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

Duration	1 July 2026–30 June 2028
Total cost to WFP	USD 40,334,796
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 2.3 million refugees, which for the past 12 years has strained public resources and social cohesion. Although the Government has recorded more than 600,000 voluntary returns between December 2024 and December 2025, most refugees have thus far adopted a "wait and see" approach due to uncertainty around security, limited financial means and humanitarian implications. 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.

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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.

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 country strategic plan will contribute to ending hunger. 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 June 2028, allowing WFP to leverage the partnerships consolidated under this plan to reposition its presence in Türkiye through a WFP strategic food hub.

Draft decision*

The Board approves the Republic of Türkiye country strategic plan (2026–2028) (WFP/EB.A/2026/8-A/5) at a total cost to WFP of USD 40,334,796.

* 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 Türkiye[1] is an upper-middle-income country with robust institutions, infrastructure and public services, and a vibrant private sector. A member of the Group of 20, the Organisation for Economic Co-operation and Development and 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 2.3 million Syrian refugees[3] and approximately 150,000 refugees of other nationalities.[4] More than ninety-nine percent of refugees live among host communities across Türkiye, while some 5,500 refugees – primarily households with special needs and limited ability to work[5] – continue to 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 among its top ten agricultural producers; it is 45th in the 2023/2024 Human Development Index.[6] 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.[7]

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.[8] Türkiye ranked 49th out of 113 countries in the 2022 Global Food Security Index.[9] Inflation, volatile food prices, high agricultural input costs and income inequality undermine progress, especially for people on low incomes.[10] Less-educated households headed by women face higher relative poverty, while older women report worse health outcomes.[11] Children are particularly at risk of poverty or social exclusion.[12] Social protection schemes, including a school meals programme, alleviate pressure but could be enhanced to better support persons in nutritionally vulnerable and disadvantaged situations, including women, children and persons with disabilities.[13]

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[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 26 March 2026, announced by the Presidency of Migration Management.

[4] Number of persons under international protection as of 17 November 2025, announced by the Minister of Interior. See "The Ministry of Interior's 2026 budget discussed in Parliamentary Planning and Budget Committee".

[5] As of January 2026, half of the camp population consists of children, 56 percent are women and girls, and 9 percent are elderly, indicating a significantly more vulnerable demographic profile.

[6] United Nations Development Programme. 2024. *Human Development Report 2023/2024 – Breaking the gridlock: Reimagining cooperation in a polarized world*.

[7] United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

[8] 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*.

[9] The Economist Group. 2022. *Global Food Security Index 2022*.

[10] United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

[11] Ibid.

[12] 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.

[13] 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 persons in vulnerable situations 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 persons in vulnerable situations 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, increasingly adopting more severe negative coping strategies – a behaviour most prevalent in the southeast.[14] An increasing number of refugee households living in communities cannot afford the minimum expenditure basket, with 70 percent taking on debt as a coping mechanism to cover basic needs, most notably food needs.[15] Among earthquake-affected refugees previously hosted in container cities[16] and assisted by WFP, food insecurity has risen from 20 percent to 36 percent following their transition from the camp-like settings into communities.[17] Inside TACs, food insecurity is more prevalent among households headed by women (42 percent) than those headed by men (22 percent).[18] Thirty-five percent of households with members with disability experience food insecurity (compared with 25 percent of all households); such households also rely more on negative food consumption coping strategies (used by 97 percent compared with 88 percent of all households), and they have limited access to livelihood-related coping strategies. A 2021 desk review carried out by the United Nations Development Programme (UNDP) and the Office of the United Nations High Commissioner for Refugees (UNHCR) identified that 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.[19]

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 in Türkiye: 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.[20,21] Low food literacy impacts dietary choices and health outcomes, with the food price point often prioritized over food safety and nutritional quality.[22]

[14] Turkish Red Crescent (TRC). 2025. The Social Safety Net Programme - 2nd Post Distribution Monitoring (PDM) Report. and WFP *In-camp Post Distribution Monitoring Report, Türkiye Q3/2025* (not published).

[15] 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. ESSN Post-distribution monitoring survey indicates that 66 percent of complementary emergency social safety net (C-ESSN) recipient households, 32 percent of emergency social safety net (ESSN) and 35 percent of non-recipient households were living below the minimum expenditure basket by end-2024. This represents an increase from the previous quarter for all groups (59 percent C-ESSN; 29 percent ESSN; 28 percent non-beneficiary)

[16] Container cities were built by AFAD using shipping containers to provide temporary accommodation for displaced populations following the February 2023 earthquakes in the southeast of Türkiye.

