



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board

Second regular session
Rome, 17–21 November 2025

Distribution: General

Date: 11 July 2025

Original: English

Agenda item 7

WFP/EB.2/2025/7-A/9/DRAFT

Operational matters – Country strategic plans

For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Republic of Türkiye country strategic plan (2026–2028)

Duration	1 January 2026–31 December 2028
Total cost to WFP	USD 51,649,440
Framework on accountability for results score*	3.1

* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

Executive summary

The Republic of Türkiye, an upper-middle-income country with robust institutions, a dynamic private sector and a diverse food system, has achieved significant economic and social progress, ranking as the world's 17th largest economy. As a major agricultural exporter, the Republic of Türkiye plays a vital role in regional and global food security, supplying WFP operations worldwide and actively engaging in humanitarian diplomacy to support global relief efforts in several countries where WFP operates, including through the Black Sea Initiative.

Despite these achievements, the Republic of Türkiye faces ongoing challenges, including the hosting of 3 million refugees, which for the past 11 years has strained public resources and social cohesion. While the Government has implemented inclusive refugee policies, sustained international support is essential. Inflation, food price fluctuations and income disparities affect access to nutritious food, particularly among people on low incomes and refugees. The country's exposure to hazards, especially earthquakes, and regional instability present further challenges, underscoring the need for strengthened disaster preparedness and emergency response capacities.

Through this country strategic plan, WFP seeks to strengthen strategic partnerships with the Government and the private sector to enhance the effectiveness of humanitarian interventions, both within the Republic of Türkiye and globally, enabling greater impact with fewer resources.

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Recognizing the strong capacities of the Government, WFP will focus its efforts on filling prioritized gaps by capitalizing on the organization's comparative advantages in support of refugees, emergency preparedness and response, institutional capacity strengthening and service provision. The plan will also leverage the complementary strengths of WFP and the Republic of Türkiye to enhance global emergency response efforts, combining WFP's expertise in food assistance and humanitarian supply chains with Türkiye's geostrategic location, humanitarian leadership and competitive logistics sector in order to work towards the shared goal of addressing global food insecurity.

Aligned with the Republic of Türkiye's twelfth national development plan, covering 2024–2028, and the United Nations sustainable development cooperation framework for 2026–2030, WFP's three-year country strategic plan will contribute to ending hunger and advancing global partnerships. It will be implemented through two interconnected country strategic plan outcomes:

- *Outcome 1. Targeted refugees and other crisis-affected people in Türkiye can meet their basic needs, including nutritious food, all year round.* Under this outcome WFP will continue working alongside the Government of the Republic of Türkiye to ensure that targeted refugees in camps (temporary accommodation centres or container cities) or in transition, as well as other crisis-affected people, can meet their basic food, nutrition and other essential needs.
- *Outcome 2. By 2028, enhanced strategic partnerships are leveraged to facilitate efficient support to crisis-affected and at-risk people inside and outside of Türkiye, enabling them to meet their basic needs and build resilience.* Under this outcome WFP will strengthen strategic partnerships with public and private sector entities, collaborating to improve emergency preparedness and response capacities and reinforcing safety net programmes. WFP will also provide services to humanitarian and development actors. These efforts will enable more efficient and effective support of crisis-affected and at-risk people both within and beyond the Republic of Türkiye.

This country strategic plan will pave the way for WFP's responsible exit from programming after 2028.

Draft decision*

The Board approves the Republic of Türkiye country strategic plan (2026–2028) (WFP/EB.2/2025/7-A/9) at a total cost to WFP of USD 51,649,440.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis and needs assessment

1. The Republic of Türkiye¹ is an upper-middle-income country with robust institutions, infrastructure and public services, and a vibrant private sector. A member of the Group of Twenty, the Organisation for Economic Co-operation and Development, the Organisation of Islamic Cooperation and a candidate for European Union membership, Türkiye is a key regional and international player. Since 2014, it has hosted one of the largest refugee populations in the world,² including 2.82 million Syrian refugees and over 224,000 refugees of other nationalities.³ Ninety-eight percent of refugees live among host communities across Türkiye, while 2 percent – considered to be the most vulnerable – reside in government-run temporary accommodation centres (TACs).
2. Türkiye has achieved remarkable economic and social development since the early 2000s and now ranks as the world's 17th largest economy and its 10th largest agricultural producer; it is 45th in the 2023/2024 Human Development Index.⁴ Although Türkiye has made progress in reducing poverty and advancing good health, more comprehensive data are lacking on indicators related to ending hunger and promoting equality.⁵
3. While Türkiye has improved food and nutrition security, reducing the share of the population unable to afford a healthy diet from 15 percent in 2019 to 6 percent in 2022, challenges persist.⁶ Türkiye ranked 49th out of 113 countries in the 2022 Global Food Security Index.⁷ Inflation, volatile food prices, high agricultural input costs and income inequality undermine progress, especially for people on low incomes.⁸ Less-educated households headed by women face higher relative poverty, while older women report worse health outcomes.⁹ Children are particularly at risk of poverty or social exclusion.¹⁰ Social protection schemes, including a school meals programme, alleviate pressure but could be enhanced to better support nutritionally vulnerable and disadvantaged groups, such as women, children and persons with disabilities.¹¹

¹ Hereinafter referred to as "Türkiye".

² For the purpose of this CSP, references to the term "refugee" should be understood as including Syrians under temporary protection, international protection applicants and status holders in accordance with Türkiye's legal and policy framework, notably the Law on Foreigners and International Protection, as well as the Temporary Protection Regulation.

³ Number of Syrian refugees as of the end of February 2025, [as reported by the Ministry of Interior Presidency of Migration Management](#); refugees of other nationalities as of the end of November 2024, reported in the *United Nations Country Analysis Türkiye 2026–2030*, December 2024 (not published).

⁴ United Nations Development Programme. 2024. [Human Development Report 2023/2024 – Breaking the gridlock: Reimagining cooperation in a polarized world](#).

⁵ United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

⁶ Food and Agriculture Organization of the United Nations (FAO) and others. 2024. [The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms](#).

⁷ The Economist Group. 2022. [Global Food Security Index 2022](#).

⁸ United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

⁹ *Ibid.*

¹⁰ Multidimensional poverty measures indicate that 40.1 percent of children were at risk of poverty or social exclusion in 2023, compared with 30.7 percent of the total population. Data from [TUIK/TURKSTAT](#).

