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Operational matters – Country strategic plans
For decision

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~~Draft~~ Tajikistan country strategic plan (2027–2030)

Duration	1 January 2027–31 December 2030
Total cost to WFP	USD 121 097 121
Framework on accountability for results score	2.6

Draft decision*

The Board approves the Tajikistan country strategic plan for 2027–2030 (WFP/EB.2/2026/7-A/10) at a total cost to WFP of USD 121,097,121.

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* 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.

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This country strategic plan (CSP) is aligned with the WFP strategic plan for 2026–2029 and is guided by humanitarian principles and WFP's approved policy framework.

WFP's strategic programmatic priorities and partnerships

1. Approximately 14.5 percent of households in the Republic of Tajikistan are food insecure and a further 54.7 percent are marginally food secure.[1] An estimated 56 percent of households cannot afford a nutritious diet.

2. Micronutrient deficiencies are widespread, with anaemia affecting 35 percent of children aged 6–59 months and 36 percent of women aged 15–49 years. The prevalence of anaemia is 30 percent among pregnant women and 36 percent among young women aged 15–19 years.[2]

3. Food insecurity and malnutrition disproportionately affect children, adolescent girls and women. Vulnerability is particularly pronounced in communities living in remote and mountainous areas, among people living in disaster-prone areas and among primary schoolchildren who remain outside school meal programmes. Significant needs also persist among low-income rural households, informal workers, persons with disabilities and older persons.[3]

4. WFP's comparative advantage lies in its ability to combine operational reach, technical expertise and systems strengthening support within a single integrated portfolio. As the only United Nations agency maintaining a sustained operational presence across all regions of Tajikistan, WFP can reach vulnerable populations in remote and hazard-prone areas while supporting national and local institutions. WFP is uniquely positioned to support national institutions to strengthen systems capable of protecting vulnerable populations and managing current and future risks. The evaluation of the WFP Tajikistan country strategic plan for 2023–2026 and related oversight reviews confirmed WFP's relevance while calling for clearer transition pathways and a more systematic role for the organization as an enabler of national systems.

5. The CSP for 2027–2030 marks a shift from a predominantly delivery-oriented portfolio towards a more focused model that combines targeted operational assistance with prevention and systems strengthening. WFP will prioritize anticipatory action, emergency preparedness and timely response; integrated resilience and nutrition support in locations where it can reduce future humanitarian needs; and sustainable, nutrition-sensitive and shock-responsive social protection and school meal systems. WFP will continue to deliver assistance directly where needs exceed national response capacity or where access and operational constraints necessitate WFP support. Capacity strengthening activities will be tailored to the functions required for the transition to national ownership including policy and financing, targeting and registration, procurement and supply chains, food safety, monitoring, accountability and emergency preparedness. The CSP is aligned with Tajikistan's national development strategy and relevant national programmes on food security, climate adaptation, disaster risk reduction, school feeding and targeted social assistance.[4]

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[1] WFP. 2026. *Tajikistan Food Security Monitoring System report* (internal report).

[2] Agency on Statistics of the Office of the President of the Republic of Tajikistan, Ministry of Health and Social Protection of the Population, and ICF. 2025. *Tajikistan Demographic and Health Survey 2023*.

[3] United Nations, Tajikistan. 2025. *Tajikistan common country analysis – annual update 2024.*

[4] National development strategy 2030; food security programme for 2026–2030; national disaster risk management strategy for 2019–2030; national strategy for adaptation to climate change to 2030; state programme on school feeding development for 2022–2027; targeted social assistance programme 2011–2030; and United Nations sustainable development cooperation framework for 2027–2030.

6. Cross-cutting priorities will be integrated across all activities. WFP will promote nutrition and healthy diets; advance the empowerment of women and girls and equality; strengthen protection and accountability to affected people; promote environmental sustainability; uphold humanitarian principles and conflict sensitivity; support localization; and mainstream assurance. Particular attention will be given to women, children, young people, persons with disabilities and people living in remote and hazard-prone areas, as well as to the nutritional adequacy of WFP's assistance.

7. Programme integration is a core design principle of the CSP. WFP will concentrate interventions in food-insecure and hazard-prone areas, using shared analysis and targeting with government and inter-agency counterparts to connect anticipatory action and emergency assistance with activities focused on early recovery, resilient livelihoods, nutrition services and national safety nets. Linkages between local food value chains, food fortification, school meals and social protection will support food systems while creating pathways from assistance to greater self-reliance and nationally led services.