[17] WFP *outcome monitoring, Türkiye Q4 2025* (not published).

[18] WFP *In-camp Post Distribution Monitoring Report, Türkiye Q3/2025* (not published).

[19] 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*.

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

[21] Hacettepe University Institute of Population Studies. 2019. *2018 Turkey Demographic and Health Survey*.

[22] United Nations. 2024. *United Nations Country Analysis Türkiye 2026–2030* (not published).

6. Türkiye is highly vulnerable to hazards,[23] especially earthquakes. The February 2023 earthquakes in the southeast killed over 53,000 and directly affected 15.7 million people,[24] including 1.7 million refugees.[25] The extensive losses and disruption to services and food production caused by earthquakes[26] underscore the urgency of strengthening disaster management and emergency preparedness. 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.[27] This has positioned Türkiye as a model for refugee support globally and a major humanitarian donor.[28] However, the prolonged hosting of refugees continues to strain national systems and social cohesion, highlighting the need for sustained international support. By the end of 2025, an estimated 600,000 Syrian refugees had voluntarily returned to the Syrian Arab Republic since the December 2024 political transition in that country,[29] with 300,000 projected to return in 2026.[30] The position of the Government of Türkiye remains that all returns should be voluntary, safe and dignified. Premature returns could result in attempts to return to Türkiye or dependence on humanitarian assistance inside Syria, potentially undermining stability both inside Türkiye and in areas receiving returnees.[31] WFP's 2025 food security assessment for Syria indicates low levels of food security among returnees.[32]

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, the Sudan and Syria. 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. Inspired by the Black Sea Initiative, the Grain from Ukraine initiative launched by the Government of Ukraine 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 2025, Türkiye was WFP's largest source country by both volume

[23] Türkiye ranks 35th among 193 countries in the *2024 World Risk Report*.

[24] Corresponding to 18 percent of Türkiye's total population of 85.7 million.

[25] Republic of Türkiye. 2024. *Kahramanmaraş and Hatay earthquakes reconstruction and development report* (in Turkish). According to the Socioeconomic Development (SEGE) 2025 index, in Hatay, Kahramanmaraş and Adıyaman provinces, which were among the most heavily impacted during the 2023 earthquakes, chronic economic vulnerabilities continue to hamper recovery prospects, particularly for low-income households. Source: Ministry of Industry and Technology (in Turkish).

[26] 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".

[27] Based on its 2013 Law on Foreigners and International Protection, and 2016 Temporary Protection Regulation.

[28] Development Initiatives. 2024. *Global Humanitarian Assistance Report 2024*.

[29] As of end-2025, an estimated 600,000 individuals had voluntarily returned from Türkiye to Syria since early December 2024. In the two weeks before 9 December 2024, the figure was approximately 3,500. Sources: Republic of Türkiye Ministry of Interior Presidency of Migration Management and UNHCR. 2024. *Regional Flash Update #6: Syria situation crisis*.

[30] UNHCR. 2024. *Regional Refugee Community Feedback about Developments in Syria*.

[31] 3RP. 2025. *Türkiye Country Chapter 2025 Update - Brief Appeal Overview*

[32] WFP and Syrian Planning and Statistics Commission. 2025. *Food security assessment, 2025 – Syria* .

and value of food procured.[33] 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 economic, social and environmental development and bolstering the country's global stature. Anchored in five strategic pillars,[34] the plan articulates Türkiye's vision of becoming a high-income country in holistic partnership with the United Nations.

11. The NDP underscores the increasing importance of disaster risk reduction and management.[35] 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.[36] 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) , civil society organizations 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.[37] The inter-agency humanitarian evaluation of the 2023 earthquake response identified gaps in joint United Nations preparedness planning and coordination with national disaster mechanisms, largely because of indications that a government-led response would not require international support, but also because of the lack of discussions between the Inter-Agency Standing Committee (IASC) and the Government about a shared plan.[38] 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. 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 accelerated in mid-2025 resulting in the closure of all but two TACs. 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.

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[33] 213,000 mt (13.9 percent of total) worth USD 138.1 million (13.5 percent of total). Source: WFP Food Procurement Overview.