¹¹ While social protection coverage in Türkiye (excluding universal health) is relatively high at 64 percent, it remains below the regional average of 85 percent, with significant gaps in support for vulnerable groups such as women, children and persons with disabilities. Coverage for disability benefits is 44 percent, and only 37 percent of children under 15 receive child and family cash benefits. Just under 32 percent of vulnerable individuals are covered by social assistance. Source: United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

4. Refugee households face increasing strain owing to rising food costs and inflation, often adopting negative coping strategies.¹² Over 50 percent of refugee households living in communities cannot afford the minimum expenditure basket.¹³ Inside TACs, assistance covers only 34 percent of the food basket.¹⁴ Food insecurity is more prevalent among households headed by women (53 percent) than those headed by men (38 percent).¹⁵ Fifty percent of households with members with disability experience food insecurity (compared with 41 percent of all households); such households also rely more on negative food consumption coping strategies (used by 97 percent compared with 90 percent of all households), and they have limited access to livelihood-related coping strategies. Labour force participation among Syrian refugees is 44 percent (81 percent for men and 14 percent for women), with most engaged in informal jobs with earnings too meagre to support self-sufficiency.¹⁶
5. Nutrition challenges affect Turkish and refugee populations alike. According to the latest demographic and health survey (2018), 59 percent of Turkish and 60 percent of refugee women aged 15 to 49 are overweight or obese, while underweight prevalence is below 5 percent among women of reproductive age for both groups. Chronic malnutrition is more common among Syrian children: 17 percent of children under 5 are stunted, compared with 6 percent of Turkish children. Wasting rates among children under 5 are similar at around 2 percent, while 8 percent of Turkish and 10 percent of Syrian children under 5 are overweight. Regarding micronutrients, 63 percent of Turkish children aged 6–23 months consume iron-rich foods, compared with only 33 percent of Syrian children.^{17,18} Low food literacy impacts dietary choices and health outcomes, with the food price point often prioritized over food safety and nutritional quality.¹⁹
6. Türkiye is highly vulnerable to hazards,²⁰ especially earthquakes. The February 2023 earthquakes in the southeast killed over 53,000 and directly affected 15.7 million people,²¹ including 1.7 million refugees; the earthquake in April 2025 injured hundreds and caused widespread damage across the Marmara region.²² The extensive losses and disruption to services and food production caused by earthquakes²³ underscore the urgency of strengthening disaster management and emergency preparedness. More than two years after the 2023 earthquakes, 44 percent of affected households still lack regular access to

¹² International Federation of Red Cross and Red Crescent Societies and Turkish Red Crescent (TRC). 2023. *Findings of Post-distribution Monitoring Survey (round 18). Navigating Socioeconomic Realities: Insights from Emergency Social Safety Net (ESSN) III Programme* and WFP *In-camp Post Distribution Monitoring Report, Türkiye Q3/2024* (not published).

¹³ The minimum expenditure basket is defined as what a household requires in order to meet its essential needs, on a regular or seasonal basis, and its average cost. It includes both food- and non-food needs. *Post-distribution monitoring survey* indicates that only 40 percent of the emergency social safety net recipient households and 53 percent of non-recipient households were above the minimum expenditure basket in the third quarter of 2023.

¹⁴ WFP calculation based on Turkstat data, January 2025.

¹⁵ WFP *In-camp Post Distribution Monitoring Report, Türkiye Q1/2025* (not published).

¹⁶ United Nations Development Programme and Office of the United Nations High Commissioner for Refugees (UNHCR). 2021. *Recommendations for Improved Access to Livelihoods in Preparation for Durable Solutions – A Desk Review*.

¹⁷ Measured as children aged 6–23 months who had consumed foods rich in iron during the 24 hours before the survey.

¹⁸ Hacettepe University Institute of Population Studies. 2019. *2018 Turkey Demographic and Health Survey*.

¹⁹ United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

²⁰ Türkiye ranks 35th among 193 countries in the *2024 World Risk Report*.

²¹ Corresponding to 18 percent of Türkiye's total population of 85.7 million.

²² Republic of Türkiye. 2024. *Kahramanmaraş and Hatay earthquakes reconstruction and development report* (in Turkish).

²³ The earthquakes damaged over 20 percent of Türkiye's food production. Source: FAO. 2023. *"Türkiye earthquakes: initial assessment indicates losses of more than 20 percent in food production"*.

food.²⁴ Türkiye also faces increasingly frequent and severe floods, heatwaves and wildfires, while regional geopolitical tensions compound its susceptibility to crises.

7. The Government has implemented inclusive refugee policies granting Syrians access to healthcare, education, social services and work permits.²⁵ This has positioned Türkiye as a model for the Global Compact on Refugees and as the world's second-largest humanitarian donor.²⁶ However, the prolonged hosting of refugees continues to strain national systems and social cohesion, highlighting the need for sustained international support. Although voluntary returns of Syrian refugees have increased since the December 2024 political transition in that country,²⁷ most refugees have thus far adopted a "wait and see" approach.²⁸
8. Türkiye's humanitarian contributions extend beyond its borders. Its foreign policy emphasizes humanitarian diplomacy, providing significant support to international humanitarian efforts in high-risk settings, including Afghanistan, the Gaza Strip, Myanmar, Somalia and the Syrian Arab Republic. Türkiye also played a pivotal role in the Black Sea Initiative, acting as a broker, mediator and operational facilitator to secure the safe export of Ukrainian grain and helping to mitigate the global food crisis triggered by the conflict in Ukraine.
9. Building on the Black Sea Initiative, the Grain from Ukraine initiative further highlighted Türkiye's strategic role in global food security and the strength of its logistics sector. Substantial quantities of Ukrainian grain were stored and milled in Türkiye before being shipped to food-insecure countries. With its geographic location, agricultural capacity and role in global supply chains, Türkiye is also essential to WFP global operations: in 2023, over 440,000 mt of food – 18 percent of WFP's food procurement worldwide – originated from or transited Türkiye. These converging areas of intervention and goals for addressing global food insecurity present a strategic opportunity for WFP and Türkiye to enhance the complementarity and effectiveness of humanitarian action, delivering greater impact with fewer resources.

2. National priorities and collective assistance

10. Türkiye's twelfth national development plan (NDP) covers 2024–2028 and serves as a strategic framework guiding progress toward more sustainable development and bolstering the country's global stature. Anchored in five strategic pillars,²⁹ the plan articulates Türkiye's vision of becoming a high-income country, with the Sustainable Development Goals serving as a holistic framework of reference for its human-centred development efforts. The six strategic outcomes of the United Nations sustainable development cooperation framework (UNSDCF) for 2026–2030 for Türkiye align directly with these pillars.

²⁴ Turkish Medical Association and the Health and Social Service Workers Union. 2025. [February 2023 earthquakes second anniversary report](#) (in Turkish).

²⁵ Based on its 2013 Law on Foreigners and International Protection, and 2016 Temporary Protection Regulation.

²⁶ Development Initiatives. 2023. [Global Humanitarian Assistance Report 2023](#).

²⁷ As of 29 January 2025, according to Türkiye's Minister of Interior, 81,576 individuals have voluntarily returned from Türkiye to the Syrian Arab Republic since early December 2024. In the two weeks before 9 December 2024, the figure was approximately 3,500. Sources: UNHCR. 2025. [Regional Flash Update #16: Syria situation crisis](#) and UNHCR. 2024. [Regional Flash Update #6: Syria situation crisis](#).

²⁸ UNHCR. 2024. [Regional Refugee Community Feedback about Developments in Syria](#).

²⁹ The five pillars of Türkiye's twelfth NDP are: stable growth and strong economy; competitive production through digital and green transformation; qualified human resources, strong family and healthy society; disaster-resilient living environments and sustainable environment; and democratic good governance founded on justice. Republic of Türkiye. 2023. [Twelfth Development Plan \(2024–2028\)](#).

