanliurfa)	Programme Assistant	Remote

**Table A22: List of key informants interviewed during the August to September data collection phase**

#	Date	Gender	Organization	Position	Location
1	26 August 2024	M	Adana Saricam Camp	Adana Saricam Camp Manager	Adana
2	26 August 2024	M	TRC	Adana Saricam TRC Focal Point	Adana
3	26 August 2024	M	Adana Saricam Camp	Adana Saricam Camp Representative	Adana
4	26 August 2024	F	Adana Saricam Camp		Adana
5	26 August 2024	F	Adana Chamber of Industry	Livelihood Programme Coordinator	Adana
6	27 August 2024	M	Kahramanmaras Camp	Kahramanmaras Camp Manager	Kahramanmaras
7	27 August 2024	M	TRC	Kahramanmaras TRC Focal Point	Kahramanmaras
8	27 August 2024	M	YSYD		Kahramanmaras
9	27 August 2024	M	YSYD		Kahramanmaras

#	Date	Gender	Organization	Position	Location
10	27 August 2024	F	YSYD		Kahramanmaras
11	27 August 2024	F	YSYD		Kahramanmaras
12	28 August 2024	F	Kahramanmaras Municipality	Municipality Procurement Manager	Kahramanmaras
13	29 August 2024	M	Sanliurfa Municipality Diligent Working Hands		Sanliurfa
14	29 August 2024	M	Sanliurfa Chamber of Commerce and Industry Education Foundation		Sanliurfa
15	02 September 2024	M	Mersin Municipality	Adviser to the Mayor of Mersin Municipality	Mersin
16	02 September 2024	M	Mersin Chamber of Commerce and Industry		Mersin
17	02 September 2024	M	Support to Life (STL)		Mersin
18	02 September 2024	F	Mersin Cleaning company		Mersin
19	02 September 2024	M	DAG Textile		Mersin
20	02 September 2024	F	DAG Textile		Mersin
21	02 September 2024	F	DAG Textile		Mersin
22	03 September 2024	M	Hatay Municipality		Hatay
23	03 September 2024	F	Hatay Municipality		Hatay
24	03 September 2024	M	Hatay Municipality		Hatay

#	Date	Gender	Organization	Position	Location
25	03 September 2024	F	Danish Refugee Council	Manager	Hatay
26	03 September 2024	F	Danish Refugee Council	Project Officer	Hatay
27	03 September 2024	F	WFP RBC	Data Protection	Remote
28	03 September 2024	M	KfW	Portfolio Manager Governance/Peace Europe and Asia	Remote
29	03 September 2024	F	USAID BHA	Humanitarian Assistance Officer	Remote
30	04 September 2024	M	Afkar Industry	Human Resources Manager	Gaziantep
31	04 September 2024	M	Dreamond Textile	Owner	Gaziantep
32	04 September 2024	F	UN Women		Gaziantep
33	04 September 2024	M	UNFPA		Gaziantep
34	04 September 2024	M	ISKUR	Manager	Gaziantep
35	04 September 2024	F	ISKUR	Expert	Gaziantep
36	04 September 2024	M	Gaziantep Chamber of Industry		Gaziantep
37	04 September 2024	M	Gaziantep Chamber of Industry		Gaziantep
38	05 September 2024	F	ECHO		Remote
39	05 September 2024	M	ECHO		Remote

#	Date	Gender	Organization	Position	Location
40	05 September 2024	F	WFP CO	Programme Policy Officer	Gaziantep
41	06 September 2024	F	UNHCR	Representative	Remote
42	06 September 2024	M	ASAM	Deputy Executive Director - partnerships and programme development	Ankara
43	06 September 2024	M	ASAM	Deputy Executive Director - projects and administration units	Ankara
44	06 September 2024	F	ASAM	Project Coordinator	Ankara
45	06 September 2024	M	Ankara Chamber of Industry – ASOSEM	Manager	Ankara
46	06 September 2024	M	Ankara Chamber of Industry – ASOSEM	Expert	Ankara
47	09 September 2024	F	WFP RBC	CBT Regional Adviser (Former WFP Türkiye Head of Livelihoods)	Remote
48	09 September 2024	F	WFP CO	Administrative Officer	Ankara
49	09 September 2024	F	WFP CO	Head of Partnerships	Ankara
50	09 September 2024	F	WFP CO	Head of Communications	Ankara
51	09 September 2024	F	WFP CO	Human Resources	Ankara
52	09 September 2024	F	AFAD	Head of Foreign Relations Working Group	Ankara
53	09 September 2024	F	WFP CO	Procurement Officer	Ankara
54	09 September 2024	F	WFP CO	Finance Officer and Risk Focal Point	Ankara

#	Date	Gender	Organization	Position	Location
55	09 September 2024	F	WFP CO	Deputy Country Director	Ankara
56	10 September 2024	F	Ministry of Family and Social Services	Junior Expert (EU and Foreign Affairs Department)	Ankara
57	10 September 2024	F	Ministry of Family and Social Services	Project Personnel	Ankara
58	10 September 2024	M	Ministry of Family and Social Services	Expert at Disaster and Coordination Department	Ankara
59	10 September 2024	F	Ministry of Family and Social Services	Junior Expert	Ankara
60	10 September 2024	F	Ministry of Family and Social Services	Expert – Department of Cooperation with International and Voluntary Organizations	Ankara
61	10 September 2024	F	Ministry of Family and Social Services	FRIT Deputy Coordinator	Ankara
62	10 September 2024	F	Ministry of Family and Social Services	C-ESSN Senior Expert and Monitoring and Evaluation Expert	Ankara
63	10 September 2024	M	Presidency for Migration Management (PMM)	Head of Department for TACs	Ankara
64	10 September 2024	M	ISKUR	Head of Department	Ankara
65	11 September 2024	M	RCO	Partnerships and Development Finance Officer	Remote
66	11 September 2024	M	UNDP	Türkiye Deputy Resident Representative	Ankara
67	11 September 2024	M	IOM	Programme Coordinator for Refugee Response	Remote
68	11 September 2024	M	IOM	Field Coordinator for Earthquake Response	Remote
69	11 September 2024	M	FAO	Labor Market and Social Security Specialist	Remote