[34] 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)*.

[35] The NDP includes a dedicated chapter on "Disaster-Resilient Living Spaces and Sustainable Environment", which addresses the needs of persons in vulnerable situations before, during and after disasters.

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

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

[38] *Inter-agency humanitarian evaluation of the response to the earthquakes in Türkiye and Syria, 2025*.

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 education[39] implemented by the Ministry of Family and Social Services in partnership with TRC. As of 2026, close to 680,000 refugees receive regular SSN cash assistance aimed at helping them to meet their basic needs,[40] and more than 406,000 refugee children are covered by the conditional cash transfers for education.[41]

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.[42] 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. There is no facilitated or promoted large-scale return programme in Türkiye, in line with the *UNHCR Position on Returns to the Syrian Arab Republic,*[43] and the Government's position is that all returns should be voluntary, safe and dignified.

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).[44] Co-led by UNHCR and UNDP, the 3RP involves 11 United Nations entities and 50 NGOs engaged in education, protection, basic needs, health and economic empowerment. Under the 2026 plan, 3RP partners will provide institutional support and implement complementary programming supporting the self-organized voluntary return process to Syria.[45]

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.[46] 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.[47,48] The Ministry of Agriculture and Forestry supports smallholders through agricultural extension services and agricultural credit cooperatives,[49]

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[39] 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: *Evaluation of the United Nations sustainable development cooperation framework in Türkiye (UNSDCF) 2021–2025*.

[40] TRC. 2026. Infographic on the emergency social safety net project, January 2026.

[41] TRC. 2026. Infographic on the conditional cash transfers for education project, January 2026.

[42] These include the United Nations Development Programme, the International Labour Organization, UNHCR, UN-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).

[43] UNHCR. 2024. *UNHCR position on returns to the Syrian Arab Republic.*

[44] 3RP. 2024. *Annual Report 2024.*

[45] 3RP. 2025. *Regional Strategic Overview 2026 (advanced version).*

[46] Republic of Türkiye. 2023. *Twelfth Development Plan (2024–2028).*

[47] Government of Türkiye. 2021.*Towards Sustainable Food Systems – National Pathway of Turkey*.

[48] 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).

[49] 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).

while the International Fund for Agricultural Development has implemented several projects to improve smallholder livelihoods in remote upland areas.[50]

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.[51] 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.[52]

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.[53] 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.

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,[54] 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

[50] International Fund for Agricultural Development. 2024. *Republic of Türkiye country strategy and programme evaluation*.

[51] WFP. 2022. *School Feeding in Türkiye Investment Case Cost–benefit analysis report, October 2022* (not published).

[52] FAO. 2023. *Türkiye food literacy strategy and action plan 2022–2028*.

[53] Presidency's Directorate of Communications. 2022. *Türkiye's Friendly Hand: Humanitarian Diplomacy*.

[54] WFP. *Evaluation of Türkiye country strategic plans 2018–2025.*

capacities; and its leadership in providing logistics and telecommunications services to the broader humanitarian community, benefitting over 132 organizations.[55] 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.[56]

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 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.[57]

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,[58] an impact study on WFP food procurement and CBTs in Türkiye (2025),[59] an inter-agency humanitarian evaluation of the 2023 earthquake response (2025),[60] an internal audit (2022)[61] 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),[62] the evaluation of WFP's emergency preparedness policy (2025),[63] and an evaluation synthesis on WFP's engagement in middle-income countries (2025).[64]

26. The CSP evaluation recommended consolidating WFP's value proposition to focus on a smaller number of high-impact interventions where WFP offers unique value[65] – a recommendation reflected in the CSP's strategic orientation. Further, while the CSP evaluation highlighted WFP's strong operational collaboration and effectiveness in

[55] WFP. 2023. *Republic of Türkiye Annual Country Report 2023.*

[56] WFP. *Evaluation of Türkiye country strategic plans 2018–2025.*

[57] Qualitas AgroConsultores. 2025. *Estimate of the impact generated by the purchases of local products in Türkiye*, final draft report.

[58] WFP. *Evaluation of Türkiye country strategic plans 2018–2025.*

[59] Qualitas AgroConsultores. 2025. *Estimate of the impact generated by the purchases of local products in Türkiye, final draft report.*

[60] *Inter-agency humanitarian evaluation of the response to the earthquakes in Türkiye and Syria, 2025*.