11. The NDP underscores the increasing importance of disaster risk reduction and management.³⁰ Türkiye's disaster management framework is coordinated by the Ministry of Interior's Disaster and Emergency Management Presidency (AFAD) and includes two key plans: the national disaster response plan and the national disaster risk reduction plan.³¹ These plans comprehensively address disaster risks and provide a framework for response and coordination, outlining roles for public institutions, local governments, non-governmental organizations (NGOs) and the private sector.
12. Under the national disaster response plan, the Ministry of Family and Social Services oversees warehouse management and the distribution of in-kind donations, while the Turkish Red Crescent (TRC) leads a nutrition working group for early recovery, playing a key role in establishing food supply chains during emergencies.³² The inter-agency humanitarian evaluation of the 2023 earthquake response identified gaps in joint United Nations contingency planning and coordination with national disaster mechanisms, largely because of assumptions that a government-led response would not require international support, but also because of weaknesses in the pre-existing relationships with the Government required for joint response efforts.³³ In 2024, in an effort to bridge these gaps, a dedicated emergency preparedness and response (EPR) working group was established by the United Nations country team, co-led by WFP and the World Health Organization.
13. Effective migration management remains a national priority. The Presidency of Migration Management, operating under the Ministry of Interior, oversees policies and strategies related to migration and asylum, including the management of TACs, which host 60,000 refugees. Since 2018, the number of TAC residents has decreased in line with the Government's strategy of downsizing centres and prioritizing individuals with specific needs – a trend that is expected to continue. WFP – the only international actor with TAC access – has, in partnership with TRC, assisted residents since 2012. Since 2024, WFP has supported refugees relocated to AFAD-managed container cities.³⁴
14. Eligible refugees living outside the TACs have access to national safety net programmes such as the social safety net (SSN) and the conditional cash transfers for education³⁵ implemented by the Ministry of Family and Social Services in partnership with TRC. As of 2025, over 1 million refugees receive regular SSN cash assistance aimed at helping them to meet their basic needs,³⁶ and 429,000 refugee children are covered by the conditional cash transfers for education.³⁷

³⁰ The NDP includes a dedicated chapter on "Disaster-Resilient Living Spaces and Sustainable Environment", which addresses the needs of vulnerable groups before, during and after disasters.

³¹ AFAD. 2020. [National disaster risk reduction plan](#) (in Turkish).

³² AFAD. 2014. [National Disaster Response Plan](#), p.24 (in Turkish).

³³ *Inter-agency humanitarian evaluation of the 2023 earthquake response, preliminary findings 2024* (not published).

³⁴ Container cities were built by AFAD using shipping containers to provide temporary accommodation for displaced populations following the February 2023 earthquakes in the south-east of Türkiye.

³⁵ These programmes have been implemented over the years by various stakeholders, including WFP, which managed the emergency social safety net from 2016 to 2020, and the United Nations Children's Fund, which transitioned implementation of the conditional cash transfers for education to the Ministry of Family and Social Services in 2022. The United Nations Children's Fund has also supported the ministry in enhancing the child-sensitivity and shock-responsiveness of the national social protection system. Source: Draft *Evaluation of the United Nations sustainable development cooperation framework in Türkiye (UNSDCF) 2021–2025* (not published).

³⁶ TRC. 2025. [Infographic on the emergency social safety net project, January 2025](#).

³⁷ TRC. 2025. [Infographic on the conditional cash transfers for education project, March 2025](#).

15. National policies have increasingly prioritized interventions that strengthen refugees' livelihoods and self-reliance. Various United Nations entities, including WFP, have conducted livelihoods projects alongside national and international NGOs.³⁸ Following the 2023 earthquakes, drawing on its comparative advantages, WFP shifted its focus to emergency and recovery work to address the most pressing needs, fully phasing out its economic empowerment programmes in 2024. Other actors continue to work on livelihoods programming.
16. Since 2013, international support for national efforts to address the humanitarian, protection and resilience needs of refugees has been consolidated and coordinated through the Regional Refugee and Resilience Plan (3RP).³⁹ Co-led by the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Development Programme, the 3RP involves 11 United Nations entities and 50 NGOs engaged in education, protection, basic needs, health and economic empowerment.
17. Within the NDP, Türkiye prioritizes creating a food and agriculture sector that is economically, socially and environmentally sustainable, ensuring balanced supply and demand and adequate nutrition for its population.⁴⁰ Türkiye's national food systems summit pathway highlighted the crucial role of smallholder farmers, who account for 80 percent of the 2.3 million farms in the country.^{41,42} The Ministry of Agriculture and Forestry supports smallholders through agricultural extension services and agricultural credit cooperatives,⁴³ while the International Fund for Agricultural Development has implemented several projects to improve smallholder livelihoods in remote upland areas.⁴⁴
18. The Ministry of National Education implements a national school meal programme that reaches 1.2 million public school children annually, with an economic return of USD 6.4 for every dollar invested. Exceeding the global average of USD 5.5, this impact is largely driven by gains in productivity.⁴⁵ In addition, Türkiye's food literacy strategy and action plan for 2022–2028 provides a road map for supporting access to healthy food, promoting healthy sustainable nutrition.⁴⁶
19. Humanitarian diplomacy is carried out through several government entities and affiliates, including the Turkish Cooperation and Coordination Agency (TIKA), TRC, AFAD and the Türkiye Diyanet Foundation.⁴⁷ Moreover, as highlighted in the NDP, Türkiye prioritizes enhancing development cooperation partnerships that advance efficient and lasting solutions to regional and global challenges while ensuring effective resource utilization. Türkiye remains dedicated to supporting international initiatives on the global development agenda, including disaster risk reduction and sustainable food systems.

³⁸ These include the United Nations Development Programme, the International Labour Organization, UNHCR, the United Nations Entity for Gender Equality and the Empowerment of Women and the International Organization for Migration. Source: Draft *Evaluation of the United Nations sustainable development cooperation framework in Türkiye (UNSDCF) 2021–2025* (not published).

³⁹ 3RP. 2024. [Annual Report 2024](#).

⁴⁰ Republic of Türkiye. 2023. [Twelfth Development Plan \(2024–2028\)](#).

⁴¹ Government of Türkiye. 2021. [Towards Sustainable Food Systems – National Pathway of Turkey](#).

⁴² The average farm size is 6 hectares, but 65 percent of farms are smaller than 5 hectares. Source: United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

⁴³ Many smallholder farmers face challenges in relation to outdated technology, rising input costs, rural emigration, weak market integration, market fluctuations and subsequent income instability. Source: United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

⁴⁴ International Fund for Agricultural Development. 2024. [Republic of Türkiye country strategy and programme evaluation](#).

⁴⁵ WFP. 2022. *School Feeding in Türkiye Investment Case Cost-benefit analysis report, October 2022* (not published).

⁴⁶ FAO. 2023. [Türkiye food literacy strategy and action plan 2022–2028](#).

⁴⁷ Presidency's Directorate of Communications. 2022. [Türkiye's Friendly Hand: Humanitarian Diplomacy](#).