#	Date	Gender	Organization	Position	Location
70	11 September 2024	M	TRC	Earthquake Response and Recovery Programmes Coordinator	Ankara
71	11 September 2024	F	TRC	Operation and Cash Transfer Deputy Coordinator	Ankara
72	11 September 2024	M	TRC	External Relations and Partnerships Officer	Ankara
73	11 September 2024	F	WFP CO	Head of RAM	Remote
74	11 September 2024	F	WFP CO	M&E Programme Associate	Remote
75	12 September 2024	F	Former WFP	Former WFP Türkiye Country Director	Remote
76	17 September 2024	F	Ministry of National Education		Remote
77	17 September 2024	F	Ministry of National Education		Remote
78	17 September 2024	F	Ministry of National Education		Remote
79	17 September 2024	M	Ministry of National Education		Remote
80	17 September 2024	M	Ministry of National Education		Remote
81	18 September 2024	M	Ipekyolu Development Agency		Remote
82	18 September 2024	F	Ipekyolu Development Agency		Remote
83	19 September 2024	M	METRO	National Account Manager	Remote
84	19 September 2024	M	METRO	Sales Manager	Remote

#	Date	Gender	Organization	Position	Location
85	19 September 2024	M	METRO	Key Account Sales Manager	Remote
86	24 September 2024	M	WFP RBC	Regional Head of Humanitarian and Transition	Remote
87	26 September 2024	F	WFP CO	Programme Policy Officer	Remote

## Annex X. Data collection schedule

**Table A23: Data collection schedule, April 2024 (phase 1)**

ZKD = Zehra Kacapor Dzhic

CA = Chaza Akik

Date	Timing	Activity	Location
<b>Sunday 21 April</b>	Afternoon	ZKD and CA travel to Gaziantep by plane	Gaziantep
<b>Monday 22 April</b>	All day	Interview with Head of Gaziantep Office	Gaziantep
		Interview with Gaziantep Office Programme Associate	
		Interview with Gaziantep Office Programme Associate on cooperating partners and Field Level Agreement management	
		Interview with Gaziantep Office Programme Associate on Monitoring	
		Interview with Gaziantep Office Programme Associate on Monitoring	
		Interview with Gaziantep Office Programme Associate	
		Interview with Gaziantep Office Admin Associate	
	Evening	ZKD and CA travel to Mersin by car	Mersin
<b>Tuesday 23 April</b>	All day	Interview with Head of Hatay Office	Mersin
		Interview with Head of Mersin Office	
		Interview with Head of Office and Emergency Coordinator for Northwest Syria	
		Interview with Hatay Office Programme Assistant on Implementation	
		Interview with Hatay Office Programme Assistant on Implementation	
		Interview with Mersin Office Programme Assistant	
		Interview with Mersin Office Former Programme Assistant	
		Interview with Mersin Office Programme Assistant	
		Interview with Mersin Office Programme Associate on M&E	



Date	Timing	Activity	Location
		Interview with Gaziantep Office Admin Associate	Istanbul
	Evening	ZKD and CA travel to Istanbul by plane	
<b>Wednesday 24 April</b>	All day	Interview with Head of Istanbul and Izmir Office (OiC)	Istanbul
		Interview with Istanbul Office Programme Assistant	
		Interview with Istanbul Office Programme Assistant on complaints and feedback mechanism	
		Interview with Bursa Office Programme Associate on livelihoods	
		Interview with Bursa Office Programme Assistant	
		Interview with Izmir Office Programme Associate	
	Evening	ZKD and CA travel back home by flight	
<b>Thursday 25 April</b>	Day	Interview with Hatay Office Programme Associate	Remote
		Interview with Former Livelihoods Officer	Remote
<b>Thursday 2 May</b>	Morning	Interview with Sanliurfa Office Livelihood Programme Associate and Programme Assistant	Remote

**Table A24: Data collection schedule, August to September 2024 (phase 2)**

ZKD = Zehra Kacapor Dzhic

CA = Chaza Akik

GB = Gokce Baykal

HD = Hakan Demirbuen

EP = Estelle Picandet

Date	Timing	Activity	Location
<b>Sunday 25 August</b>	Afternoon	GB and CA travel to Adana by plane	Adana
<b>Monday 26 August</b>	Morning	Visit the Adana Saricam Camp (camp management, Turkish Red Crescent (TRC), retailer, focus group discussion (FGD) with camp beneficiaries)	Adana
	Afternoon	Interview with Adana Chamber of Industry	Adana
		GB and CA travel to Kahramanmaras by car	Kahramanmaras
	Morning	Visit the Kahramanmaras Camp (camp management, TRC, FGD with camp beneficiaries)	Kahramanmaras