[61] WFP. 2022. *Internal Audit of WFP Operations in Türkiye.*

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

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

[64] "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).

[65] WFP. *Evaluation of Türkiye country strategic plans 2018–2025.*, CSP evaluation recommendation 1.1.

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.[66] 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,[67] especially with regard to supporting the Government's efforts to strengthen EPR capacities,[68] 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.

28. 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

29. 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 June 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.

30. 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 who live in, or have recently left, camp settings (TACs and container cities) in the southeast of Türkiye, or who are in transition to return to Syria. 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.

31. 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.

[66] Ibid.

[67] Ibid, CSP evaluation recommendation 1.2.

[68] Ibid, CSP evaluation recommendation 3.

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.

32. WFP will adopt a people-centred approach across its interventions, informed by available evidence and community consultations. Under CSP outcome 1, WFP will continue to assess the vulnerability of assisted refugees, who have been selected based on criteria including in relation to sex, disability and age, to ensure that those most at risk of food insecurity receive adequate assistance. 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 persons, including 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.

33. 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 2023–2025[69] and WFP will strive to ensure alignment with subsequent plans.

Programme integration

34. 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.

35. The CSP envisions synergies between refugee assistance under outcome 1 and broader support for national social protection under outcome 2. In view of WFP's forthcoming programmatic phase-out, collaboration with national partners will focus on aligning WFP's assistance with national SSN support for refugees, and the systematic transfer of WFP knowledge, tools and procedures for high-quality programming to national partners. Similarly, WFP seeks to draw on its extensive data and experience supporting refugees transitioning out of camp settings to contribute to global evidence on voluntary refugee relocation and repatriation following prolonged camp residency, sharing such insights through international platforms and South–South and triangular cooperation.

36. 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

37. 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

[69] 3RP Regional Refugee and Resilience Plan. 2023. *Türkiye Country Chapter 2023–2025.*

humanitarian efforts beyond Türkiye's borders. Strategic engagement with the Ministry of Foreign Affairs, AFAD and TIKA will be essential in advancing humanitarian diplomacy.[70]

38. 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, UNICEF and the Presidency of Migration Management for voluntary transitions from the TACs in 2025, WFP will explore further opportunities for joint programming.

39. 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.[71] WFP's strategic 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, NGOs and small and medium-sized civil society organizations on emergency preparedness initiatives and evidence generation, transferring technical know-how in areas such as logistics management and food security. WFP will expand and further strengthen its partnership with TRC through a global memorandum of understanding signed in 2025, facilitating collaboration within Türkiye and internationally.

40. 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

41. 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. This support will be residual and transitional, responding to clearly defined gaps while enabling WFP's exit from direct implementation by June 2028.

42. In line with the Government's decision to continue hosting in TACs only refugees with severe disabilities or social needs that significantly limit their ability to work, WFP, in partnership with TRC, will provide monthly CBTs to the remaining 5,500 refugees residing in TACs. WFP will draw on regular market monitoring data to determine and advocate for transfer values that adequately cover the food, nutrition and other basic needs and preferences of refugee households. Working closely with the Presidency of Migration Management, WFP will continue to monitor vulnerability profiles and demographic trends withing the remaining TAC population and, funding permitting, will assess with partners the feasibility of providing

[70] The Ministry of Foreign Affairs has facilitated the delivery of humanitarian assistance, including supplies procured from Türkiye by WFP and other United Nations entities, from Turkish ports to Gaza since 2024, while WFP is handling the logistics arrangements for Gaza-bound food assistance under the coordination of the Ministry of Foreign Affairs.

[71] WFP. *Evaluation of Türkiye country strategic plans 2018–2025.*

a time-bound assistance package to support refugees who voluntarily leave or who are no longer eligible for TAC residence and therefore have to relocate.

43. WFP will also provide time-bound CBTs to up to 20,000 refugees in the earthquake-affected provinces, majority of whom were relocated from camps or expected to transition out of the few remaining refugee-hosting container cities.[72] The CBTs will support food-insecure refugees in meeting their food needs during their transition and initial integration into urban areas in a region still recovering from the impacts of the earthquakes. Preventing duplication with national assistance, WFP will target food-insecure refugees who are either ineligible for or face temporary barriers, such as address registration, to accessing national SSN assistance. While WFP will align monthly CBT values with those of the SSN to ensure parity and mitigate the risk of social tension among refugees and host communities, WFP will utilize evidence-based transfer value analysis to advocate for more adequate assistance to meet food and nutrition needs.