8. Partnerships will underpin CSP implementation, scale and sustainability. WFP will work with national and subnational authorities, United Nations partners, including the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the International Organization for Migration (IOM), the United Nations Children's Fund (UNICEF) and other members of the United Nations country team, as well as with international financial institutions, civil society groups, local organizations, communities, academic institutions and the private sector, including in efforts to strengthen national capacity.

9. The CSP is aligned with the United Nations sustainable development cooperation framework (UNSDCF) for Tajikistan for 2027–2030, contributing to its main outcomes on health and well-being; learning, skills and income opportunities; and climate and environmental resilience, while supporting inclusive and accountable governance.

Country strategic plan outcome 1: Vulnerable populations in Tajikistan are supported by improved, coordinated and timely responses and anticipatory action, ensuring uninterrupted access to nutritious food before, during and after shocks

10. Under this outcome, WFP will support the Government in strengthening anticipatory action, preparedness and coordinated response systems while protecting vulnerable populations when shocks occur.

11. Through activity 1, WFP will provide timely, targeted and needs-based food and nutrition assistance when national capacity is exceeded. In-kind assistance, ready-to-eat foods and cash-based transfers will be selected in accordance with assessed needs, market conditions, access and operational feasibility. Targeting will prioritize severely food-insecure households, isolated communities and people facing heightened nutrition and protection risks.

12. Preparedness investments will strengthen coordination, registration and targeting, information management, logistics and supply chains at the national and subnational levels. Pre-positioned stocks and existing public infrastructure, including schools and community kitchens, may be used to support the rapid delivery of assistance in remote and seasonally isolated areas. WFP will also provide technical assistance and surge capacity to support coordinated early response and recovery.

13. WFP will work with the Committee on Emergency Situations and Civil Defence,[5] the national hydrometeorological service and other authorities to strengthen early warning, food

[5] Responsible for disaster risk management, civil protection, emergency preparedness and response.

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security and market monitoring, contingency planning and pre-agreed triggers, protocols and financing for anticipatory action. Where feasible, anticipatory and emergency cash assistance will be channelled through or linked to the Government's targeted social assistance programme, enabling rapid horizontal or vertical expansion before and during shocks.

14. WFP will partner with government institutions, local authorities, humanitarian organizations, community-based organizations and financial service providers to reinforce nationally led response mechanisms and local preparedness. Joint planning, simulation exercises and after-action reviews will be used to strengthen coordination, promote learning and progressively embed core functions within government systems.

15. Protection, accountability to affected people, humanitarian principles, conflict sensitivity, environmental sustainability and localization will guide CSP implementation. Communities will participate in targeting and assistance modality decisions and have access to safe feedback mechanisms. Eligible households requiring longer-term support will be linked to recovery and resilience interventions under outcome 2 and, where appropriate, to social protection under outcome 3.

Country strategic plan outcome 2: By 2030, vulnerable communities in Tajikistan achieve long-term food and nutrition security through reduced impacts of shocks, diversified income streams, and robust systems that generate rural employment and address malnutrition, thereby reducing future humanitarian needs

16. Under this outcome, WFP will work with vulnerable communities in targeted rural and mountainous areas to improve food security and resilience by strengthening adaptive capacity, increasing the sustainable management of natural resources, diversifying livelihoods and improving access to nutritious diets. An integrated package of resilience interventions will support at-risk households and people transitioning from crisis assistance, reducing their reliance on humanitarian assistance over time, in line with WFP's mandate, comparative advantage and strategic plan.

17. Through activity 2, WFP will enhance livelihood resilience through the creation and rehabilitation of community- and household-level assets, including watershed management and irrigation infrastructure, and land restoration initiatives. These interventions will aim to improve food availability, reduce vulnerability to environmental shocks and stabilize household access to food. To strengthen adaptive capacity, WFP will promote livelihood diversification and provide vulnerable households with seasonal support, seeking to enable participants to transition out of emergency assistance.

18. WFP will support national actors in developing and using weather risk information systems to strengthen risk-informed programming and inform community-level planning and national decision-making. In collaboration with relevant government institutions and partners, these efforts will contribute to enhanced preparedness and adaptive capacity and facilitate access to climate finance opportunities. WFP will also support government participation in regional analysis and knowledge exchange, complementing rather than duplicating country-level programmes.

