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برنامج الأغذية العالمي

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## **Management response to the recommendations in the summary report on the evaluation of the country strategic plan for the Republic of Türkiye (2018–2025)**

### **Background**

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plans (CSPs) for Türkiye covering the period from 2018 to 2025. The evaluation covered activities implemented between 2017 and September 2024. Taking a utilization-focused, consultative approach, the evaluation served accountability and learning purposes and informed the preparation of a new CSP.

The evaluation made three recommendations, two of which are thematic and one strategic. The response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned or completed actions, responsibilities and timelines for their implementation

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#### **Focal point:**

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p><b>Priority: High</b>  <b>Deadline: Q4 2025</b>  <b>Recommendation 1: Strategically reposition WFP in Türkiye, considering WFP's recognized global comparative advantages, and – in a context of low funding levels – establish contingency plans to ensure programme viability, including through the development of strategic partnerships.</b></p>	<p>Türkiye country office (with support from the regional office for the Middle East, Northern Africa and Eastern Europe)</p>	<p>Agreed</p>				
<p><b>1.1 Consolidate WFP's value proposition when developing the new CSP.</b> Focus on a smaller number of high-impact interventions where WFP offers unique value, notably in the areas of refugee assistance, community resilience, and emergency preparedness and response.  <i>Priority: High</i>  (Q3 2025)</p>		<p>Agreed</p>	<p>1. The country office will integrate this recommendation into the CSP development process, in which the articulation of WFP's value proposition and strategic focus will serve as a key guiding principle.</p>	<p>Country office management</p>	<p>Third quarter of 2025</p>	<p>Ongoing</p>
<p><b>1.2 Develop strategic partnerships, communication strategies and a knowledge management system.</b> WFP should implement a comprehensive partnership and communication strategy, framed by the CSP, to solidify its position in the country and guide engagement with key</p>		<p>Agreed</p>	<p>3. As part of its yearly workplan, the country office partnerships unit is deliberating on the development and drafting of a partnerships and communication strategy for the country office. The strategy will reflect the requirements of the next CSP in line with the current government policy and will include a section on resource mobilization</p>	<p>Partnerships unit (budget and programming unit)</p>	<p>Fourth quarter of 2025</p>	<p>Ongoing</p>

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stakeholders including government entities, United Nations partners, donors, local non-governmental partners and private sector actors. WFP should also develop a knowledge management system to retain institutional memory <i>Priority: High</i> (Q1 2026)			that will guide the country office in mapping and identifying new donors and diversifying its funding sources.			
			4. The country office will design and develop a SharePoint-based centralized knowledge repository to serve as an easily accessible digital platform where all relevant documents, reports, tools and information on best practices and lessons learned are stored and categorized.	Partnerships unit (all other country office units)	Fourth quarter of 2025	Ongoing
			5. To enhance internal collaboration and knowledge-sharing, the country office will establish recurrent cross-functional internal coordination meetings that bring together designated focal points from key programme and operational units, including those for programme, research, assessment and monitoring, protection, and emergency preparedness and response. The participants will meet quarterly to exchange updates, discuss challenges, share good practices and set priorities that cut across functional areas. Chaired on a rotating basis by senior team members, the focal points will promote collective ownership of meeting outcomes and encourage diverse perspectives. Meeting outcomes will be documented and shared through a centralized digital	Country office management (all other country office units)	Fourth quarter of 2025	Not started

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			<p>repository that ensures continuity and institutional memory. This platform will also house practical tools, guidance materials and information on lessons learned, making them accessible to all employees, and being of particular use in onboarding new team members. By fostering regular, structured dialogue across functions, these meetings will strengthen coherence in programme delivery, reduce duplication and enable teams to respond more effectively to changing operational needs. The mechanism is designed to be light but effective, complementing existing structures and ensuring internal consistency on strategic and technical issues.</p>			
<p><b>1.3 Identify a minimum viable funding level to maintain core operations in Türkiye.</b> Draft a resource mobilization strategy aimed at securing funding from diverse funding sources to support a coherent CSP, ideally as part of the CSP development process. This should include contingency implementation models (e.g. regional cost-sharing mechanisms supported by MENAEERO and WFP headquarters, or other models) to ensure programme</p>		Agreed	<p>6. The resource mobilization strategy will be integrated into the partnerships and communication strategy as a component that supports the diversification of funding sources in Türkiye and facilitates the smooth implementation of the new CSP.</p>	Partnerships unit (budget and programming unit)	Fourth quarter of 2025	Ongoing

