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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Tajikistan (2023–2026)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Tajikistan for 2023–2026. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made four recommendations, of which one is strategic and three are operational. This management response indicates 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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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
Priority: High **Recommendation deadline: Fourth quarter of 2026** **Recommendation 1: Position WFP as a systems enabler in Tajikistan's evolving social protection framework by operationalizing its value proposition using a system lens in the next CSP.**	Country office senior management (Office of the Deputy Executive Director and Chief Operating Officer (DED and COO office) and regional director office)	Agreed				
1.1 Use projects as entry points for broader systems strengthening, clearly demonstrating how projects support WFP's overall strategic vision rather than operating as standalone interventions.	Country office senior management (DED and COO office and regional director office)	Agreed	1. WFP has developed a CSP for Tajikistan for 2027–2030 using a systems lens, focusing on strengthening government capacity for shock responsive safety nets and clearly articulating its support for linking national disaster response mechanisms with social protection. Specifically, the country office will pursue the following:	Country office senior management	December 2027	Ongoing
			a) develop a CSP implementation strategy along with a theory of change for existing projects to ensure that their contribution to national development pathways is aligned with the CSP; and	Country office programme and research, assessment and monitoring (RAM) teams	March 2027	Ongoing
			b) prepare project proposals consistent with the strategic direction of the CSP, ensuring vertical alignment.	Country office programme and partnerships teams	December 2027	Ongoing

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1.2 Strengthen internal cross-learning and joint reviews in order to enhance coherence across activities, reflecting this in the theory of change and obtaining more holistic results.	Country office senior management (DED and COO office and regional director office)	Agreed	2. The country office will develop an internal cross-unit framework for tracking learning and actions in order to strengthen cross-unit learning and coherence across various CSP activities and functions.	Country office management and cross-functional units; field offices	December 2026	Ongoing
1.3 Clarify and communicate WFP's vision, results and contributions to ensure a shared understanding with the Government and partners, and to reinforce WFP's role as a thought leader in social protection, disaster risk reduction and food systems.	Country office senior management (DED and COO office and regional director office)	Agreed	3. The CSP for 2027–2030 clearly articulates WFP's role in social protection, disaster risk reduction and food systems, which are comprehensively reflected in the CSP outcomes. Furthermore, the country office will:	Country office senior management (country office programme, partnerships and communications teams)	September 2027	Ongoing

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			a) establish partnerships with the ministries responsible for health and social protection, labour and migration and agriculture and the Committee on Emergency Situations under the umbrella memorandum of understanding with the Ministry of Foreign Affairs. This will clarify WFP's contribution and role as a systems enabler in each area of endeavour, building on WFP's comparative advantage and core strengths in the country; and b) develop a CSP advocacy messaging package, including thematic value propositions, to strengthen external communication and advocacy.			
Priority: High **Recommendation deadline: Fourth quarter of 2026** **Recommendation 2: Strengthen WFP's internal organizational arrangements, while investing in a culture shift and growth mindset among staff.**	Country office senior management	Agreed				

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2.1 Map and identify bottlenecks in WFP's country operations and streamline internal decision-making processes by clarifying the delegation of authority to technical units and field offices. This will help to reduce reliance on centralized approvals and ensure faster operational adjustments in response to changing circumstances.	Country office senior management	Agreed	1. The country office has established various processes and standard operating procedures relevant to this recommendation and will ensure that they remain up to date. Furthermore, as of June 2026, the country office has: a) delegated operational decision-making authority to heads of field offices and other functional unit heads to ensure smooth operations; and b) revised the composition of country office committees, boards and panels to enable faster and more streamlined decision-making processes.	Country office senior management (country office administrative and finance teams)	June 2026	Completed