Date	Timing	Activity	Location
<b>Tuesday 27 August</b>		Interview with YSYD	Kahramanmaras
	Afternoon	FGD with earthquake recovery beneficiaries	Kahramanmaras
<b>Wednesday 28 August</b>	Morning	Interview with Kahramanmaras Municipality	Kahramanmaras
		FGD with livelihood beneficiaries	Kahramanmaras
	Afternoon	FGD with livelihood beneficiaries	Kahramanmaras
		GB and CA travel to Sanliurfa by car	Sanliurfa
<b>Thursday 29 August</b>	Morning	Interview with Sanliurfa Municipality Diligent Working Hands	Sanliurfa
	Afternoon	FGDs with livelihood beneficiaries	Sanliurfa
		Interview with Sanliurfa Chamber of Commerce and Industry Education Foundation	Sanliurfa
<b>Friday 30 August (national holiday)</b>	Morning	Travel back home and write up day for GB and CA	Sanliurfa
<b>Sunday 1 September</b>	Morning/evening	ZKD and HD travel to Mersin by plane	Mersin
<b>Monday 2 September</b>	Morning	Interview with Mersin Municipality	Mersin
		Interview with Mersin Chamber of Commerce and Industry	Mersin
	Afternoon	Interview with Support to Life (STL)	Mersin
		FGD with livelihood beneficiaries	Mersin
		Interview and visit job placement company Mersin Cleaning	Mersin
		Interview and visit job placement company DAG Textile	Mersin
<b>Tuesday 3 September</b>	Morning	ZKD and HD travel to Hatay by car	Hatay
		Interview with Hatay Municipality	Hatay
	Afternoon	FGD with earthquake recovery beneficiaries in container city	Hatay
		Interview with Danish Refugee Council	Hatay
		ZKD and HD travel to Gaziantep by car	Gaziantep

Date	Timing	Activity	Location
		Interview with WFP RBC on Türkiye earthquake accountability to affected populations (AAP) focal point	Remote
		Interview with KfW	Remote
		Interview with USAID	Remote
<b>Wednesday 4 September</b>	Morning	Interview and visit job placement company Dreamond Textile	Gaziantep
		Interview with UN Women and UNFPA	Gaziantep
	Afternoon	Interview with ISKUR	Gaziantep
		Interview with Gaziantep Chamber of Industry	Gaziantep
		Interview and visit job placement company Afkar Industry	Gaziantep
<b>Thursday 5 September</b>	Afternoon	Interview with ECHO	Remote
		Interview with WFP CO on camps	Gaziantep
		ZKD and HD travel to Ankara by plane	Ankara
<b>Friday 6 September</b>	Morning	Interview with Ankara Chamber of Industry – ASOSEM	Ankara
	Afternoon	Interview with UNHCR	Remote
		Interview with ASAM	Ankara
<b>Saturday 7 September</b>	Evening	EP travel to Ankara by plane	Ankara
<b>Sunday 8 September</b>	Evening	GB travel to Ankara by plane	Ankara
<b>Monday 9 September</b>	Morning	Interview with WFP RBC on Türkiye CO livelihood activities	Remote
		Interview with WFP CO Admin Unit	Ankara
		Interview with WFP CO Partnerships and Communications	Ankara
	Afternoon	Interview with WFP CO Human Resources	Remote
		Interview with AFAD	Ankara
		Interview with WFP CO Procurement Unit	Ankara
		Interview with WFP CO Finance Unit	Ankara
		Interview with WFP CO Deputy Country Director	Ankara
	Morning	Interview with Ministry of Family and Social Services	Ankara

Date	Timing	Activity	Location
<b>Tuesday 10 September</b>	Afternoon	Interview with Presidency for Migration Management (PMM)	Ankara
		Interview with ISKUR	Ankara
<b>Wednesday 11 September</b>	Morning	Interview with UNRCO	Remote
		Interview with IOM	Remote
	Afternoon	Interview with UNDP	Ankara
		Interview with FAO	Remote
		Interview with TRC	Ankara
		Interview with Research, Assessment and Monitoring (RAM)	Remote
<b>Thursday 12 September</b>	Morning	Interview with Former WFP CO Country Director	Remote
		Internal team workshop	Ankara
	Afternoon	Internal team workshop (continued)	Ankara
<b>Friday 13 September</b>	Morning	Exit debrief with WFP CO and OEV	Ankara
	Afternoon	ZKD, GB and EP travel back home	
<b>Tuesday 17 September</b>	Afternoon	Interview with Ministry of National Education	Remote
<b>Wednesday 18 September</b>	Morning	Interview with Ipekyolu Development Agency	Remote
<b>Thursday 19 September</b>	Afternoon	Interview with METRO	Remote
<b>Tuesday 24 September</b>	Afternoon	Interview with WFP RBC on emergency preparedness and response (EPR)	Remote
<b>Thursday 26 September</b>	Morning	Interview with WFP CO on camps	Remote

# Annex XI. Evaluation timeline

**Table A25: Planned evaluation timeline**

Phase 2 – Inception			
	Team preparation, literature review prior to HQ briefing	Team	19 January–18 March 2024
	HQ and RB inception briefing	EM & Team	19 March–8 April 2024
	CO inception mission	EM + Team Leader (TL)	15–19 April 2024
	CO early data collection mission	Team	22–26 April 2024
	Submit draft inception report (IR)	TL	17 May 2024
	OEV quality assurance and feedback	EM	4 June 2024
	Submit revised IR	TL	11 June 2024
	OEV quality assurance and feedback	EM	1 July 2024
	Submit revised IR	TL	8 July 2024
	IR clearance to share with CO	DoE/DDoE	22 July 2024
	CO reviews and provides comments to the draft IR	EM	6 August 2024
	Submit revised IR	TL	9 August 2024
	QA2 final approval	EM	16 August 2024
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet	EM	August 2024
Phase 3 – Data collection, including fieldwork			
	In-country / remote data collection	Team	25 August–13 September 2024
	Exit debrief (ppt)	TL	13 September 2024
Phase 4 – Reporting			
	Analysis working session	EM + Team	21–22 October 2024
	Data collection debriefing	EM/IRG + Team	23 October 2024
Draft 0	Submit high-quality draft Evaluation Report (ER) (D0) to OEV (after the company's quality check)	Evaluation team	12 November 2024
	OEV quality feedback sent to TL	EM, RA, QA2	25 November 2024
Draft 1	Submit revised draft ER (D1) to OEV	Evaluation team	9 December 2024
	OEV quality check plus evaluation team revisions	EM, RA, QA2, evaluation team	20 December 2024
	DDoE review	DDoE	7 January 2025
	DDoE clearance + evaluation team revisions	DDoE, EM, evaluation team	25 January 2025
	WFP CO and IRG review of D1	CO/IRG	27 January 2025
	Stakeholder workshop (in-country)	TL, EM, CO	January / February 2025
Final Draft	Revise draft ER (D2) and respond to stakeholder comments matrix	TL	14 February 2025
	OEV review D2 and final details	EM, QA2	7 March 2025