44. In addition, over the two-year CSP implementation period, WFP, in partnership with TRC, will support up to 570,000 refugees[73] voluntarily returning to Syria to meet their immediate food needs while awaiting completion of return procedures at border points, through snack kits and during the first days following their return, through ready-to-eat food packages.[74] This assistance is intended as a temporary transit ration and will be provided as a one-off. The objective is to provide an immediate food buffer while households reconnect with family networks, access local markets or register for additional assistance, where available. To avoid tension at border points, assistance will be provided to all refugee households who are voluntarily returning.

45. 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 10,000 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.

46. 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

47. 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.

[72] As of January 2026, 360,455 people (Turkish nationals and refugees) reside in 242 container cities, according to AFAD. At the Government's request, and to help mitigate social tensions, in 2024, WFP was asked to provide assistance only in container cities where 100 percent of residents were refugees.

[73] This beneficiary projection is based on the 2026 3RP needs overview, which estimates that up to 300,000 Syrians may return from Türkiye within the calendar year. 3RP. 2025. *Regional Strategic Overview 2026 (advanced version).*

[74] In synergy with EPR capacity strengthening and localization efforts under CSP outcome 2, WFP's food assistance at border points follows an innovative localized model, using commercially available ready-to-eat food pouches sourced from Turkish private sector partners through a donation from the host government and distributed through the Turkish Red Crescent.

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

48. 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 timely, 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.

49. 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 embedding private sector expertise and will 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 and communication in future emergencies, integrating national and IASC coordination structures and protocols, conducting multi-stakeholder simulation exercises to identify gaps, testing response systems and enhancing local private sector contributions to EPR functions and frameworks.

50. 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 for more efficient humanitarian response. Through these efforts, WFP will expand its partnership with TRC to operationalize a joint humanitarian hub in Mersin 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. WFP will also work with local administrations and municipalities to strengthen the emergency readiness of hot meal kitchens, with a focus on the earthquake-prone Marmara region. These investments are expected to generate capacities that last well beyond the CSP implementation period, supporting both localization and WFP's transition to an alternative presence model after June 2028.

51. 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.[75] 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.

52. 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

53. Aligned with NDP priorities on addressing the needs of persons in vulnerable situations before, during and after disasters, CSP outcome 2 contributes to UNSDCF outcomes 3.1 and 1.1.

5. Prioritization and sustainability

Prioritization approach

54. In view of the increasingly constrained global funding environment, the Türkiye country office will prioritize an evolution of its operating model towards one that expands collective humanitarian capacity, efficiency and reach in the region and beyond, leveraging Türkiye's strategic location and advanced infrastructure. This approach will reduce reliance on traditional humanitarian fundraising by emphasizing nationally anchored capacities, diversified partnerships and operational efficiencies. At the operational level, the country office will prioritize resources to safeguard assistance for the most at-risk refugees and other crisis-affected people.

55. 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 at-risk refugees, should further prioritization[76] be required, CBT values could be reduced as a last resort. A 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

56. This CSP has been designed as a transition plan during which WFP will continue to scale down its programmatic activities over the next two years while establishing the operational, legal and partnership arrangements required under an alternative model of presence in Türkiye. Clearly defined milestones and benchmarks will steer the handover of any residual refugee support to national systems and partners. This transition is guided by WFP's 2025 localization policy, with an emphasis on nationally owned and led solutions and recognition of the knowledge and capacity of local and national partners.

57. In the first year of CSP implementation, a key transition milestone will be the establishment of a joint transition road map, agreed with government counterparts, that defines actions, roles and timelines for WFP's disengagement from refugee assistance in Türkiye. This road map will set out benchmarks for the progressive phasing out of WFP-managed programming, including operational benchmarks linked to declining WFP caseloads,

[75] 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.

[76] The detailed prioritization plan for this CSP is available on the CSP Data Portal.

financial benchmarks reflecting a reduced WFP delivery footprint, and capacity benchmarks assessing partner readiness to sustain assistance for the most at-risk refugees. A critical cross-cutting aspect of WFP's responsible exit from programming will be to ensure that evidence-based and people-centred approaches around targeting, transfer values and SBC continue to be used in refugee programming once the CSP ends.

58. 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.[77] 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.