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<p>continuity throughout the CSP period. By combining funding diversification and adaptable implementation structures, WFP can sustain operations effectively, even under financial constraints.</p> <p><i>Priority: High</i> (Q3 2025)</p>						
<p><b>1.4 Develop and implement a strategic staffing plan</b> to align human resources with the operational needs of the CSP, thereby ensuring adequate capacity and expertise for effective implementation.</p> <p><i>Priority: High</i> (Q3 2025)</p>		Agreed	7. In response to the current reductions in staffing and the uncertain funding situation, a strategic staffing plan will be designed and implemented based on emerging developments. In the meantime, a new organizational structure will be developed that can accommodate the new CSP and provide the country office with the possibility to adapt to the changing situation.	Country office management (human resources unit)	Fourth quarter of 2025	Ongoing
<p><b>1.5 Strengthen equitable access to programmes through targeted, data-driven approaches and closer engagement with beneficiaries through mechanisms for accountability to affected people and community feedback.</b> WFP should leverage data disaggregated by population group, beneficiary type and disability status to design programmes that benefit target groups with</p>		Agreed	8. In an increasingly challenging resourcing environment, under activity 1 of CSP outcome 1, WFP is developing an enhanced targeting system for the refugee response, in collaboration with relevant external stakeholders. WFP's approach will be in line with governments' immigration and refugee policies and strategies as the situation evolves. The monitoring systems will continue to generate evidence that informs the programme to ensure assistance reaches the people most in need.	Research, assessment and monitoring (RAM) unit (programme unit)	Third quarter of 2025	Ongoing

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<p>diverse needs. WFP should also embed protection and measures relating to accountability to affected people to ensure that beneficiary views are heard and acted upon and that no one is left behind.</p> <p><i>Priority: High</i> (Q3 2025- forward)</p>			<p>9. A community engagement and information plan will be developed, implemented and tracked to ensure that approaches to community engagement and the collection and use of disaggregated data on beneficiaries are integrated into the full programme cycle and that management processes are compliant with WFP standards and optimize the use of inputs from affected communities.</p>	Programme unit	Third quarter of 2025	Ongoing
			<p>10. WFP's efforts to reach the people most at risk of food insecurity will be reviewed. An action plan based on the results of the review will be generated for each CSP outcome, and quarterly reviews of progress against these plans will be carried out.</p>	Programme unit	Fourth quarter of 2025	Ongoing
<p><b>Priority: High</b> <b>Deadline: Q1 2026</b> <b>Recommendation 2: In line with national priorities, develop a strategic framework (covering intervention logic, monitoring, partnership engagement, and environmental considerations) to strengthen community resilience.</b></p>	Country office (with support from the regional office)	Partially agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p><b>2.1 Draft a clear intervention logic with a robust monitoring system to define expected results</b> and outline how to reach them. Closely reflecting the intervention logic, the monitoring system will allow for an assessment of the effectiveness of resilience-building activities, tracking both short- and long-term results.</p> <p><i>Priority: High</i> (Q1 2026)</p>		Agreed	<p>1. The country office will develop a theory of change that defines how programme activities contribute to resilience by mapping causal pathways, assumptions and relevant external factors, and involving stakeholders in ensuring that activities are relevant and aligned with national priorities.</p>	RAM unit (programme unit)	First quarter of 2026	Not started
			<p>2. The country office will translate the theory of change into a results framework with clear, measurable indicators for output and outcome levels. The framework will ensure alignment with WFP's standards and will guide programme design, monitoring, and reporting.</p>	RAM unit	First quarter of 2026	Not started
			<p>3. The country office will adjust its monitoring system to align with the theory of change and reflect the intervention logic, integrating both quantitative and qualitative tools to track progress in accordance with WFP's corporate requirements.</p>	RAM unit	First quarter of 2026	Not started
<p><b>2.2 Deepen engagement</b> with local governments, communities, cooperating partners and other relevant stakeholders to build ownership, help align WFP's activities with local needs and ensure sustainability beyond the intervention.</p> <p><i>Priority: High</i> (Q1 2026 onwards)</p>		Agreed	<p>4. A community engagement and information plan will be generated and implemented (please see action 9 under sub-recommendation 1.5).</p>	Programme unit	Third quarter of 2025	Ongoing
			<p>5. The country office will prepare standardized training packages for cooperating partners and other project stakeholders, including local public authorities, aimed at enhancing their capacity in areas such as food security, food security</p>	RAM unit (programme unit)	First quarter of 2026	Ongoing