20. Informed by consultations with various ministries, other United Nations entities, cooperating and private sector partners, local institutions, donors and community members, this country strategic plan (CSP) for 2026–2028 has been designed in the context of these national priorities and collective efforts. WFP's proactive engagement in the common country analysis and UNSDCF processes as well as 3RP coordination have also ensured alignment and complementarity with Türkiye's humanitarian and development priorities.

3. WFP's comparative advantage, capacity and ability in Türkiye

21. Since 2012, WFP has supported Syrian refugees in Türkiye through joint operations with TRC and the Government, initially providing unconditional monthly cash-based transfers (CBTs) for refugees in TACs. Over time, WFP's role has evolved from designing and implementing the emergency social safety net (ESSN) – the world's largest humanitarian cash programme for refugees, which was successfully handed over in 2020 – to fostering pathways out of humanitarian assistance for both refugees and Turkish nationals through livelihood initiatives. WFP's e-voucher assistance in TACs has been effective in enhancing refugee welfare and food security,⁴⁸ and WFP remains the only international actor with humanitarian access to TAC populations, filling a critical gap in the collective refugee response.
22. The response to the February 2023 earthquakes further demonstrated WFP's comparative advantage in ensuring access to food during large-scale emergencies. Within 48 hours, WFP had delivered emergency food assistance comprised of family food packages, cooked meals and ready-to-eat rations, later expanding to cash support that reached over 2.2 million people. Collaboration through the United Nations earthquake appeal ensured that the delivery of assistance to affected people leveraged complementary expertise from various United Nations entities, with WFP and FAO working together to ensure food security during the immediate response and through longer-term recovery efforts. Key factors behind the success of WFP's response were the organization's ability to mobilize funding swiftly, including from the private sector; its existing partnerships with diverse public and private sector actors, which facilitated rapid access and implementation leveraging national capacities; and its leadership in providing logistics and telecommunications services to the broader humanitarian community, benefitting over 132 organizations.⁴⁹ WFP's established field presence, operational capacity – including its robust CBT mechanism – and strong links with national systems contributed to the success of both the ESSN and the earthquake response, enabling WFP to exceed planned targets for the latter, and with stakeholders recognizing the added value of WFP's support in EPR.⁵⁰
23. In 2024, WFP launched a programme to support local food system actors and communities in recovering from the 2023 earthquakes. Through this programme WFP used its efficient operational capacity to test small-scale approaches designed to “build back better” in disaster- or crisis-affected settings. Designed in collaboration with government partners, these pilot projects aimed to create lasting improvements that could be scaled up by the Government to strengthen food systems for the future.
24. Beyond WFP's in-country programmatic presence, Türkiye's strategic location, advanced infrastructure and strong logistics sector have positioned it as a vital hub for WFP's global procurement operations. This sets WFP apart from other humanitarian and development actors in Türkiye and paves the way for increasingly strategic partnerships with both the Government and the private sector that highlights Türkiye's role in global food security while

⁴⁸ WFP. *Evaluation of Türkiye country strategic plans 2018–2025*, draft report (forthcoming).

⁴⁹ WFP. 2023. [Republic of Türkiye Annual Country Report 2023](#).

⁵⁰ WFP. *Evaluation of Türkiye country strategic plans 2018–2025*, draft report (forthcoming).

- also directly contributing to the Turkish economy. Over the past five years, WFP's procurement and supply chain operations in Türkiye have contributed USD 1.1 billion to the local economy, increasing the demand for domestic agricultural products, generating thousands of jobs and benefitting local farmers.⁵¹
25. WFP's programmatic evolution reflects the organization's adaptability to changing environments, emerging challenges and shifting national priorities. The broad evidence base underpinning the CSP reinforces the importance of WFP's role in Türkiye and provides critical insights for shaping strategy and programming. Key evaluations and studies that have informed the CSP include a CSP evaluation,⁵² an impact study on WFP food procurement and CBTs in Türkiye (2025),⁵³ an inter-agency humanitarian evaluation of the 2023 earthquake response (2025),⁵⁴ an internal audit (2022)⁵⁵ and regular post-distribution monitoring, including outcome-level results monitoring. Additional insights have been drawn from the mid-term evaluation of WFP's strategic plan (2024),⁵⁶ the evaluation of WFP's emergency preparedness policy (2025),⁵⁷ and an evaluation synthesis on WFP's engagement in middle-income countries (2025).⁵⁸
 26. The CSP evaluation recommended consolidating WFP's value proposition to focus on a smaller number of high-impact interventions where WFP offers unique value⁵⁹ – a recommendation reflected in the CSP's strategic orientation. Further, while the CSP evaluation highlighted WFP's strong operational collaboration and effectiveness in humanitarian and emergency response, it found that the absence of a comprehensive partnership strategy limited WFP's ability to establish the consistent and strategic collaboration, essential for sustainability.⁶⁰ Similar gaps in WFP's approach to partnerships were noted more broadly in the mid-term evaluation of WFP's strategic plan for 2022–2025, which found relatively limited emphasis on developing strategic partnerships that could enhance the complementarity and effectiveness of interventions.
 27. The CSP addresses this gap by making partnerships a central component of its strategic orientation, prioritizing stronger institutional and private sector engagement. This enhanced partnership approach will be anchored in a strategic partnership and communication strategy,⁶¹ especially with regard to supporting the Government's efforts to strengthen EPR capacities,⁶² leveraging WFP's comparative advantage in EPR and its role as co-chair of the United Nations country team EPR working group. This approach is expected to further enhance Türkiye's and WFP's readiness to address future crises, ensuring that people vulnerable to shocks and food insecurity receive timely and effective support.

⁵¹ Qualitas AgroConsultores. 2025. *Estimate of the impact generated by the purchases of local products*, draft report (not published).

⁵² WFP. *Evaluation of Türkiye WFP country strategic plans 2018–2025*, draft report (forthcoming).

⁵³ Qualitas AgroConsultores. 2025. *Estimate of the impact generated by the purchases of local products*, draft report (not published).

⁵⁴ *Inter-agency humanitarian evaluation of the response to the 2023 earthquakes in the Republic of Türkiye and the Syrian Arab Republic, preliminary findings 2024* (not published).

⁵⁵ WFP. 2022. *Internal Audit of WFP Operations in Türkiye*.

⁵⁶ WFP. 2024. *Mid-Term Evaluation of WFP's Strategic Plan 2022–2025*.

⁵⁷ "Summary report on the evaluation of WFP's emergency preparedness policy" (WFP/EB.1/2025/7-A/2).

⁵⁸ "Summary report of the synthesis on evaluations of WFP's engagement in middle-income countries (2019–2024)" (WFP/EB.A/2025/7-G/3/Rev.1).

⁵⁹ *Evaluation of Türkiye country strategic plans 2018–2025*, draft report (forthcoming), CSP evaluation recommendation 1.1.

⁶⁰ *Ibid.*

⁶¹ *Ibid.*, CSP evaluation recommendation 1.2.

⁶² *Ibid.*, CSP evaluation recommendation 3.

