

Management Response from WFP Türkiye Country Office to the recommendations of the decentralized evaluation of WFP's Livelihood Activities in Türkiye ([DE/TRCO/2021/011 /178]) from July 2020 to February 2022



1. This document, finalized in January 2023, presents the management response to the recommendations of the evaluation of WFP's Livelihood Activities in Türkiye from July 2020 to February 2022.
2. The evaluation, which was commissioned by WFP Türkiye Country Office covers all aspects of WFP Türkiye's livelihood interventions from July 2020 to February 2022 in all the geographic areas where applications are accepted. The evaluation serves the dual purpose of accountability and learning. WFP Türkiye is in the process of establishing expertise in livelihood interventions and scaling up existing projects. As such, the learning objective is given more weight, to inform key programmatic decision making and designing.
3. The evaluation made 10 key recommendations with 12 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
Priority: High Recommendation 1: Consider expanding partnerships with CSOs and Chambers of Commerce, and Industry to recruit more beneficiaries and identify more employers. (By the end of 2022)	WFP TRCO (Project partners)	Agreed			

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Sub-recommendation 1.1: Strengthen referral networks and leveraging existing CSO lists and contacts (By the end of 2022)	WFP TRCO (Project partners)	Agreed	WFP will strengthen its collaboration with CSOs in the livelihood ecosystem by engaging with local and international NGOs, community centres, UN agencies and government entities. The stakeholders directory will be updated accordingly. WFP will do it through UN Partnership Portal in Turkiye.	WFP TRCO Programme Unit (WFP Area/Field Offices)	September 2023
Sub-recommendation 1.2: Expand partnerships with CSOs, Chambers of Commerce and Industry. This will provide opportunities for gradual transference of	WFP TRCO (Project partners)	Agreed	New Field Level Agreements to be signed with CSOs and Chambers of Commerce, and Industry respectively to expand the partnerships in SES provinces.	WFP TRCO Programme Unit	January 2023

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competences / responsibilities / responsibilities to partners as part of the phase-out / exit strategy.					
Priority: High Recommendation 2: Consider ways to expedite expanding the role of İŞKUR in the project to leverage İŞKUR’s existing capacity to match beneficiaries with applied training	WFP TRCO (ISKUR)	Agreed			

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and employment opportunities (By the end of 2022)					
Sub-recommendation 2.1: Expanding the role of İŞKUR will reduce the workload of WFP programme staff and will increase the programme's capacity to train beneficiaries and match them with employment opportunities. It will also support institutional	WFP TRCO (ISKUR)	Agreed	i) WFP will discuss with İSKUR to expand their role in job matching process for the applied training programme starting from one service center in Ankara. ii) This will be reflected in the protocol signed with İSKUR.	WFP TRCO Programme Unit (ISKUR)	By mid-2023

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strengthening and support longer-term programme sustainability					
Sub-recommendation 2.2: WFP staff to prioritize this action and dedicate sufficient staff resources to support İŞKUR staff. (By the end of 2022)		Agreed	The number of staff recruited to support İSKUR will be increased. They will be following WFP programme procedures in İSKUR.	WFP TRCO Programme Unit	By mid-2023

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Priority: Medium Recommendation 3: Consider including additional course content on Turkish work regulations, norms, and expectations, workplace ethics, occupational safety, and labor laws in Türkiye (As soon as possible)	WFP TRCO (MoNE, İŞKUR, CSOs)	Partially Agreed	The suggested additional course content is given by other UN agencies such as ILO. In order not to duplicate efforts, WFP refers SES Vocational Training Graduates to existing services. Additionally, WFP will ensure that the CPs provide such complementary training to the project participants.	WFP TRCO Programme Unit (CPs)	By the end of 2022

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<p>Priority: Medium Recommendation 4: Consider expanding course offerings to include specific programmes for people with disabilities. (As soon as possible)</p>	<p>WFP TRCO (MoNE, İŞKUR)</p>	<p>Partially agreed</p>	<p>WFP identifies the target sectors jointly with project stakeholders mainly by considering the labour market demand through supply and demand analysis. While sector identification is not driven by disability, WFP can improve beneficiary selection not to leave people with disabilities behind. Targeting criteria to be revised in order to be more inclusive towards people with disabilities. CPs will be sensitized on the topic and beneficiary selection to further transmit this to project employers and participants.</p>	<p>TRCO VAM and M&E Unit (WFP TRCO Programme Unit, Project Stakeholders)</p>	<p>By the end of 2022</p>