19. Through activity 3, WFP will support improved nutrition outcomes by ensuring access to services for the prevention and treatment of malnutrition among children under 5 and pregnant and breastfeeding women in high-risk areas. This will be complemented by technical assistance intended to strengthen the delivery of nutrition services through national systems, including the integration of malnutrition prevention and treatment

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services into primary health care. WFP will also support large-scale wheat flour fortification,[6] increase the local availability of specialized nutritious foods and promote improved dietary practices through social and behaviour change interventions, thereby contributing to sustainable improvements in dietary quality and protecting human capital.

20. WFP will work with the ministries responsible for agriculture, labour and employment, and health and social protection, together with FAO, UNICEF, IOM, local institutions, research partners and private sector actors. Partnerships will draw on complementary expertise, focus on the geographic convergence of interventions and promote sustainable systems for markets and service delivery.

21. Community committees, *jamoatho*,[7] farmer groups and local councils will participate in planning, implementation and oversight. WFP will strengthen their capacity to operate and maintain assets and will implement time-bound handover and exit plans anchored in district development processes. Throughout all activities, WFP will integrate environmental and social safeguards, nutrition, protection, accountability to affected people and the meaningful participation of women in decisions on productive assets, income and services.

Country strategic plan outcome 3: By 2030, vulnerable populations in Tajikistan are supported by a targeted shock-responsive social protection system, underpinned by a progressively nationalized school meal programme that meets the nutrition needs of primary schoolchildren, and partners benefit from enhanced efficiency through on-demand services

22. Under CSP outcome 3, WFP will strengthen national systems that safeguard food security, nutrition and human capital at scale. It will support the nationalization of the school meal programme and progressively transfer management of the programme to the Government and local communities, while strengthening shock-responsive social protection systems. By the end of the CSP period, the national school meal programme and social protection systems will be characterized by increased government leadership, ownership, financing and operational responsibility.

23. Through activity 4, WFP will continue to provide daily nutritious meals in schools prioritized jointly with the Government, through the Ministry of Education and Science, concentrating operational support in locations where food insecurity, remoteness and capacity gaps are greatest. Menu diversification, social and behaviour change activities, safe kitchens and canteens and, where feasible, school-linked local food value chains will support improved nutrition, school attendance and programme continuity.

24. WFP will support the policies, standards, inter-ministerial coordination, data systems and co-financing arrangements needed to achieve progressive national ownership. WFP will also test and, where feasible, support the Government in scaling up home-grown school meal models that link schools to local producers and markets. Parent–teacher associations and local authorities and communities will be engaged in the oversight and sustainable management of school infrastructure and services.

25. WFP will support the Ministry of Health and Social Protection and other relevant institutions in strengthening the coverage, nutritional adequacy and shock-responsiveness of the social protection system. Support will focus on improving targeting, transparency[8] and delivery mechanisms; strengthening social registries and digital systems; and linking social

[6] The Republic of Tajikistan Law No. 1635 on the provision of fortified food products to the population was officially adopted on 19 July 2019. It establishes mandatory requirements for fortifying staple foods.

[7] A *jamoat* (plural, *jamoatho)* is a third-level administrative unit broadly comparable to a rural municipality or local district.

[8] Including through WFP's community feedback mechanism and targeting approaches aligned with WFP's cross-cutting priorities.

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protection programmes with early warning and risk information systems to enable their timely expansion during shocks. Evidence will be generated to inform the design and scale-up of nationally led assistance.

26. Through activity 5, WFP will provide on-demand procurement, logistics, warehousing and management services to the Government and partners on a full cost-recovery basis, together with associated training. This activity will improve operational efficiency while maintaining the primary focus of the outcome on nationally owned safety nets.

27. Cross-cutting priorities will include inclusive access to assistance and services, nutrition, protection, accountability to affected people and the empowerment of women and girls. WFP will promote the participation of women in the management of school meals and ensure that decisions related to the transition of activities to national ownership safeguard service continuity for the most vulnerable people.

Prioritization approach

28. Current planning ~~is based on the assumption~~assumes that funding levels for this CSP will remain stable, ~~underpinned by~~ reflecting a strong partnership base. Nevertheless, WFP will apply conservative, risk-informed prioritization ~~to concentrate~~so that resources are concentrated where they can ~~have~~achieve the greatest impact on food security and nutrition ~~while preserving~~and preserve programme quality~~, in line with the Tajikistan partnership and resourcing strategy for 2027–2030.~~.[9] Prioritization will be ~~guided by~~informed by evidence at three levels: geographic need, programmatic impact and household vulnerability. It will take into account the severity of food insecurity and nutrition ~~risks~~risk; exposure to floods, landslides, drought, earthquakes and seasonal isolation; the potential for layered interventions to reduce future needs; operational feasibility; and government and partner commitment to transition.