	Final approval by OEV/DoE	OEV/DoE	28 March 2025
	Draft summary evaluation report	EM	April 2025
	Seek Summary ER (SER) validation by TL	EM	April 2025
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	May 2025
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	May 2025
	<b>Phase 5 – Executive Board (EB) and follow-up</b>		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	June 2025
	Tail end actions, OEV websites posting, EB round table etc	EM	June–November 2025
	Presentation and discussion of SER at EB round table	DoE/DDoE & EM	November 2025
	Presentation of SER to the EB	DoE/DDoE	November 2025
	Presentation of management response to the EB	D/PPP	November 2025

## Annex XII. Assessment of theory of change assumptions

**Table A26: Assessment of assumptions underpinning WFP's work during the reference period**

Key assumptions from inputs and activities to outputs	
Resources, including financial, human and material, are allocated efficiently and consistently, ensuring uninterrupted operations and equitable access to assistance.	<b>Partially met.</b> WFP Türkiye operations have managed to maintain healthy budgets, but the human resource situation was volatile. The CO underwent two restructuring exercises in light of resource shifts and limitations. These were significant hindrances to the delivery of results.
WFP organizational structure facilitates efficient delivery of results (i.e. adequate staffing structure and competencies).	<b>Partially met</b> as explained above.
There is a reliable funding stream ensuring timely delivery of cash and services in appropriate quantities to meet the needs on the ground.	<b>Mostly met.</b>
WFP maintains active engagement with government, humanitarian and development actors and local communities, ensuring interventions are adaptable to changing needs and opportunities.	<b>Not met.</b> WFP has had limited engagement with the government and other development partners.
Cooperating partners possess the necessary capacity and resources to deliver impactful results efficiently.	<b>Mostly met.</b>
Government institutions, community leaders and local organizations are proactively engaged in planning and implementing interventions, ensuring implemented interventions bring results.	<b>Not met.</b> Throughout the reference period, WFP maintained a relatively modest presence, with limited engagement of partners in the planning and implementation of interventions. Feedback from cooperating partners indicated a perception that WFP's approach positioned them more as service providers than as fully integrated partners in the decision-making and programmatic processes.
There is a shared commitment among government, WFP, UN agencies, humanitarian actors, civil society and the private sector towards achieving common goals.	<b>Partially met.</b> Conceptually, there is shared commitment but this did not result in significant joint efforts.
Displaced populations and host communities are both willing and able to engage in designed interventions, contributing to their success.	<b>Partially met.</b> There has been significant and rising social distance and hostility between communities.
The local infrastructure and political environment support the smooth execution of activities, minimizing obstacles to implementation.	<b>Partially met.</b> Over the reference period, there have been growing tensions regarding refugee status and issues.
Key assumptions from outputs to outcomes	
Beneficiaries possess the necessary awareness, skills and knowledge to utilize provided services and opportunities	<b>Partially met.</b> There has been a high dropout rate among livelihoods participants.

effectively, enhancing their well-being and economic status.	
The Government demonstrates a consistent commitment to support and prioritize assistance based on an equitable assessment of needs, ensuring resources are allocated to those most in need.	<b>Partially met.</b> The Government has integrated measures in support of refugees, but the increasing social tensions remain an important factor in Türkiye.
There is a sustained interest and commitment from other humanitarian actors to collaborate and complement WFP's efforts, ensuring a holistic approach to addressing the needs of vulnerable populations.	<b>Not met.</b> WFP has kept a low profile, which does not help its visibility or positioning with other partners.
Vocational training and livelihood interventions are closely aligned with the current and evolving job market demands, ensuring that participants gain relevant skills that increase their employability and income-generating potential.	<b>Met.</b>
The contextual environment, including political, economic and social factors, enables the effective translation of enhanced institutional capacities into tangible and improved services for target populations, leading to systemic improvements in service delivery.	<b>Partially met</b> as elaborated in previous assumptions.
Turkish policies for temporary holders of protection status are in place and there is no deterioration of protection measures.	<b>Partially met.</b> There is increasing concern that the policies will deteriorate.
Technological infrastructure and digital literacy programmes are in place to support the delivery of services and information, bridging gaps in access among rural and urban populations.	<b>Partially met.</b> Such programmes are very limited.
External shocks, such as natural disasters or economic downturns, do not significantly undermine the progress of interventions or the stability of the target communities.	<b>Partially met.</b> The earthquake affected the communities in the South to a large extent.
<b>Assumptions from outcomes to impacts</b>	
Enhanced resilience against socioeconomic shocks prevents future crises among vulnerable populations.	<b>Partially met.</b> WFP support has contributed to resilience of its direct beneficiaries at least in the short term.
The economic and political situations remain stable without further deterioration.	<b>Not met.</b> Türkiye encountered significant socioeconomic challenges and inflation that affects livelihoods.
Humanitarian needs do not increase.	<b>Not met,</b> due to increasing socioeconomic challenges.
Continued donor support and funding stability (e.g. multi-year unearmarked funds) enable sustained implementation of interventions and progress towards contribution of long-term objectives.	<b>Partially met.</b> Donor aid is shrinking in light of emerging crises elsewhere.