28. WFP completed an organizational realignment exercise in 2024 to optimize the structure of its office in Türkiye and ensure it has adequate operational capacity and expertise to achieve the CSP objectives.⁶³ Funding permitting, the current operational capacity allows WFP to expand CBT support if there is any increase in the number of refugees living in camps, including TACs or container cities.
29. While WFP does not anticipate any direct limitations to its ability to operationalize this CSP, it will be essential to maintain an agile approach in view of evolving challenges and shifting national and donor priorities.

4. Strategic positioning, programme priorities, and partnerships

Country strategic plan direction and intended impacts

30. Designed around two interconnected outcomes, this CSP represents a strategic shift towards tackling humanitarian challenges and advancing food security both within Türkiye and globally, recognizing Türkiye's capacity to address many of its internal needs independently. Accordingly, WFP will reposition itself in a more enabling role, laying the groundwork for a responsible and sustainable exit from programmes after 2028. WFP will shift its approach to partnerships, fostering deeper strategic collaboration with the Government and the Turkish private sector in order to promote innovation in humanitarian action. A key enabler of these partnerships is WFP's global procurement and supply chain operations in Türkiye.
31. WFP will leverage its comparative advantages in supporting refugees, EPR, institutional capacity strengthening and service provision to address gaps. Efforts will focus on supporting the Government in meeting the basic food and nutrition needs of targeted refugees residing in camps, including those in TACs and container cities in the southeast of Türkiye. Though relatively small, this programme is strategically significant and enables WFP to sustain key partnerships, navigate the region's complex operational landscape and maintain its emergency response capabilities. The CSP also provides a vehicle for strengthening global emergency response efforts, building on the complementary strengths of WFP's expertise in food assistance and humanitarian supply chains and Türkiye's geostrategic location, humanitarian leadership and competitive logistics.
32. Given Türkiye's exposure to disaster risk and regional instability, WFP's resilience-building efforts will prioritize strengthening EPR systems and capacities, while simultaneously providing technical assistance to the Government to strengthen key components of national social protection programmes and systems, including Türkiye's school meal programme. WFP will also continue to offer services to humanitarian and development actors and will remain ready to expand these services as needed, especially in the event of an emergency.
33. WFP will adopt a people-centred approach across its interventions. Under CSP outcome 1, WFP will apply vulnerability-based targeting to ensure those most at risk of food insecurity receive adequate assistance. WFP's targeting approach will draw on criteria related to sex, disability and age and will be informed by available evidence and community consultations. Under CSP outcome 2, WFP's emergency preparedness efforts will be shaped through community consultations, particularly engagement with groups such as refugees, women and persons with disabilities. WFP will engage in capacity strengthening in a manner that is safe, dignified and accessible, ensuring that the needs and preferences of affected people are central to programme design. WFP also will work closely with policymakers to support national priorities aimed at underserved and nutritionally vulnerable people, including

⁶³ The organizational realignment exercise has been accompanied by investments to foster a healthy, resilient workforce that is equipped to enact the organization's mission of ending hunger, in line with WFP's wellness strategy for 2025–2030.

exploring ways to integrate nutrition-focused solutions, such as food fortification or initiatives designed to enhance the nutritional adequacy of the national school meal programme. To address needs that extend beyond its mandate, WFP will connect individuals with appropriate services through a robust referral system.

34. The CSP is aligned with Türkiye's twelfth NDP, particularly in terms of advancing social development, disaster preparedness and resilience, and with the UNSDCF for 2026–2030. WFP's refugee support is further aligned with the Türkiye chapter of the 3RP for 2023–2025⁶⁴ and WFP will strive to ensure alignment with subsequent plans.

Programme integration

35. WFP will embed EPR across all CSP activities. While WFP has dedicated activity 2 to strengthening EPR systems and capacities, activity 1 has the flexibility to facilitate WFP's response to sudden-onset emergencies alongside its ongoing support for refugees. Through activity 3 WFP will incorporate elements of shock-responsive safety net programming, while under activity 4 WFP will deliver services that enable a more efficient and effective collective response.
36. The CSP envisions synergies between refugee assistance under outcome 1 and broader support for national social protection under outcome 2. For instance, WFP's collaboration with national partners on targeting and transfer values in camp settings can be used to pave the way for similar efforts in relation to broader SSN programming for refugees. Similarly, WFP seeks to draw on its support for refugees voluntarily leaving the TACs to generate valuable lessons for replication in other refugee settings, sharing such insights through international platforms and South–South and triangular cooperation.
37. Where feasible, WFP will seek to maximize the benefits of its global procurement presence by linking suppliers, logistics partners and private sector actors to interventions, harnessing their interest shown during the response to the 2023 earthquakes to increase their active contributions to emergency response and preparedness efforts.

Strategic engagement with partners

38. WFP will shift from operational to more strategic partnerships with the Government at the central and provincial levels. Although not directly anchored in the CSP, an important illustration of this elevated relationship is the Ministry of Agriculture and Forestry's commitment as a donor in support of WFP's establishment of strategic stocks for humanitarian efforts beyond Türkiye's borders. Strategic engagement with the Ministry of Foreign Affairs, AFAD and TİKA will be essential in advancing humanitarian diplomacy.
39. To achieve the CSP outcomes, WFP will work with ministries and government entities such as the Presidency of Migration Management, AFAD, the Ministry of Family and Social Services, the Ministry of National Education, the Ministry of Agriculture and Forestry, the Ministry of Foreign Affairs and others, including their provincial affiliates. WFP will coordinate efforts through United Nations country team platforms and 3RP sectors, helping to foster synergies and prevent duplication. Building on collaboration with UNHCR and the Presidency of Migration Management for voluntary transitions from the TACs, WFP will explore further opportunities for joint programming.
40. The private sector in Türkiye plays a vital role in addressing humanitarian and development challenges. This was demonstrated during the 2023 earthquake response, when the efficient mobilization of private sector businesses complemented humanitarian efforts by filling critical gaps, including for logistics support and resource provision.⁶⁵ WFP's strategic

⁶⁴ 3RP Regional Refugee and Resilience Plan. 2023. [Türkiye Country Chapter 2023–2025](#).

⁶⁵ WFP. *Evaluation of Türkiye country strategic plans 2018–2025*, draft report (forthcoming).

engagement will therefore focus on leveraging this expertise, funding and services, facilitating public-private partnerships, harnessing innovation and promoting sustainable business practices as a catalyst for achieving the CSP outcomes and contributing to localization. WFP will also seek to foster localization by engaging with municipalities, provincial and regional chambers of commerce and industry, business associations, local academia and NGOs on emergency preparedness initiatives and evidence generation. WFP will expand and further strengthen its partnership with TRC through a global memorandum of understanding, facilitating collaboration within Türkiye and internationally.

41. WFP will maintain collaboration with traditional donors while expanding engagement with international financial institutions as potential resourcing partners. WFP's comprehensive partnerships resourcing strategy will guide the establishment of systematic, coherent and impactful partnerships across the CSP.