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Priority: Medium Recommendation 5: Consider providing training to employers on gender equality, disability, and social inclusion. (As soon as possible)	WFP TRCO	Agreed	WFP will sensitize employers through its CPs by providing corporate guidance for advocacy on gender equality, disability, and social inclusion. WFP will also provide training to CPs.	WFP TRCO Programme Unit (CPs other UN agencies)	Q1 2023
Priority: Medium Recommendation 6: Consider ways to promote face-to-face interactions between beneficiaries of	WFP TRCO (MoNE)	Partially Agreed	Number of online trainings have significantly decreased post Covid. For the existing online trainings in IT sector, social cohesion activities will be conducted by the CPs as outlined in the FLAs. Lastly, MoNE trainings are already provided in classrooms where participants interact all the time.	WFP TRCO Programme Unit (CPs)	By the end of 2022 (continuous)

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<p>different nationalities to promote social cohesion. Consider whether additional in-person social cohesion activities could be implemented when training is conducted online. (By end of 2022)</p>					
<p>Priority: Medium Recommendation 7: Consider ways to monitor beneficiaries after graduation to</p>	WFP TRCO (Donors)	Partially Agreed	The main objective of the SES programme is to support participants to find a long-term employment. Aligned with this, the M&E strategy is designed to ensure participants’ employment status is monitored and reported. WFP even goes beyond the project cycle and	TRCO VAM and M&E Unit (WFP TRCO Programme Unit, Project Stakeholders)	By the end of 2025

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assess the longer-term effects of the programme on employment and income <i>(As soon as possible)</i>			monitors employment status until 6 months after the assistance ends. Considering the monitoring requirements and existing resource availability, regular post-graduation (beyond 6 months) monitoring is not possible. However, WFP can consider assessing the longer-term effects through another comprehensive evaluation study. WFP planned for a Decentralized Evaluation to occur in 2025 through which long-term impact is measured as recommended.		
Priority: Medium Recommendation 8: Consider ways to link beneficiaries with childcare responsibilities with childcare	WFP TRCO (Donors)	Agreed	WFP will discover ways to provide childcare services and other services for the beneficiaries in need in consultation with donors, and other stakeholders (mainly UNICEF and ILO) to increase women participation.	WFP TRCO Programme Unit	By the end of Q2 2023

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services. (As soon as possible)					
Priority: High Recommendation 9: Consider how to link refugees and vulnerable host community members with vocational course offerings in high-demand sectors. (By the end of 2022)	WFP TRCO (NGOs)	Agreed	WFP identifies the target sectors jointly with project stakeholders mainly by considering the labour market demand through supply and demand analysis. WFP will ensure that CPs conduct labour market analysis regularly whose results will shape sector selection.	WFP TRCO Programme Unit (WFP VAM and M&E Unit, CPs)	By the end of 2022

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Sub-recommendation 9.1: Consider whether expanding course offerings to include hairdressing, beauty services, tailoring, and tourism sectors is with the SES programme mandate, is feasible and appropriate. If not, consider linking applicants interested in these topics to other		Disagreed	<p>WFP identifies the target sectors jointly with project stakeholders mainly by considering the labour market demand through supply and demand analysis.</p> <p>Based on labour market analysis led by ISKUR and Chambers, none of these suggested sectors are in high demand. Furthermore, these sectors are considered as unskilled therefore are ineligible for applied training programmes according to ISKUR legislation. Lastly, linking applicants interested in these topics to other programmes is not WFP’s livelihood programme mission.</p>	-	-

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programmes offering related courses. (By the end of 2022)					
Priority: High Recommendation 10: Consider how to maximize existing resources and networks of NGOs for recruitment and referrals to help offset additional pressures on staff resources (By the end of 2022)	WFP TRCO	Agreed	WFP will i) increase the number of CPs, ii) expand CPs’ responsibilities, iii) allocate more staff to CPs to help offset additional pressures on WFP staff	WFP TRCO Programme Unit (WFP Management, CPs)	By the end of January 2023