Displaced populations and host communities remain engaged and supportive of initiatives, ensuring their effectiveness and sustainability.	<b>Partially met.</b> There is increasing hostility between communities.
Partnerships with local and international partners continue to strengthen, providing a comprehensive support network for vulnerable populations.	<b>Partially met,</b> as elaborated above.
Governmental and institutional reforms support the initiatives, ensuring alignment with broader development strategies and facilitating smoother implementation.	<b>Partially met,</b> as elaborated above.

# Annex XIII. Mapping of findings, conclusions and recommendations

Table A27: Mapping of findings, conclusions and recommendations

Recommendation [in numerical order]	Conclusions [by number(s) of conclusion]	Findings [by number of finding]
<b>Recommendation 1.</b> <b>Strategically reposition WFP in Türkiye, considering WFP's recognized global comparative advantages, and – in a context of low funding levels – establish contingency plans to ensure programme viability, including through the development of strategic partnerships.</b>	<b>Conclusion 1:</b> WFP's work in Türkiye has been responsive to national priorities, providing essential support through CBT assistance to refugees and the earthquake response, but its transition to development-oriented interventions faced challenges due to inconsistent strategic and workforce planning. Limited engagement with government institutions further constrained WFP's ability to fully integrate its programmes in Türkiye's development space.	<p><b>Summary finding 1:</b> Aligning with its mandate, WFP employed an evidence-based approach under the three Plans. This sought to address the needs of refugees and host communities through targeted interventions, social cohesion efforts and a flexible response to the February 2023 earthquakes. However, the transition towards resilience and livelihoods revealed gaps in evidence-based decision making, internal capacity assessments and stakeholder consultations, all of which created limitations in the intended programmatic shift.</p> <p><b>Summary finding 2:</b> The T-ICSP, ICSP and current CSP were designed to support national priorities, the United Nations cooperation framework and the SDGs, with WFP's added value being most evident in humanitarian assistance and emergency response. The Plans, aligning with Türkiye's strategies for migration management and social protection, notably through the ESSN programme, demonstrated contextual relevance, especially during the refugee crisis. However, the shift towards livelihoods programming under the ICSP was driven more by donor funding priorities than a comprehensive needs-based strategy, resulting in challenges related to rapid scaling, internal capacity development and strategic coherence.</p> <p><b>Summary finding 3:</b> WFP's humanitarian assistance and emergency response maintained strong internal coherence, leveraging WFP comparative advantages in emergency response, CBT and food delivery. In contrast, livelihoods and recovery programming lacked a clear strategic vision and suffered from underdeveloped intervention and scale-up logic, inadequate capacity building and insufficient stakeholder engagement, indicating weaker coherence.</p>

<b>Recommendation</b> <i>[in numerical order]</i>	<b>Conclusions</b> <i>[by number(s) of conclusion]</i>	<b>Findings</b> <i>[by number of finding]</i>
		<p><b>Summary finding 4:</b> WFP's engagement in Türkiye adapted, through programmatic adjustments and budget revisions, to evolving needs – responding effectively to crises such as the COVID-19 pandemic, prolonged economic downturn and the February 2023 earthquakes. External factors, such as inflation and economic pressures, limited the effectiveness of CBT, particularly for large households.</p> <p><b>Summary finding 19:</b> The lack of a comprehensive partnership strategy resulted in piecemeal approaches, reducing WFP's ability to build consistent and strategic collaborations. Strong partnerships, such as with the TRC during humanitarian responses, with ISKUR and chambers of commerce and industry for livelihoods initiatives, demonstrated WFP's potential for effective collaboration. However, gaps in coordination and limited high-level engagement with key partners constrained the scalability and effectiveness of its interventions.</p> <p><b>Summary finding 20:</b> Evaluation findings reveal that the WFP Türkiye country office struggled to align human resources with evolving programmatic needs, with a largely ad hoc approach to recruitment that lagged behind strategic demands. This was reflected in the restructuring process following the ESSN handover, which led to reallocating staff with monitoring backgrounds to livelihoods roles, resulting in mismatched skillsets and a lack of adequate retraining opportunities. This, in conjunction with the lack of strategic workforce planning, reduced staff morale and, as a consequence, operational efficiency and effectiveness.</p> <p><b>Summary finding 21:</b> WFP Türkiye adheres to corporate M&amp;E guidelines, producing high-quality, disaggregated monitoring data with utility in understanding diverse beneficiary needs.</p>
	<p><b>Conclusion 2:</b> WFP's humanitarian and emergency responses have proven effective in meeting immediate needs and managing crises, but its development work in</p>	<p><b>Summary finding 5:</b> The ESSN and e-voucher programmes significantly contributed to enhanced refugee welfare, food security and institutional capacity, with positive effects in terms of TRC's management of the programme after the 2020 handover of the programme. However, these effects were undermined by inflation and the Government's cautious approach to increasing transfer amounts to maintain parity with the national cash transfer programme and avoid creating tensions with host communities. While adjustments to transfer values were introduced, they were not sufficient to offset the impacts of inflation, highlighting limitations in ensuring sustainability and inclusivity in the changing Turkish context.</p>