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
2.2 Empower national staff through clear mandates, delegated responsibility and targeted capacity development, tapping into their country-specific expertise and strategic role in sustaining long-term processes that require consistent engagement over extended periods.	Country office senior management	Agreed	2. The country office conducted an organizational alignment exercise in the first half of 2026. Following the introduction of a new office structure, the country office is reviewing the terms of reference of various positions to ensure alignment with the country office's programmatic requirements. The country office's human resources team is also facilitating sessions on WFP's PACE performance review system and learning objectives, and career progression. Furthermore, the country office will: a) complete the review of the terms of reference and the sessions on PACE and learning objectives by the end of 2026; b) disseminate information on learning opportunities available through corporate platforms such as WeLearn and WFP's ELM artificial intelligence portal and promote a culture of internal cross-learning and exchange (using existing coordination mechanisms); and	Country office supervisors (country office senior management and human resources teams)	March 2027	Ongoing
			c) delegate responsibility to heads of field offices and national unit heads in line			

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			with corporate assurance guidelines while considering conflict-of-interest, technical capacity and expertise and maintaining segregation of duties.			
2.3 Realign personnel structures and allocation to ensure that offices and teams with higher demands in terms of programme and support services and monitoring are adequately resourced to sustain high-quality and context-responsive programme delivery.	Country office senior management (Workforce Planning and Strategy Branch)	Agreed	3. The country office conducted an organizational alignment exercise, and the new office structure has been effective since 8 June 2026. This structure is designed to follow the principles of adequacy and sustainability in resourcing. All staffing adjustments will be completed by the end of 2026.	Country office human resources team (country office senior management)	December 2026	Ongoing
Priority: Medium **Recommendation deadline: First quarter of 2027** **Recommendation 3: Consolidate and contextualize WFP's resilience building and climate portfolio with a view to increased sustainability by linking it to national systems.**	Country office (country office climate change adaptation and resilience building unit)	Agreed				

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3.1 Link asset creation and livelihood interventions more explicitly to climate resilience by applying an integrated approach that connects these activities with anticipatory action and climate services, in order to clearly demonstrate how WFP's community investments contribute to national adaptation capacities, disaster risk reduction and environmental sustainability, while reinforcing institutional ownership.	Country office climate change adaptation and resilience building unit	Agreed	1. The CSP for 2027–2030 adopts a sequenced and layered approach, explicitly linking emergency response, asset creation, anticipatory action and climate services. Clear outputs are defined, with sub-activity tags in the CSP logical framework and line of sight, to ensure an integrated portfolio. In implementing the CSP the country office will: a) align geographic and beneficiary targeting whenever feasible to ensure continuity of assistance across CSP outcomes and update the existing targeting strategy; b) promote localization by operationalizing the Green Climate Fund steering committee and district adaptation committees as institutional ownership models for community investment; and	Country office programme team (country office climate change adaptation and resilience building team; field offices; cooperating partners)	December 2028	Ongoing

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			c) record and report on links to national adaptation frameworks (e.g. the national development strategy through 2030 and the national disaster risk reduction strategy) in annual country reports and donor reports.			
3.2 Ensure that activities related to community-based resilience building and adaptation to climate-related shocks have a clear strategy for sustainability linked to national social protection, food systems, adaptation and disaster risk reduction systems.	Country office climate change adaptation and resilience building unit	Agreed	2. The country office will finalize a unified sustainability strategy for interventions under a resilience building portfolio that links community resilience to locally existing structures, social protection, local food systems and disaster risk reduction mechanisms.	Country office programme team (country office teams responsible for climate change adaptation and resilience building, emergency preparedness and response, school-based programmes, social protection and RAM; field offices)	March 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
Priority: Medium **Recommendation deadline: Third quarter of 2026** **Recommendation 4: Promote and advocate for the integration of school feeding activities into a scalable and sustainable national school feeding programme.**	Country office school feeding unit (Nutrition, School Meals and Social Protection Service)	Agreed[1]				
4.1 Generate evidence and learning on the potential scalability and long-term sustainability of the cash-based school feeding programme, income-generating activities and home-grown school feeding as a basis for promoting their transition to national ownership.	Country office school feeding unit (Nutrition, School Meals and Social Protection Service)	Agreed	1. The country office recognizes the importance of generating robust evidence on innovative school meals approaches to inform government decision-making and to support a gradual transition towards nationally owned and financed school meals models. The country office will:			

[1] Given the long-term nature of efforts to support the integration of school meals into a scalable and sustainable national programme, the country office views this recommendation as an ongoing process. For this management response, December 2028 is proposed as the deadline for tracking and reporting purposes.

