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# **Evaluation of Tajikistan WFP Country Strategic Plan 2019-2024**

Centralized evaluation report – Volume II Annexes

Office of Evaluation  
OEV/2021/010

**October 2022**

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## Disclaimer

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# Annex I: Summary Terms of Reference

## Evaluation of Tajikistan WFP Country Strategic Plan 2019-2024

### Summary Terms of Reference



*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders*

#### Subject and focus of the evaluation

WFP has been present in Tajikistan since 1993, shifting from emergency response initiated during the civil war to development activities which are evolving from direct delivery to supporting the Government's efforts to address food insecurity and malnutrition.

Between January 2018 and June 2019, WFP operated in Tajikistan through a transitional interim Country Strategic Plan (T-ICSP). The T-ICSP had a total budget of USD 28,463,468 and aimed at reaching 539,550 direct beneficiaries through food and cash-based transfers.

The current CSP (July 2019 - June 2024), was designed around four strategic outcomes and five activities providing school meals, treatment of malnutrition, asset creation and livelihood activities, and capacity strengthening for social protection programmes and emergency preparedness. In order to better respond to the Covid-19 pandemic, the CSP was revised to include a new crisis response strategic outcome (SO5) together with a new activity. The overall budget of the Tajikistan CSP was increased to USD 84.92 million aiming at reaching 963,400 beneficiaries through food and cash-based transfers over a period of five years. While originally foreseen to end in 2024, the CSP is expected to end in 2022 in order to align the CSP cycle with the United Nations Sustainable Development Cooperation Framework.

The evaluation will assess WFP contributions to strategic outcomes of the T-ICSP and the ongoing CSP, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage as applicable.

#### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2022.

#### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?**

The evaluation will assess the extent to which the T-ICSP and CSP are relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the T-ICSP and CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the T-ICSP and CSP in light of changing context, national capacities and needs; and to what extent the T-ICSP and CSP are coherent and aligned with the wider UN cooperation framework and include appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to T-ICSP and CSP strategic outcomes in Tajikistan?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the T-ICSP and CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the T-ICSP and CSP

are likely to be sustainable; and whether the T-ICSP and CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes in Tajikistan?**

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected through the T-ICSP and CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the T-ICSP and CSP. It will also assess the extent to which the T-ICSP and CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the T-ICSP and CSP.

### Scope, methodology and ethical considerations

The unit of analysis is the T-ICSP, approved by the Executive Director in August 2017 and the CSP, approved by the WFP Executive Board in May 2019, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2018 until August 2021.

The evaluation will adopt a mixed methods approach and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of recent developments related to the COVID19 pandemic, the evaluation will be conducted partially remotely. Depending on how the situation evolves, the data collection phase will be conducted through either fully or partially in-country fieldwork. Should the contextual and security situation allow it, a final stakeholder workshop will be held in Dushanbe.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and

anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

### Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Tajikistan CSPE (i.e. school meals and nutrition, institutional capacity strengthening, climate change and resilience building, as well as gender equality and empowerment of women and accountability to affected populations).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Soo Mee Baumann, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

### Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in September 2021 to inform the new CSP design process. A country stakeholder workshop will be held in November 2021 to inform the new CSP design and to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

### Timing and key milestones

**Inception Phase:** May – August 2021  
**Data collection:** August – September 2021  
**Debriefing:** September 2021  
**Reports:** September 2021 – March 2022  
**Stakeholder Workshop:** November 2021  
**Executive Board:** November 2022