Recommendation [in numerical order]	Conclusions [by number(s) of conclusion]	Findings [by number of finding]
	<p>livelihoods and recovery has struggled to achieve sustainable results at scale. Structural challenges, economic shocks and planning gaps have collectively limited WFP's ability to bridge the gap between emergency response and sustainable development.</p>	<p><b>Summary finding 6:</b> WFP's livelihoods programme contributed to enhanced employability of beneficiaries and promoted gender equity and social cohesion. However, broader impact at scale was limited by internal capacity gaps, economic instability and barriers to formal employment for refugees.</p> <p><b>Summary finding 7:</b> WFP's earthquake response was highly effective in terms of scale and speed, demonstrating the organization's capacity to respond rapidly and flexibly in large-scale emergencies. The operational success of the programme is evident from the number of beneficiaries reached and the proactive adaptation of financial assistance to meet inflation-adjusted needs.</p> <p><b>Summary finding 8:</b> WFP's earthquake recovery programme has been appropriately targeted and tailored to rebuild local food production systems and restore market functionality, which is relevant in terms of geographic and sectoral focus. However, its limited scale and funding constraints, and the resource-intensive design aimed primarily at the individual level, are thus far set to yield modest outcomes relative to the effort required, without effectively addressing broader goals such as value chain restoration or regional economic revitalization.</p> <p><b>Summary finding 12:</b> WFP's integration of environmental considerations into programme activities is still emerging, with scope to further strengthen the systematic application of the Environmental and Social Safeguards screening tool.</p> <p><b>Summary finding 14:</b> WFP's interventions in Türkiye supported the integration of humanitarian and development-focused activities, making the transition from food assistance to CBTs and livelihoods programmes. However, inconsistent entry points into national systems, notably limited collaboration with the Ministry of Education, restricted the potential for scaling up interventions within national frameworks.</p>
	<p><b>Conclusion 3:</b> WFP's interventions in Türkiye upheld humanitarian principles and inclusion but were undermined by gaps in</p>	<p><b>Summary finding 5:</b> The ESSN and e-voucher programmes significantly contributed to enhanced refugee welfare, food security and institutional capacity, with positive effects in terms of TRC's management of the programme after the 2020 handover of the programme. However, these effects were undermined by inflation and the Government's cautious approach to increasing transfer amounts to maintain parity with the national cash transfer programme and avoid creating tensions with host communities. While</p>

<b>Recommendation</b> [in numerical order]	<b>Conclusions</b> [by number(s) of conclusion]	<b>Findings</b> [by number of finding]
	<p>AAP, CFM, gender equality, disability inclusion and environmental sustainability. These shortcomings limited the programmes' ability to achieve transformative and lasting results.</p>	<p>adjustments to transfer values were introduced, they were not sufficient to offset the impacts of inflation, highlighting limitations in ensuring sustainability and inclusivity in the changing Turkish context.</p> <p><b>Summary finding 9:</b> WFP delivered principled humanitarian assistance through delivering needs-based support to vulnerable populations, including during the 2023 earthquakes. However, gaps in feedback mechanisms led to a lack of continuity in the engagement of beneficiaries.</p> <p><b>Summary finding 10:</b> <i>WFP achieved a balanced representation of men and women in numbers among beneficiaries. While livelihoods programmes supported women's participation in vocational training, gaps in addressing women-specific protection risks and the lack of specific provisions in the e-voucher programme limited their effectiveness in addressing women's specific vulnerabilities.</i></p> <p><b>Summary finding 11:</b> WFP integrated disability inclusion in its refugee and earthquake response programme, prioritizing persons with disability (PWDs), in particular women, in ESSN and camp e-voucher support. However, gaps in targeting PWDs were evident in the livelihoods programming. Recent efforts to standardize disability data collection are still at an early stage, limiting their utility in programme design.</p> <p><b>Summary finding 12:</b> WFP's integration of environmental considerations into programme activities is still emerging, with scope to further strengthen the systematic application of the Environmental and Social Safeguards screening tool</p>
	<p><b>Conclusion 4:</b> WFP effectively utilized flexible donor funding and advance financing to sustain operations during the ESSN and earthquake responses. However, the absence of a clear resource mobilization strategy, combined with</p>	<p><b>Summary finding 4:</b> WFP's engagement in Türkiye adapted, through programmatic adjustments and budget revisions, to evolving needs – responding effectively to crises such as the COVID-19 pandemic, prolonged economic downturn and the February 2023 earthquakes. External factors, such as inflation and economic pressures, limited the effectiveness of CBT, particularly for large households.</p> <p><b>Summary finding 15:</b> WFP's humanitarian CBT assistance demonstrated timely targeting and delivery, with the ESSN programme utilizing 99 percent of its budget prior to handover. However, unspent budgets in the camp e-voucher programme, delays in earthquake recovery and livelihoods interventions, and challenges</p>