29. Geographic prioritization will be informed by food security analysis, vulnerability assessments, weather-risk information, early warning systems, market information and programme monitoring. This will support WFP in adapting interventions to evolving weather-related, economic and food security risks while ensuring continuity across humanitarian, recovery and resilience programming. Should resources fall below ~~planned levels~~plan~~expected~~ levels, WFP will prioritize life-saving and anticipatory assistance, ~~the provision of~~ school meals in the most vulnerable schools, nutrition support for the highest-risk groups ~~at greatest risk~~, and selected systems investments that enable government-led scale-up of assistance.

Transition strategies

30. Transition is a core objective of the CSP. WFP will progressively shift from direct implementation to an enabling role focused on policy and financing advice, technical assistance, institutional capacity strengthening, evidence generation, quality assurance and surge support. For each activity, WFP will agree milestones and handover pathways with national and local counterparts. Direct assistance will continue where national systems are not yet able to meet needs or where shocks exceed national response capacity.

31. WFP will promote localization through sustained partnerships with regional authorities, local non-governmental organizations, community-based organizations, parent–teacher associations and private sector actors. By the end of the CSP period, WFP expects to have a more focused role, providing technical assistance and surge support while retaining the operational capacity to respond to exceptional needs.

[9] WFP Tajikistan partnering and resourcing strategy for 2027–2030 (internal document).

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ANNEX I

Summary line of sight of Tajikistan country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF TAJIKISTAN COUNTRY STRATEGIC PLAN FOR 2027–2030			
Goal	**Ending hunger**		
Focus areas	**Crisis response**	**Resilience building**	**Root causes**
CSP outcome	**CSP outcome 1**: Vulnerable populations in Tajikistan are supported by improved, coordinated and timely responses and anticipatory action, ensuring uninterrupted access to nutritious food before, during and after shocks.	**CSP outcome 2**: By 2030, vulnerable communities in Tajikistan achieve long-term food and nutrition security through reduced impacts of shocks, diversified income streams, and robust systems that generate rural employment and address malnutrition, thereby reducing future humanitarian needs.	**CSP outcome 3**: By 2030, vulnerable populations in Tajikistan are supported by a targeted shock-responsive social protection system, underpinned by a progressively nationalized school meal programme that meets the nutrition needs of primary schoolchildren, and partners benefit from the enhanced efficiency of on-demand services.
Activity	**Activity 1:** Provide nutritionally adequate food and nutrition assistance to crisis-affected people and strengthen national capacity in emergency preparedness, anticipatory action and early response.	**Activity 2:** Deliver integrated resilience support to vulnerable households and communities to strengthen local food systems and reduce the need for emergency assistance. **Activity 3:** Strengthen national nutrition systems to deliver sustainable services, integrating malnutrition prevention and treatment into health systems, and strengthen food fortification.	**Activity 4:** Deliver nutritious school meals while institutionalizing national ownership and strengthening shock-responsive social safety nets with targeted cash assistance to protect the most vulnerable populations from shocks. **Activity 5:** Provide on-demand services to humanitarian and development partners to enhance the efficiency of their operations.

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ANNEX II

Country portfolio needs budget and cost breakdown by country strategic plan outcome *(USD)*

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET *(USD)*						
CSP outcome	**Activity**	**2027**	**2028**	**2029**	**2030**	**Total**
1	1	1 765 306	2 385 508	2 701 802	2 061 186	**8 913 802**
2	2	14 481 289	15 460 678	15 535 090	15 306 013	**60 783 070**
	3	726 424	743 200	765 312	788 279	**3 023 215**
3	4	12 651 676	12 578 130	11 966 803	11 130 669	**48 327 279**
	5	12 370	12 336	12 487	12 562	**49 756**
Total		**29 637 065**	**31 179 852**	**30 981 494**	**29 298 710**	**121 097 121**

TABLE 3: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (*USD*)				
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	**Total**
Focus area	**Crisis response**	**Resilience building**	**Root causes**	
Transfers	6 414 517	48 529 270	36 913 409	**91 857 196**
Implementation	1 166 707	5 743 060	4 255 419	**11 165 185**
Direct support costs	788 544	5 639 674	4 258 654	**10 686 872**
Subtotal	**8 369 767**	**59 912 004**	**45 427 482**	**113 709 254**
Indirect support costs	544 035	3 894 280	2 949 552	**7 387 867**
Total	**8 913 802**	**63 806 285**	**48 377 035**	**121 097 121**