Country strategic plan outcomes and activities

Country strategic plan outcome 1: Targeted refugees and other crisis-affected people in Türkiye can meet their basic needs, including nutritious food, all year round

42. Under CSP outcome 1, structured around a single crisis response activity, WFP will continue to support the Government in ensuring that refugees and other crisis-affected people in Türkiye can meet their basic needs and achieve acceptable food and nutrition security.
43. Reflective of the introduction of vulnerability-based targeting, and the decreasing camp population, in partnership with TRC, WFP will target 31,500 refugees living in TACs through the provision of CBTs. Working closely with the Presidency of Migration Management, WFP will introduce vulnerability-based targeting, channelling assistance to those most in need. WFP will draw on market monitoring data to determine and advocate for transfer values that adequately cover the food, nutrition and other basic needs and preferences of eligible households.
44. Aligned with the Government's camp decongestion strategy,⁶⁶ and in collaboration with government partners and UNHCR, WFP will support refugees voluntarily leaving the TACs to settle in host communities across Türkiye. The package of assistance will comprise a one-off CBT allocation from WFP calculated based on the minimum expenditure basket for four months, provided alongside complementary protection support from UNHCR. This package of assistance is designed to help refugees relocate and integrate while addressing the risks and barriers faced during their relocation, and prioritizing their safety, dignity and access to assistance, services and opportunities within host communities.
45. WFP will target up to 6,000 refugees living in container cities, providing CBTs to support food-insecure refugees in meeting their food needs.⁶⁷ Preventing duplication with national assistance, WFP will target food-insecure refugees who are ineligible for national SSN assistance. As homes are rebuilt in the areas affected by the 2023 earthquakes, WFP expects the number of people living in container cities to decrease, and will correspondingly reduce the number of people targeted for support. While WFP will align monthly CBT values with those of the SSN to ensure parity of assistance and minimize any potential tension among residents of the container cities, WFP will utilize evidence-based transfer value analysis to advocate for more adequate assistance to meet food and nutrition needs.

⁶⁶ The Presidency of Migration Management adopted a camp decongestion strategy in 2022 which involves closing some TACs, consolidating vulnerable refugee households in one location, and supporting refugees to settle in urban areas or return to the Syrian Arab Republic.

⁶⁷ As of February 2025, 650,000 people (Turkish nationals and refugees) reside in container cities, according to AFAD. At the Government's request, and to help mitigate social tensions, WFP provides assistance only in container cities where 100 percent of residents are refugees.

46. CSP outcome 1 incorporates a crisis response contingency mechanism that enables WFP to rapidly initiate a response to emergencies, providing food assistance for up to 15,000 crisis-affected people through commodity vouchers. This contingency could be activated in various scenarios, such as in response to a disaster or an increased influx of refugees.
47. To support the achievement of CSP outcome 1, and in line with the Türkiye food literacy strategy and action plan for 2022–2028, WFP will implement social and behaviour change (SBC) communication initiatives to enhance food literacy and promote awareness of healthy diets, enabling refugees to make informed nutrition-related choices.

Alignment with national priorities

48. CSP outcome 1 is aligned with NDP priorities on the promotion of people-oriented social development and contributes to UNSDCF outcome 1.1 under strategic priority 1 on inclusive and equitable social development, and is also aligned with basic needs sector support under the 3RP.

Country strategic plan outcome 2: By 2028, enhanced strategic partnerships are leveraged to facilitate efficient support to crisis-affected and at-risk people inside and outside of Türkiye, enabling them to meet their basic needs and build resilience

49. Under CSP outcome 2, WFP aims to strengthen strategic partnerships with Türkiye's public and private sectors and provide services to humanitarian and development actors, thereby enabling more effective and efficient collective response for the support of crisis-affected and at-risk people. WFP will focus on ensuring that EPR efforts are well coordinated and efficiently leverage the complementary expertise, skills and resources of different actors to reach affected people effectively with appropriate support.
50. Activity 2 focuses on strengthening emergency response capacities and readiness, particularly on safeguarding food security in the aftermath of a disaster. WFP will support government readiness in areas such as the pre-positioning, warehousing and transportation of relief commodities, drawing on its logistics and supply chain management expertise. Recognizing the strength and value of engaging private businesses as active contributors to humanitarian efforts, WFP will prioritize the inclusion of private sector expertise and advance the use of technology in EPR initiatives, concentrating on innovative last-mile delivery solutions, real-time emergency communications systems and supply chain resilience. WFP will tailor technical solutions such as the Logistics Cluster Information Exchange platform to government needs, providing support for data analysis, information sharing and coordination. WFP will partner with the Ministry of Family and Social Services to enhance warehouse management and systems for the distribution of in-kind donations. WFP will work with AFAD to improve coordination of national and United Nations emergency preparedness plans, conducting multi-stakeholder simulation exercises to identify gaps, test response systems and enhance local private sector contributions to EPR functions and frameworks.
51. To strengthen national and regional EPR, WFP will work with the Government and TRC on strategic preparedness investments in areas of WFP's comparative advantage, including emergency logistics and supply chain, and will leverage the expertise of Turkish private sector companies to develop innovative solutions. Through these efforts, WFP will expand its partnership with TRC to operationalize a joint humanitarian air hub at Istanbul airport to enable the rapid dispatch of food stocks procured in Türkiye to regional and global emergency response operations, thereby reinforcing Türkiye's national and international humanitarian response capacities. Building on WFP's success with the Black Sea Initiative and the Grain from Ukraine initiative, WFP will pursue innovative approaches with the Ministry of Agriculture and Forestry to mitigate potential supply disruption and surges in

demand. These investments are expected to generate capacities that last well beyond the CSP implementation period.

52. Under activity 3, WFP will support enhancements to national social protection programmes, particularly the government-administered school meal programme. WFP will work with the Ministry of National Education to agree on priority interventions where WFP can complement national efforts, including through supply chain optimization aimed at minimizing transportation costs; evidence generation and technical support for scaling and targeting the national programme; menu optimization and associated SBC activities for adequate nutrition. WFP will support the Government in engagement and advocacy pertaining to the global School Meals Coalition through workshops and knowledge sharing activities. In collaboration with the Ministry of Family and Social Services and other relevant stakeholders, WFP will explore opportunities to promote effective nutrition planning and education and to enhance the shock-responsiveness of national programmes with a focus on ensuring that those already most at risk – including women, children, persons with disabilities and refugees – are assisted equitably in the event of an emergency.⁶⁸ In addition, WFP will advocate a structured food security monitoring framework to support the systematic collection, measurement and monitoring of food security indicators at the national level. This would help to embed data-driven food security considerations in policymaking and programme design.
53. Under activity 4, WFP will continue delivering common administrative and facility management services to United Nations entities in Gaziantep on a full cost recovery basis, with the flexibility to extend on-demand services as needed.

Alignment with national priorities

54. Aligned with NDP priorities on addressing the needs of vulnerable groups before, during and after disasters, CSP outcome 2 contributes to UNSDCF outcome 3.1 under strategic priority 3 on climate change, environmental sustainability and resilience; UNSDCF outcome 1.1; and related national priorities.