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
			a) conduct a comprehensive and structured learning review and school readiness assessment to determine the context specific models and schools that are ready for a transition to government responsibility. This will cover cash-based school meal models, school-based income-generating activities and regular assistance. Indicators such as cost per child, timeliness of transfers, school-level financial management, meal quality, inclusion, risks, accountability to students and parents and feasibility of government financing or co-financing will be considered. This will also guide the re-prioritization of the schools covered under the food-based school meal model;	Country office programme team (country office school-based programmes and RAM teams; field offices; school-based programmes unit at the Ministry of Education and Science)	December 2028	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
			b) analyse monitoring data on school-based income-generating activities and home-grown school feeding to identify which models are profitable, sustainable and scalable by region, school size and type of school-based income-generating activity. The analysis will disaggregate income, expenditure, profit and loss, seasonal sales patterns, procurement potential and practical bottlenecks faced by schools; and	Country office programme team (country office school-based programmes and RAM teams; field offices)	December 2028	Ongoing
			c) advise the Government on incorporating evidence and recommendations from pilot initiatives into the national school feeding programme road map, policy framework and transition strategy, using the school vulnerability index and operational readiness analysis.	Country office programme team	December 2028	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
4.2 Provide technical assistance to the Government and schools to further scale up school-based initiatives using integrated approaches that promote local production and expand procurement opportunities.	Country office school feeding unit (Nutrition, School Meals and Social Protection Service)	Agreed	2. The country office will continue to support the Government in strengthening, scaling up and progressively localizing the sustainable school meals models by promoting school-based and community-based food production, reinforcing local procurement systems where feasible and working with schools and communities to enhance their capacity to provide daily nutritious meals for children. As local communities already provide in-kind contributions to WFP-assisted schools, WFP will be cautious in advocating home-grown school feeding in an effort to ensure that they complement rather than disrupt existing community support mechanisms. Given the country's reliance on imported staple foods due to local production limitations, the country office will focus on ingredients that are feasible for local production. The country office will:		December 2028	Ongoing This will be a continuous process throughout the duration of the CSP and will be tracked and reported on in annual country reports.

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			a) provide technical assistance to schools, local authorities and the Ministry of Education and Science in connection with efforts to embed home-grown school feeding approaches in national systems. This will include developing and operationalizing guidelines on local procurement, food quality and food safety while expanding opportunities for smallholder farmers, local producers and school communities to contribute to perishable food supply chains;	Country office programme team (country office RAM, resilience building and school-based programmes teams; field offices; school-based programmes unit at the Ministry of Education and Science; government counterparts)	December 2028	Ongoing
			b) work with school administrations, parent-teacher associations, local authorities and producer groups to strengthen their capacity for the planning, management and oversight of school-based initiatives (e.g. school gardens, greenhouses and income generating activities) and provide training on post-harvest handling, food safety, quality assurance and market requirements for supplying school meals programmes; and	Country office programme team (country office RAM, resilience building and school-based programmes teams; field offices; school-based programmes unit at the Ministry of Education and Science; government counterparts)	December 2028	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
			c) document and disseminate good practices and lessons learned from home-grown school feeding and local procurement initiatives to inform national scale-up and policy development.	Country office programme team (country office school-based programmes, RAM and communications teams; school feeding unit at the Ministry of Education and Science; government counterparts)	December 2028	Ongoing