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ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR					
	2027	**2028**	**2029**	**2030**	**Total**
Total beneficiaries (without overlap)	503 055	714 619	413 259	345 459	**982 996**

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ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this country strategic plan

1. **Evidence:** The evaluation of the CSP for 2023–2026 identified fragmentation across activities and recommended clearer links between crisis response, resilience and national systems, greater geographic convergence of activities and more explicit transition pathways.
    - **CSP design response**: The CSP comprises three complementary outcomes and adopts a one-programme approach that sequences assistance from anticipatory action and emergency response to recovery, resilience and social protection. Shared analysis, targeting and transition milestones will guide convergence.
2. **Evidence:** The evaluation recognized school meals as a major comparative advantage of WFP but recommended stronger institutionalization, innovation and planning for national ownership.
    - **CSP design response**: Activities under outcome 3 combine continued service delivery in the most vulnerable schools with phased handover based on government readiness and capacity. The CSP includes a target for 38 percent of schools to transition to government-led assistance, while supporting decentralized school feeding centres, financing and supply chain reforms and, where feasible, home-grown school meal models.
3. **Evidence:** Evaluation recommendations on the resilience and nutrition interventions implemented under the CSP for 2023–2026 identified the need to consolidate the portfolio, strengthen sustainability and connect community-level interventions to food systems, labour markets, health services and risk information.
    - **CSP design response:** Under outcome 2, WFP will implement an integrated, geographically focused package of resilience support. Asset management and nutrition service delivery will be anchored in local and national systems, supported by complementary partnerships and a structured approach to generating evidence.

Monitoring, evaluation and evidence generation arrangements

4. WFP will use a unified monitoring system aligned with the corporate results framework for 2026–2029 and minimum monitoring requirements to track progress under the three CSP outcomes. Field monitoring will prioritize higher-risk locations and will be complemented by third-party and remote monitoring where access or capacity is constrained. Digital platforms will support timely data capture, quality assurance and the disaggregation of data by sex, age and disability.
5. The framework on accountability for results has been integrated into planning, monitoring and reporting to strengthen accountability, results-based planning and people-centred programming, and to ensure clear, measurable and reportable results.[1]

[1] Specific indicators will track women's economic empowerment, access to and control over food assistance and productive assets, engagement in income generating activities and decision-making in resilience activities; the equitable participation of young people and persons with disabilities; and women's participation in school meal management. The relevant indicators and associated costs are reflected in the country portfolio needs and logical framework (logframe) of the CSP. Results will be measured annually and reported in annual country reports.

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6. WFP will continue to conduct food security, market and price monitoring and early warning analysis and generate evidence on climate-related food insecurity, anticipatory action, resilience, nutrition systems and the transition to nationally led school meal operations. Partnerships with the Government, academic institutions and technical partners will strengthen national evidence generation mechanisms, while dashboards, reviews and learning forums will inform programme and policy decisions.

7. A CSP mid-term review is planned for late 2028. Decentralized evaluations will examine the integrated resilience and school meal programmes, and a centralized CSP evaluation will assess overall performance and inform the subsequent CSP. Monitoring, evaluation and learning activities will examine the extent to which households reduce their reliance on humanitarian assistance and the degree to which key programmes, including school meals, social protection, emergency preparedness and nutrition services, are progressively managed and sustained by national institutions.

Risk management and mitigation measures

8. The principal strategic and operational risks faced by WFP in Tajikistan include uneven institutional and partner capacity, limited government fiscal space, skills gaps, weak implementation of innovation, and shocks affecting markets, food prices and supply chains. Financial and fiduciary risks include inadequate oversight, fluctuations in exchange rates and prices, and risks associated with cash-based transfers and procurement.

9. WFP will manage these risks through regularly reviewed risk registers and governance mechanisms, scenario-based prioritization, diversified partnerships, due diligence, capacity strengthening, performance reviews, third-party monitoring and strengthened internal controls for procurement and cash-based transfers. Market monitoring, flexible transfer modalities, contingency planning, donor engagement and business continuity arrangements will help safeguard programme continuity and fiduciary integrity. Protection and staff safety will be supported through confidential feedback and reporting mechanisms, protection from sexual exploitation and abuse measures and duty of care arrangements. Participatory design processes, weather-related risk analysis and adaptive management will help to ensure that WFP's programmes are safe responsive and implemented with accountability.

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ANNEX V

Links to technical and related resources

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

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[1] As mandated by the Executive Board-approved "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1).