5. Prioritization and sustainability

Prioritization approach

55. With the global humanitarian and development sector facing an increasing funding deficit, WFP Türkiye is likely to encounter growing competition for limited international resources. However, despite the challenging resource landscape, to date WFP has not experienced any break in assistance, nor has it been forced to reduce monthly transfer values in Türkiye. During implementation of the CSP for 2023–2025, WFP successfully diversified its donor base and, guided by a comprehensive partnerships and resourcing strategy, will intensify these efforts, placing greater emphasis on attracting diverse funding streams, including from the private sector and the Government. WFP will use flexible funds carried over from the previous CSP as catalytic investments in EPR and in support of national safety nets.
56. Funding for WFP's refugee assistance is raised annually, consistent with humanitarian funding practices. While funding for this portfolio has been stable, should contributions fall short, WFP would first consider reallocating unearmarked resources to support refugees under CSP outcome 1. Considering that WFP already targets the most vulnerable refugees, should further prioritization⁶⁹ be required, CBT values could be reduced as a last resort. A

⁶⁸ Opportunities to enhance the shock-responsiveness of national programmes may include work on emergency targeting and on take-home rations to prevent school dropouts during crises.

⁶⁹ The detailed prioritization plan for this CSP is available on the [CSP Data Portal](#).

failure to sustain support under CSP outcome 1 would risk heightening food insecurity among refugee households and could pose challenges to social cohesion and partnerships.

Sustainability and transition strategies

57. This CSP has been designed as a transition plan during which WFP will gradually scale down activities over three years while preparing for an alternative model of presence in Türkiye. This transition is guided by WFP's 2025 localization policy, with emphasis on nationally owned and led solutions and recognition of the knowledge and capacity of local and national partners.
58. A key element of WFP's strategy to reduce its operational footprint pertains to support, under CSP outcome 1, for refugees voluntarily departing the TACs and resettling among host communities. In line with the expected continued reduction in the in-camp refugee population over the CSP implementation period, WFP will work closely with partners to establish clear benchmarks and timelines for phasing out refugee programming. Benchmarks will include operational, financial and capacity-related considerations that reflect both the wind-down of programmes and partner readiness to continue supporting the most vulnerable refugees.
59. WFP's institutional collaboration and capacity strengthening from 2016 to 2020 enabled the successful handover of the ESSN programme, whose continued effective implementation by national partners represents a major achievement in terms of its sustainability.⁷⁰ Building on this, CSP activities are aligned with the priorities of and, where feasible, co-designed with government partners. WFP has also incorporated a deliberate focus on institutional capacity strengthening throughout the CSP, which will facilitate the transfer of knowledge, tools and evidence to local partners while reinforcing national ownership in order to achieve CSP outcomes that last. Another critical aspect of WFP's responsible exit from programming will ensure that evidence-based and people-centred approaches around targeting, transfer values and SBC continue to be used in refugee programming.
60. Importantly, WFP will intensify collaboration with the private sector and promote public-private partnerships as vehicles for strengthening localized EPR systems. By leveraging private sector innovation, financing and logistics infrastructure, WFP will contribute to the co-creation of local solutions, gradually stepping back as private sector capabilities become more firmly integrated into nationally led EPR. These efforts will reinforce Türkiye's domestic resilience and, consistent with WFP's intention to localize implementation alongside leadership and innovation, will bolster Türkiye's readiness and response capacities as a regional humanitarian actor.
61. Throughout the CSP, sustained government support and recognition of WFP as a trusted partner with a distinct comparative advantage will remain an important strong foundation for strategic engagement and humanitarian diplomacy beyond the CSP implementation period. Leveraging the partnerships consolidated under this plan, WFP will reposition its presence in Türkiye through a regional humanitarian and supply chain hub. This will allow WFP to maintain a lean, cost-effective presence focused on high-level engagement, humanitarian diplomacy and supply chain coordination while preserving its role in supporting food security across the region and globally.

⁷⁰ WFP. *Evaluation of Türkiye country strategic plans 2018–2025*, draft report (forthcoming).

ANNEX I

SUMMARY LINE OF SIGHT OF THE REPUBLIC OF TÜRKIYE CSP (2026–2028)		
Goal	Ending hunger	Partnerships for the goals
Target	2.1 Access to food	17.16 Enhance global partnerships
Focus area	CRISIS RESPONSE	RESILIENCE BUILDING
CSP outcome	CSP outcome 1: Targeted refugees and other crisis-affected people in Türkiye can meet their basic needs, including nutritious food, all year round.	CSP outcome 2: By 2028, enhanced strategic partnerships are leveraged to facilitate efficient support to crisis-affected and at-risk people inside and outside of Türkiye, enabling them to meet their basic needs and build resilience.
Activity	Activity 1. Provide food and non-food assistance to crisis-affected people, including refugees living in camps or in transition.	Activity 2. Enhance partnerships and collaboration with stakeholders, including the Government, private sector and communities to build resilience to, prepare for, and efficiently respond to emergencies and shocks, both inside and outside of Türkiye.
		Activity 3. Provide technical assistance and support the Government of Türkiye to enhance social protection, including through school feeding, and to share their expertise globally.
		Activity 4. Provide on-demand services to humanitarian and development actors, including common services to United Nations agencies.

ANNEX II

Monitoring, evaluation, evidence, and risk management

Monitoring, evaluation and evidence generation arrangements

1. WFP will implement a comprehensive monitoring, evaluation, accountability and learning framework to ensure accountability, measure impact and support evidence-based decision-making across all its interventions in Türkiye over the next three years. These activities will be conducted in line with WFP's global standards and best practices to ensure consistency, effectiveness and adaptability. Data collection will be carried out in compliance with the provisions of Türkiye's personal data protection law and all data will be disaggregated by sex, age and disability.
2. For support to crisis-affected people, WFP will employ a rigorous monitoring system to track targeting, assistance delivery, food security trends and household vulnerability. Regular post-distribution monitoring surveys, alongside other assessments such as context analysis and community feedback mechanism (CFM) reports, will be used to monitor programme effectiveness and beneficiary experiences in evolving dynamics, alongside qualitative data from focus group discussions and key informant interviews. WFP will also conduct market price monitoring to evaluate purchasing power and inform programme adjustments.
3. For institutional capacity strengthening, WFP will conduct capacity needs assessments and process evaluations to measure progress. The effectiveness of training, policy development and technical support initiatives will be tracked through structured feedback mechanisms, stakeholder consultations and performance monitoring to enhance the national school meal programme, as part of technical capacity strengthening efforts.
4. During the implementation of the CSP, in line with corporate requirements, WFP will conduct a CSP evaluation and a decentralized evaluation to assess the relevance, efficiency and effectiveness of its interventions and to provide accountability to stakeholders in addition to critical insights for programmatic adjustments and future planning.
5. Monitoring and evaluation activities will leverage both in-house capacity and external expertise to monitor and adjust operational processes and outcomes. This will include using integrated protection, accountability and conflict sensitivity analyses to inform design and implementation. Routine monitoring and internal assessments will be conducted by WFP, ensuring programmatic ownership and operational continuity. To enhance objectivity, cost efficiency and risk management, specialized evaluations, large-scale surveys and high-risk assessments will be partially outsourced to independent third-party entities.
6. To facilitate data-driven decision-making, WFP will utilize real-time data collection tools, interactive dashboards and geospatial analysis where relevant. Findings from monitoring and assessments will be systematically analysed and shared with key stakeholders, including government counterparts, donors and partners, to foster transparency and programme adaptation.
7. In 2024, WFP introduced a new CFM to enhance responsiveness and accessibility for beneficiaries. WFP will continue to improve this mechanism, including through increased automation to ensure that beneficiaries can efficiently and directly communicate with WFP. WFP will review CFM data alongside data from community engagements, triangulating it with assessment and monitoring findings to inform operational decision-making and iterative programme implementation with the aim of ensuring that WFP programmes are safe and WFP is accountable to affected people.