Recommendation [in numerical order]	Conclusions [by number(s) of conclusion]	Findings [by number of finding]
	<p>reliance on short-term funding and resource-intensive interventions, particularly in livelihoods and recovery programmes, limited cost-efficiency and scalability of interventions.</p>	<p>in employer engagement revealed some operational inefficiencies despite the effective use of flexible donor funding to mitigate delays.</p> <p><b>Summary finding 16:</b> WFP benefited from relatively stable funding flows during the ICSP and CSP periods. This financial stability, however, was primarily due to external circumstances rather than deliberate strategic foresight. Nevertheless, WFP demonstrated adaptability by reprioritizing interventions through budget revisions, flexible funding mechanisms and targeted operational adjustments. This enabled a more efficient allocation of resources to address evolving needs and priorities, particularly in light of emergency response.</p> <p><b>Summary finding 17:</b> WFP Türkiye's livelihoods programme was resource-intensive, with high per beneficiary costs that did not translate into scalable results, raising concerns about cost-efficiency. In contrast, the camp e-voucher programme demonstrated cost-efficiency through streamlined operations and contracting corporate supermarkets, effectively minimizing transaction and administrative costs.</p> <p><b>Summary finding 18:</b> Although it successfully mitigated financial risks and diversified funding sources, WFP did not have a formal resource mobilization strategy and relied on opportunistic and reactive approaches which lacked coherence. The organization managed to avoid major financial shortfalls, but some challenges (e.g. reliance on emergency-driven funding) remain relevant going forward as limitations of WFP's overall competitiveness in the Turkish context.</p>
	<p><b>Conclusion 5:</b> WFP's partnerships contributed to programme delivery, but a lack of strategic engagement, low visibility and inconsistent coordination undermined its ability to fully leverage partnerships and optimize</p>	<p><b>Summary finding 15:</b> WFP's humanitarian CBT assistance demonstrated timely targeting and delivery, with the ESSN programme utilizing 99 percent of its budget prior to handover. However, unspent budgets in the camp e-voucher programme, delays in earthquake recovery and livelihoods interventions, and challenges in employer engagement revealed some operational inefficiencies despite the effective use of flexible donor funding to mitigate delays.</p> <p><b>Summary finding 19:</b> The lack of a comprehensive partnership strategy resulted in piecemeal approaches, reducing WFP's ability to build consistent and strategic collaborations. Strong partnerships, such as with the TRC during humanitarian responses, with ISKUR and chambers of commerce and industry for livelihoods</p>

Recommendation [in numerical order]	Conclusions [by number(s) of conclusion]	Findings [by number of finding]
	efficiency for a more effective programme implementation.	initiatives, demonstrated WFP's potential for effective collaboration. However, gaps in coordination and limited high-level engagement with key partners constrained the scalability and effectiveness of its interventions.
<b>Recommendation 2. In line with national priorities, develop a strategic framework (covering intervention logic, monitoring, partnership engagement, and environmental considerations) to strengthen community resilience.</b>	<b>Conclusion 1:</b> WFP's work in Türkiye has been responsive to national priorities, providing essential support through CBT assistance to refugees and the earthquake response, but its transition to development-oriented interventions faced challenges due to inconsistent strategic and workforce planning. Limited engagement with government institutions further constrained WFP's ability to fully integrate its programmes in Türkiye's development space.	<p><b>Summary finding 3:</b> WFP's humanitarian assistance and emergency response maintained strong internal coherence, leveraging WFP comparative advantages in emergency response, CBT and food delivery. In contrast, livelihoods and recovery programming lacked a clear strategic vision and suffered from underdeveloped intervention and scale-up logic, inadequate capacity building and insufficient stakeholder engagement, indicating weaker coherence.</p> <p><b>Summary finding 8:</b> WFP's earthquake recovery programme has been appropriately targeted and tailored to rebuild local food production systems and restore market functionality, which is relevant in terms of geographic and sectoral focus. However, its limited scale and funding constraints, and the resource-intensive design aimed primarily at the individual level, are thus far set to yield modest outcomes relative to the effort required, without effectively addressing broader goals such as value chain restoration or regional economic revitalization.</p>
	<b>Conclusion 2:</b> WFP's humanitarian and emergency responses have proven effective in meeting immediate needs and managing crises, but its development work in livelihoods and recovery has struggled to achieve	<p><b>Summary finding 8:</b> WFP's earthquake recovery programme has been appropriately targeted and tailored to rebuild local food production systems and restore market functionality, which is relevant in terms of geographic and sectoral focus. However, its limited scale and funding constraints, and the resource-intensive design aimed primarily at the individual level, are thus far set to yield modest outcomes relative to the effort required, without effectively addressing broader goals such as value chain restoration or regional economic revitalization.</p> <p><b>Summary finding 13:</b> WFP successfully strengthened TRC's capacity, helping to ensure a sustainable handover of the ESSN programme. WFP also invested in complementing the efforts of national institutions</p>

Recommendation [in numerical order]	Conclusions [by number(s) of conclusion]	Findings [by number of finding]
	sustainable results at scale. Structural challenges, economic shocks and planning gaps have collectively limited WFP's ability to bridge the gap between emergency response and sustainable development.	like ISKUR and chambers of commerce. The emerging earthquake recovery programme requires a clear intervention logic and resources to overcome its limited scale and fragmented efforts.
<b>Recommendation 3.</b> <b>Support the Government's efforts to enhance emergency preparedness and response capacity in areas prone to shocks and stressors, particularly at the subnational level.</b>	<b>Conclusion 1:</b> WFP's work in Türkiye has been responsive to national priorities, providing essential support through CBT assistance to refugees and the earthquake response, but its transition to development-oriented interventions faced challenges due to inconsistent strategic and workforce planning. Limited engagement with government institutions further constrained WFP's ability to fully integrate its programmes in Türkiye's development space.	<b>Summary finding 2:</b> The T-ICSP, ICSP and current CSP were designed to support national priorities, the United Nations cooperation framework and the SDGs, with WFP's added value being most evident in humanitarian assistance and emergency response. The Plans, aligning with Türkiye's strategies for migration management and social protection, notably through the ESSN programme, demonstrated contextual relevance, especially during the refugee crisis. However, the shift towards livelihoods programming under the ICSP was driven more by donor funding priorities than a comprehensive needs-based strategy, resulting in challenges related to rapid scaling, internal capacity development and strategic coherence.  <b>Summary finding 7:</b> WFP's earthquake response was highly effective in terms of scale and speed, demonstrating the organization's capacity to respond rapidly and flexibly in large-scale emergencies. The operational success of the programme is evident from the number of beneficiaries reached and the proactive adaptation of financial assistance to meet inflation-adjusted needs.
	<b>Conclusion 2:</b> WFP's humanitarian and emergency responses have	<b>Summary finding 7:</b> WFP's earthquake response was highly effective in terms of scale and speed, demonstrating the organization's capacity to respond rapidly and flexibly in large-scale emergencies. The