# Annex II: Evaluation Timeline

Phase 1 – Preparation			
	Draft terms of reference (ToR) cleared by Director of Evaluation (DoE)/Depute Director of Evaluation (DDoE) and circulated for comments to country office and to long-term agreement firms	DoE/DDoE	26/02/21
	Comments on draft ToR received	CO	12/03/21
	Proposal deadline based on the draft ToR	Long-term agreement	21/04/21
	Long-term agreement proposal review	Evaluation manager (EM)	22/04/21-27/04/21
	Final revised ToR sent to WFP stakeholders	EM	09/04/21
	Contracting evaluation team/firm	EM	14/05/21
Phase 2 – Inception			
	Team preparation, literature review prior to HQ briefing	Team	07/06/21-14/06/21
	HQ & RB inception briefing	EM & team	14/06/21-25/06/21
	Inception briefings	EM + team leader (TL)	28/06/21-02/07/21
	Submit draft inception report (IR)	TL	23/07/21
	OEV quality assurance and feedback	EM	30/07/21
	Submit revised IR	TL	05/08/21
	IR review and submit for DoE clearance	EM (and Quality Assurance 2)	12/08/21
	IR submission for CO comments	EM	12/08/21
	CO comments on draft IR	CO	23/08/21
	Submit revised IR addressing CO comments	TL	27/08/21
	Final review, clearance by Department of Education (DoE) and circulation	EM	10/09/21
Phase 3 – Data collection, including fieldwork			
	In country / remote data collection	Team	13/09/21-01/10/21
	Exit debrief (PPT)	TL	08/10/21
	Preliminary findings debrief	Team	29/10/21

Phase 4 – Reporting			
Draft 0	Submit high quality draft evaluation report to OEV (after the company's quality check)	TL	10/11/21
	OEV quality feedback sent to TL	EM	18/11/21
Draft 1	Submit revised draft evaluation report to OEV	TL	30/11/21
	OEV quality check	EM	02/12/21
	Seek clearance prior to circulating the evaluation report to Internal Reference Group (IRG)	DoE/DDoE	09/12/21
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	20/12/21- 10/01/22
	Consolidate WFP comments and share with team	EM	11/01/22
	Stakeholder workshop (in country or remote)		24/01/22-25/01/22
	Submit revised draft evaluation report to OEV based on WFP comments, with team's responses on the matrix of comments	ET	24/01/22
Draft 2	Review D2	EM	25/01/22- 31/01/22
	Review D2 by DDoE	DDoE	01/02/22- 05/02/22
	Submit final draft evaluation report to OEV	TL	15/02/22
Draft 3	Review D3	EM	16/02/22-23/02/22
	Seek final approval by DoE/DDoE	DoE/DDoE	24/02/22- 02/03/22
SER	Draft summary evaluation report (SER)	EM	18/03/22
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	21/03/22 – 25/03/22
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV Director	DoE/DDoE	29/03/22 – 28/04/2022
Phase 5 – Executive Board (EB) and follow-up			
	Submit SER/recommendations to Corporate Planning and Performance Division for management response + SER to EB Secretariat for editing and translation	EM	29/03/22 – 28/04/2022
	Tail-end actions, OEV websites posting, Executive Board (EB) round table Etc.	EM	03-10/2022
	Presentation of summary evaluation report to the EB	DoE/DDoE	11/2022
	Presentation of management response to the EB	D/Corporate Planning and Performance Division	11/2022

