



WFP EVALUATION

Evaluation of The Tajikistan WFP Country Strategic Plan 2019-2024



WFP
World Food Programme

SAVING
LIVES
CHANGING
LIVES

July 2022

Informal Consultation

CONTEXT

- Population 9.5 million
- 74% rural
- Low-income country
- Migrant remittances as % of GDP in 2020: 26.7
- More affected by hunger and malnutrition than other countries in the Central Asia Region
- Number of households unable to afford a nutritious diet substantially increased due to COVID-19



FIVE STRATEGIC OUTCOMES

(% of needs-based plan after September 2020 Budget Revision
DSC: 8%; ISC: 6%)



SO1

Primary school children meet basic food requirements

50%



SO2

Children aged 6-59 months and pregnant and lactating women and girls have reduced malnutrition

6%



SO3

Food-insecure communities in areas vulnerable to climate change have increased resilience to shocks

11%



SO4

Government institutions have strengthened capacities to target, design and implement effective food security and nutrition strategies

18%



SO5

Humanitarian and development actors have access to services and expertise in logistics, procurement and administration

1%

EVALUATION METHODOLOGY



- Document review
- Field missions
- Key informant interviews and group discussions
- Partner survey
- Attention to confidentiality, gender and ethical considerations
- Partially remote data collection considering COVID-19 travel restriction

FINDINGS

Q1 TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS, AS WELL AS WFP'S STRENGTHS?



Strong alignment with national development plans and relevant sector priorities



Responsive to needs of most vulnerable but consultations focused on central level institutions while sub-national level consultations less visible



Targeting for school feeding and nutrition interventions requires updating



Well aligned and coherent with UNDAF.
Existing partnerships in school feeding and nutrition to be further enhanced

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO (T-I)CSP STRATEGIC OUTCOMES?



SO1 School feeding programme: Successful use of school meals programme as shock-responsive safety net during COVID-19.
Reduced rations partially compensated through contributions from parent-teacher associations and local government



SO2 Nutrition activities : High recovery rates with a shorter than planned treatment duration and increased coverage despite lower commodity provision.
Effective programme adaptation in response to COVID-19

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO (T-I)CSP STRATEGIC OUTCOMES?



SO3 Asset creation and resilience activities: Effective, small scale relief support. Pending scale up of interventions reflects delays in funding



SO4 Country capacity strengthening: Results mostly at individual and organizational level with more tangible achievements at policy level in school feeding



SO5 Emergency response: Appropriate and effective on-demand services in response to COVID-19

CROSS-CUTTING ISSUES



Gender principles reflected in design and implementation, targeted trainings for women and women's participation in FFA processes should be improved.



Affected populations overall well informed about activities and new feedback mechanism established, shortcomings in depth and breadth of consultations with affected populations.



Sustainability: Good government ownership over results, more systematic efforts to integrate sustainability measures in FFA needed.

Q3 TO WHAT EXTENT DID WFP USE ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO (T-I)CSP OUTPUTS AND STRATEGIC OUTCOMES?



Cost-efficient implementation of activities, influenced by a shorter treatment duration in nutrition and reduced ration sizes in school feeding activities



Timeliness and resource allocation sub-optimal due to delays in funding and lengthy approval processes especially for new projects



Alternative cost-effectiveness measures such as local production of specialized nutritious food and CBT in school feeding explored

Q4 WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE CSP?



Strong existing **partnerships and flexible approach** facilitated implementation.



Reliance on a **narrow donor base** in combination with **procurement conditionalities** resulted in delays and reduced rations



Other challenges: COVID restrictions, staff capacity alignment to capacity strengthening role, and shortcomings in intervention design

CONCLUSIONS



Strategic direction of the CSP towards strengthening national and sub-national institutions highly relevant



Responsiveness of WFP to the needs of the most vulnerable population groups was broadly appropriate, more attention to consultation with affected populations needed



Direct delivery of services confirm WFP strength and added value while sustainability prospects of nutrition and resilience building interventions to be improved



Capacity to deliver country capacity strengthening interventions beyond the individual level is emerging



Programme performance and efficiency was affected by funding shortages and delays, inappropriate staff capacity and turnover of staff, and shortcomings in the intervention logic

RECOMMENDATIONS

1

Ensure deep **interlinkages between humanitarian and development interventions** and integration of **sustainability measures** in next CSP

2

Develop a **country capacity strengthening strategy** based on a **needs assessment**, with a **sound monitoring framework**

3

Support **government fiscal planning and optimization processes** for school feeding and resilience building

4

Develop a **school feeding transition and handover** plan for gradual transfer to national and sub-national authorities and parent-teacher associations

5

Continue **reorganizing the office structure** to optimize delivery of stronger, integrated results

6

Continue **strengthening strategic and operational partnerships** and efforts to **diversify the donor base**