59. 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. Strategic, mutually beneficial collaboration between WFP and Türkiye's public and private sectors in the area of EPR is expected to continue after the end of the CSP implementation period – expanding collective humanitarian capacity, efficiency and reach in the region and beyond, as WFP repositions its presence in Türkiye through a WFP strategic food hub.

60. The strategic food hub model will allow WFP to maintain a lean, cost-effective presence focused on strengthening localized supply chain and EPR capacity across the region, enhancing WFP's regional supply chain footprint, and investing in humanitarian diplomacy to advance global food security. It is expected to enable WFP and the broader humanitarian system to respond at greater scale and speed – reducing duplication, fostering synergies across the region and redirecting savings to frontline operations – particularly in settings where rapid response is critical and funding constraints demand innovative, streamlined approaches.

[77] "Summary report on the evaluation of the WFP country strategic plans for the Republic of Türkiye (2018–2025)" (WFP/EB.2/2025/6-C/9).

ANNEX I

<table>
<tr><th colspan="3">SUMMARY LINE OF SIGHT OF THE REPUBLIC OF TÜRKIYE CSP (2026–2028)</th></tr>
<tr><td>Goal</td><td colspan="2">Ending hunger</td></tr>
<tr><td>Focus area</td><td>Crisis response</td><td>Resilience building</td></tr>
<tr><td>CSP outcome</td><td>CSP outcome 1: Targeted refugees and other crisis--affected people in Türkiye can meet their basic needs, including nutritious food, all year round.</td><td>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.</td></tr>
<tr><td rowspan="3">Activity</td><td rowspan="3">Activity 1. Provide food and non-food assistance to crisis-affected people, including refugees living in camps or in transition.</td><td>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.</td></tr>
<tr><td>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.</td></tr>
<tr><td>Activity 4. Provide on-demand services to humanitarian and development actors, including common services to United Nations agencies.</td></tr>
</table>

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 two 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, an evaluation will be carried out, in line with corporate requirements, 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 primarily leverage external expertise to provide independent verification of the delivery of assistance, distributions and beneficiary feedback and assess the efficiency and effectiveness of implementation, including progress made towards food security outcomes and overall programme performance. This third-party monitoring approach will allow a reduction in staffing and generate cost efficiencies while ensuring regular field verification in the TACs, urban transition locations and border operations.

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, assessments and analyses, including integrated protection, accountability and conflict sensitivity analyses, will be systematically analysed to inform programme design, implementation and adaptation. Where feasible, these will be shared with key stakeholders, including government counterparts, donors and partners, to foster transparency.

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	6 155 298	13 188 315	6 666 655	**26 010 269**
2	2	3 619 790	5 519 807	3 367 778	**12 507 375**
	3	250 942	337 106	313 492	**901 540**
	4	213 631	487 409	214 573	**915 612**
Total		**10 239 661**	**19 532 637**	**10 562 498**	**40 334 796**

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (*USD*)			
	WFP strategic outcome 1	**WFP strategic outcome 3**	**Total**
	CSP outcome 1	**CSP outcome 2**	
Focus area	**Crisis response**	**Resilience building**	
Transfers	17 158 022	10 020 226	**27 178 247**
Implementation	4 263 561	1 827 253	**6 090 815**
Direct support costs	3 001 204	1 658 665	**4 659 869**
Subtotal	**24 422 787**	**13 506 143**	**37 928 931**
Indirect support costs	1 587 481	818 385	**2 405 866**
Total	**26 010 269**	**14 324 528**	**40 334 796**

ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR				
	2026 (6 months)	**2027 (12 months)**	**2028 (6 months)**	**Total**
Total beneficiaries (without overlap)	166 450	326 600	134 200	602 950

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 (transition to urban areas)**	**Refugees (in transition to Syria)**	**Refugees (in transition to Syria)**	**Crisis-affected people**
Modality	**CBTs**	**CBTs**	**Commodity vouchers**	**In-kind**	**Commodity vouchers**
Total kcal/day*	1 365	1 323	2 206	1 070	TBD (emergency contingency)
Ready-to-eat	No	No	Yes	Yes	
% kcal from protein			11	14	
CBTs (*USD/person/day*)	0.436	0.509			0.667
Number of feeding days per year	360	360	1	6	30

Abbreviation: TBD = to be determined.

* For CBTs 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.

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
IASC	inter-agency standing committee
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