Risk management and mitigation measures

8. Throughout CSP implementation, WFP will systematically monitor strategic, operational, fiduciary and financial risks and will maintain a detailed risk register identifying key mitigation measures. Several key risks not referenced elsewhere in the CSP are outlined below.

Strategic risks

9. *Misalignment with government priorities.* Misalignment with government priorities represents a key strategic risk for the CSP. Should government priorities, including for example refugee policies, shift during the implementation of the CSP, it could impact the relevance of WFP's interventions. WFP will mitigate this risk through continued coordination with the Government and advocacy with key stakeholders.
10. *Funding challenges and misalignment with donor priorities.* Changing donor priorities may result in insufficient funding, which could lead to a reduction in assistance. To mitigate this risk, WFP will enhance existing partnerships and advocate with donors for multi-year flexible funding. To diversify funding sources, WFP will explore innovative and joint resource mobilization strategies, leveraging unique opportunities presented by Türkiye's status as an upper-middle-income country – including strategic initiatives for host government co-funding and partnerships with the private sector.
11. *Regional tensions.* Regional tensions and potential conflict escalation in the Middle East pose a strategic risk with direct implications for Türkiye, including possible refugee inflows and increased pressure on national systems. This could impact WFP's operations by driving up humanitarian needs and requiring rapid operational adjustments and resource reallocation. To address this risk, WFP will engage in scenario planning and preparedness activities to anticipate and adapt to potential developments and maintain close coordination with government and international partners.
12. *Seismic exposure.* Given Türkiye's high seismic risk, including in areas where WFP and cooperating partners operate, earthquakes pose a significant threat to operational continuity. To mitigate this risk, WFP conducts periodic risk assessments and continuous monitoring, maintains a comprehensive business continuity plan and has robust data backup systems that are distributed strategically across offices to ensure data integrity and rapid recovery in case of disruption.

Operational risks

13. *Sexual exploitation and abuse.* Consistent with the "do no harm" approach, WFP will mitigate risks related to protection and accountability, including the risk of sexual exploitation and abuse. WFP will regularly identify and mitigate any potential risks for affected people, strengthen the capacities of WFP and partner staff, raise awareness among affected communities, and set up internal reporting systems and external referral pathways. A conflict-sensitive approach will be adopted, especially when introducing operational adjustments such as new targeting criteria and transfer values.

Fiduciary risks

14. *Fraud and diversion.* WFP has put in place several measures to detect and prevent fraud and the diversion of resources, including its CFM, strengthened identity management and reconciliation systems for CBTs, and clear protocols and escalation mechanisms for following up on potential red flags raised through transaction monitoring.

Financial risks

15. *Undermined beneficiary purchasing power.* Any deterioration of the economic environment or inflation, in particular food price inflation, may undermine the purchasing power of beneficiaries, affecting the utility of WFP's CBTs and beneficiaries' ability to meet their essential needs. WFP will mitigate such risks by monitoring prices and currency exchange rates and will work with relevant stakeholders to ensure the adequacy of transfer values, as feasible.

Social and environmental safeguards

16. Türkiye faces significant environmental challenges driven by population growth, urbanization and unsustainable consumption.¹ To avoid exacerbating environmental pressures through its programmes, WFP will screen CSP activities for environmental and social risks using its corporate environmental and social risk screening tool. WFP also aims to minimize the environmental impact of its support operations by improving energy efficiency, digitizing processes, reducing emissions from air travel and implementing waste management at its facilities. WFP vendors and suppliers will also be obliged to meet environmental standards, such as ISO 14000. WFP will explore adopting an environmental management system during the implementation of the CSP.

¹ United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

ANNEX III**Country portfolio needs budget and cost breakdown by CSP outcome (USD)**

TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET (USD)					
CSP outcome	Activity	2026	2027	2028	Total
1	1	11 859 986	11 563 320	10 490 814	33 914 120
2	2	5 817 221	5 179 543	4 712 507	15 709 271
	3	248 931	272 545	300 680	822 156
	4	398 880	401 535	403 478	1 203 893
Total		18 325 018	17 416 943	15 907 479	51 649 440

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)			
	WFP strategic outcome 1	WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	
Focus area	Crisis response	Resilience building	
Transfers	22 796 778	12 680 816	35 477 594
Implementation	5 328 955	2 094 087	7 423 042
Direct support costs	3 718 511	1 951 457	5 669 968
Subtotal	31 844 244	16 726 360	48 570 604
Indirect support costs	2 069 876	1 008 960	3 078 836
Total	33 914 120	17 735 320	51 649 440

ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR				
	2026	2027	2028	Total
Total beneficiaries (without overlap)	42 500	39 350	39 350	52 500

ANNEX V

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY				
	CSP outcome 1			
	Activity 1			
Beneficiary type	Refugees (TACs)	Refugees (container cities)	Refugees (voluntary transition)	Crisis-affected people
Modality	CBTs	CBTs	CBTs	Commodity vouchers
Total kcal/day*	713	693	N/A**	TBD (emergency contingency)
% kcal from protein				
CBTs (USD/person/day)	0.436	0.509	14.954	0.667
Number of feeding days per year	360	360	30	30

Abbreviation: TBD = to be determined.

* The kcal coverage of the assistance is defined by the percentage coverage of the transfer value of the food portion of the minimum expenditure basket. The current transfer value is set by the Government to align as much as possible to the Government's SSN assistance scheme.

** The assistance is not designed to meet food needs directly but instead facilitates refugees' voluntary exit from camp residency, a step that would also see them exit from WFP CBT support provided in TACs.

ANNEX VI

Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).¹

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

¹ As mandated by the Executive Board-approved 2016 [Policy on Country Strategic Plans](#).

Acronyms

3RP	Regional Refugee and Resilience Plan
AFAD	Ministry of Interior's Disaster and Emergency Management Presidency
CBT	cash-based transfer
CFM	community feedback mechanism
CSP	country strategic plan
EPR	emergency preparedness and response
ESSN	emergency social safety net
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
NDP	national development plan
NGO	non-governmental organization
SBC	social and behaviour change
SSN	social safety net
TAC	temporary accommodation centre
TIKA	Turkish Cooperation and Coordination Agency
TRC	Turkish Red Crescent
UNHCR	Office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations sustainable development cooperation framework