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			measurement, and monitoring and evaluation. These training programmes will enable local actors to gradually assume greater responsibility for the implementation and oversight of activities.			
<p><b>2.3 Ensure that environmental considerations are systematically integrated into the design, implementation and monitoring of local resilience-building activities.</b> This includes strengthening mitigation measures identified in environmental screenings, embedding best practices in relation to sustainability (e.g. climate-smart agriculture and eco-friendly supply chain approaches), and enhancing monitoring frameworks to track environmental outcomes throughout project implementation. <i>Priority: Medium</i> (Q1 2026 onwards)</p>		<p>Not agreed. As climate adaptation is not a central objective of the CSP, environmental considerations are integrated into the design of CSP activities as a secondary, rather than a primary, objective. This is fully compliant with WFP's minimum standards, which have required the screening and mitigation of the environmental and social risks of all project activities since 2023. It should be noted that where environmental considerations and renewable resources could be integrated into the regenerative practices introduced</p>	N/A	N/A	N/A	N/A



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		<p>under the CSP, such as through the inclusion of solar power stations in post-harvest management infrastructure, they have been. The country office currently reports on all mandatory cross-cutting indicators, including those related to environmental considerations, based on a thorough assessment of its programme portfolio and intervention modalities. Environmental indicators are integrated into operations and activities in accordance with corporate guidance. Given the country office's strategic objectives and the nature of its programme activities, the inclusion of outcome-level environmental indicators is not</p>				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
		deemed relevant at this stage. The country office will continue to apply WFP's social and environmental risk mapping tool to all the projects it develops and will report on the relevant indicators.				
<p><b>Priority: High</b>  <b>Deadline: Q3 2025 - forward</b>  <b>Recommendation 3: Support the Government's efforts to enhance emergency preparedness and response capacity in areas prone to shocks and stressors, particularly at the subnational level.</b></p>	Country office (with support from the regional office and Rome headquarters)	Partially agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p><b>3.1 Assess government interest in WFP's support for emergency preparedness and response to determine areas where WFP can add value.</b></p> <p>Engage in discussions with national and local authorities to understand emergency preparedness and response priorities in areas prone to shocks and stressors – particularly at the subnational level – and explore potential roles for WFP within the existing emergency preparedness and response framework.</p> <p><i>Priority: High</i> (Q3 2025)</p>		Agreed	<p>1. The country office will engage with the Government at the national, provincial and municipal levels through regular meetings and field visits aimed at assessing the Government's appetite and need for WFP's support in emergency preparedness and response.</p>	Country office management (partnerships unit)	Fourth quarter of 2025	Ongoing
			<p>2. The country office will arrange a workshop or roundtable for private sector companies and the public where it will present WFP's activities and plans for emergency preparedness and response.</p>	Partnerships unit	Fourth quarter of 2025	Ongoing
			<p>3. The country office will engage in particular with the Disaster and Emergency Management Presidency of Türkiye at the national level, strengthening relationships strategically through regular meetings in Ankara with decision makers at the presidency.</p>	Partnership unit (country office management)	Fourth quarter of 2025	Ongoing

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<p><b>3.2 Strengthen WFP's capacity to support local and national readiness and response</b> by ensuring that expertise in emergency preparedness and response, community resilience and capacity development is in place and strategically positioned at the national and provincial levels, focusing on areas where WFP has an active operational presence and established partnerships.</p> <p><i>Priority: High</i> (Q3 2025)</p>		<p>Partially agreed.</p> <p>The country office acknowledges the importance of possessing relevant, appropriate and sufficient technical capacity to implement activities effectively under the upcoming CSP from 2026 onwards. While the strengthening of in-house capacity, and thematic training for current employees are important components of this effort, the country office considers that these are not the sole avenues for ensuring readiness.</p>	<p>4. The country office will adopt a strategic and flexible approach to addressing capacity needs. This may involve a combination of actions, including the recruitment of personnel with specialized expertise, the temporary deployment of support staff, and targeted capacity strengthening for current team members. This blended approach will enable the country office to ensure the efficient and effective delivery of programme activities within the new CSP framework.</p>	<p>Country office management (human resources unit)</p>	<p>First quarter of 2026 onwards</p>	<p>Ongoing</p>