Recommendation [in numerical order]	Conclusions [by number(s) of conclusion]	Findings [by number of finding]
	<p>proven effective in meeting immediate needs and managing crises, but its development work in livelihoods and recovery has struggled to achieve sustainable results at scale. Structural challenges, economic shocks and planning gaps have collectively limited WFP's ability to bridge the gap between emergency response and sustainable development.</p>	<p>operational success of the programme is evident from the number of beneficiaries reached and the proactive adaptation of financial assistance to meet inflation-adjusted needs.</p> <p><b>Summary finding 8:</b> WFP's earthquake recovery programme has been appropriately targeted and tailored to rebuild local food production systems and restore market functionality, which is relevant in terms of geographic and sectoral focus. However, its limited scale and funding constraints, and the resource-intensive design aimed primarily at the individual level, are thus far set to yield modest outcomes relative to the effort required, without effectively addressing broader goals such as value chain restoration or regional economic revitalization.</p>
	<p><b>Conclusion 4:</b> WFP effectively utilized flexible donor funding and advance financing to sustain operations during the ESSN and earthquake responses. However, the absence of a clear resource mobilization strategy, combined with reliance on short-term funding and resource-intensive interventions, particularly in livelihoods and recovery programmes, limited cost-efficiency and scalability of interventions.</p>	<p><b>Summary finding 4:</b> WFP's engagement in Türkiye adapted, through programmatic adjustments and budget revisions, to evolving needs – responding effectively to crises such as the COVID-19 pandemic, prolonged economic downturn and the February 2023 earthquakes. External factors, such as inflation and economic pressures, limited the effectiveness of CBT, particularly for large households.</p> <p><b>Summary finding 15:</b> WFP's humanitarian CBT assistance demonstrated timely targeting and delivery, with the ESSN programme utilizing 99 percent of its budget prior to handover. However, unspent budgets in the camp e-voucher programme, delays in earthquake recovery and livelihoods interventions, and challenges in employer engagement revealed some operational inefficiencies despite the effective use of flexible donor funding to mitigate delays.</p>

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## Annex XV. Acronyms

<b>AAP</b>	accountability to affected populations
<b>ACR</b>	Annual Country Report
<b>AFAD</b>	Turkish Ministry of Interior's Disaster and Emergency Management Presidency
<b>APR</b>	Annual Performance Report
<b>BR</b>	budget revision
<b>CBT</b>	Cash-Based Transfer
<b>CFM</b>	complaints and feedback mechanism
<b>CPB</b>	Country Portfolio Budget
<b>CPI</b>	Consumer Price Index
<b>CSP</b>	country strategic plan
<b>CSPE</b>	country strategic plan evaluation
<b>DAC</b>	Development Assistance Committee
<b>EB</b>	Executive Board
<b>ECHO</b>	European Civil Protection and Humanitarian Aid Operations
<b>EMPACT</b>	Empowerment for Action
<b>EPR</b>	emergency preparedness and response
<b>EQ</b>	evaluation question
<b>ESSN</b>	Emergency Social Safety Net
<b>EUR</b>	Euro
<b>FAO</b>	United Nations Food and Agriculture Organization
<b>FCS</b>	Food Consumption Score
<b>FGD</b>	focus group discussion
<b>FLA</b>	Field Level Agreement
<b>FO</b>	Field Office
<b>GDP</b>	Gross Domestic Product
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>HQ</b>	Headquarters
<b>HR</b>	Human Resource

<b>IAHE</b>	Inter-Agency Humanitarian Evaluation
<b>IDP</b>	Internally Displaced Person
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>ISC</b>	indirect support cost
<b>KfW</b>	Kreditanstalt für Wiederaufbau
<b>KII</b>	key informant interview
<b>NBP</b>	Needs-Based Plan
<b>NGO</b>	non-governmental organization
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OEV</b>	WFP Office of Evaluation
<b>PDM</b>	Post-Distribution Monitoring
<b>PMM</b>	Presidency for Migration Management
<b>PWD</b>	person with disabilities
<b>RAM</b>	Research, Assessment and Monitoring
<b>RBC</b>	Regional Bureau Cairo – for the Middle East, Northern Africa and Eastern Europe
<b>SBCC</b>	social and behaviour change and communication
<b>SDG</b>	Sustainable Development Goal
<b>SER</b>	Summary Evaluation Report
<b>SES</b>	Socioeconomic Empowerment and Sustainability
<b>SME</b>	Small and Medium-sized Enterprise
<b>SO</b>	strategic outcome
<b>TAC</b>	Temporary Accommodation Centre
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>TL</b>	Team Leader
<b>ToC</b>	theory of change
<b>ToR</b>	terms of reference
<b>TRC</b>	Turkish Red Crescent
<b>TRY</b>	Turkish Lira
<b>UAE</b>	United Arab Emirates
<b>UK</b>	United Kingdom

<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDCS</b>	United Nations Development Cooperation Strategy
<b>UNEG</b>	United Nations Evaluation Group
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNRCO</b>	United Nations Resident Coordinator's Office
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>USA</b>	United States of America
<b>USD</b>	United States Dollar
<b>VAM</b>	Vulnerability Analysis and Mapping
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>3RP</b>	Regional Refugee and Resilience Plan



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