# Annex III: Evaluation Methodological Approach

## Overall methodological approach and process

1. This evaluation aimed to provide an assessment of the entirety of WFP work in Tajikistan, including cross-cutting results, implemented under the T-ICSP (Jan 2018-Jun 2019) and the ongoing CSP, with a cut-off date being end of September 2021. Hence, the evaluation covered the entire set of strategic outcomes, outputs, activities and inputs that were included in the two subsequent country strategic plan documents, along with subsequent approved budget revisions (BRs). Within that framework, evaluation included an assessment of all WFP thematic areas of intervention, with a particular focus on capacity strengthening (SO4) overall and in particular capacity strengthening for school feeding (SF) (hence, also SO1) and resilience building, especially in relation to climate change (related mainly to SO3). The evaluation also assessed WFP adherence to humanitarian principles, protection issues and accountability to affected populations. Assessment of gender and equity results was conducted, to ensure lessons learned, conclusions and recommendations for WFP to fulfil its corporate commitment to gender equality and women's empowerment and integration of equity principles (including focus on equity issues affecting persons with disability, women and men, girls and boys, and other most vulnerable groups). Gender has been mainstreamed throughout the evaluation matrix, embedding gender-related questions into enquiry tools. However, gender-sensitive data collection and analysis proved a significant challenge, largely due to access constraints to beneficiaries. The evaluation team has systematically reflected gender in findings, conclusions and recommendations. Additionally, the evaluation team analysed the WFP partnership strategy and WFP strategic positioning within the Tajikistan's country context, and its response to the capacity and resource needs of the duty bearers (supply side) and right holders (demand side).
2. This evaluation was designed as utilization-focused and consultative, maximizing the value of the evaluation findings, conclusions and recommendations for the intended users and supporting lessons learning for future interventions. As such, it employed a theory-based approach, whereby the primary focus of the assessment was on understanding cause-effect interactions between WFP support and the T-ICSP and CSP desired outcomes. The theory-based approach aimed to generate both an understanding of what has worked and an understanding of why it had worked.
3. As required by the terms of reference, this evaluation applied a mixed methods approach. The evaluation team combined the use of qualitative and quantitative data and relied on both primary and secondary data sources throughout the evaluation process. During the inception but also during the field phase and in particular in light of the evolving COVID-19 situation, the evaluation team adapted the techniques and instruments to maximize data collection efforts.
4. The evaluation framework is composed of four key evaluation questions (EQs), as follows: EQ1: To what extent is the strategic position of WFP, its role and specific contribution based on country priorities and people's needs as well as WFP strengths, EQ2: What is the extent and quality of the specific contribution of WFP to T-ICSP and CSP strategic outcomes in Tajikistan?, EQ3: To what extent has WFP used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes in Tajikistan? And EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected through the T-ICSP and CSP? These evaluation questions were elaborated through a set of subquestions, areas of inquiry, indicators, data sources and collection and analysis methods in line with WFP evaluation guidelines, which provide for a comprehensive framework for the evaluation (See Annex V: Evaluation Matrix).
5. The country strategic plan evaluation (CSPE) has followed the Office of Evaluation's five-phase process for CSPEs, including: a preparation phase in which the terms of reference were laid out and the evaluation team was formed; an inception phase in which the overall methodological framework for the evaluation was defined, an evaluation phase, including data collection through desk and field work (hybrid approach); a reporting phase during which the team analysed and triangulated data in order to answer the evaluation questions and develop conclusions and recommendations, which then underwent a series of reviews based

on key stakeholder consultations (on-going); and a final phase in which the report is submitted to the Executive Board and finally disseminated.

6. The timeline is presented in Annex II: Evaluation Timeline.

7. The evaluation drew from multiple sources of evidence: documentary evidence, performance data, budget data, key informant interviews, focus group discussions and a survey. The categories of documents reviewed by the evaluation team along with the consultation strategy can be found in Figure 2 below. The bibliography/evaluation library are presented in Annex XVII: Bibliography/evaluation library.

8. The data collection approach was adapted to COVID-19-related travel restrictions, applying a hybrid approach. This meant that national consultants conducted in-person interviews, focus group discussions and site observations in-country, while international consultants conducted remote meetings using Microsoft Teams or Zoom (as applicable). International team members joined all meetings remotely (wherever possible in light of technical prerequisites, for example, internet availability and strength) where translation was not needed, and in those that were deemed critical for data collection with translation. The interview guides developed for this evaluation were used to ensure coherent data collection. The team strictly adhered to confidentiality rules and data protection, which contributed to greater openness of the interviewees and safeguarded them against possible risks. The Tajikistan-based evaluation team members conducted a ten-day field visit to project sites managed by the Sughd, Khatlon, GBAO and Rasht Valley field offices, which enabled interaction with country strategic plan beneficiaries and local stakeholders and direct observation of activities and assets created. The field schedule can be found in Annex VI: Field work agenda.

9. The team strictly adhered to epidemiological guidelines in order to safeguard the team and the interlocutors against possible risks, in line with the do-no-harm approach and its duty-of-care with regards to interviewees but also the team members. A total of 60 key informant interviews were conducted with stakeholders from the following categories: current and former country office staff, partners and government staff at regional, national and subnational levels. Approximately 20 focus group discussions were conducted in the four regions visited. The full list of key informants can be found in Annex VII: List of people interviewed.

10. An online survey was conducted to collect additional quantitative primary information from WFP partners and to yield insights into the relevance of WFP engagement and the main results of WFP support to Tajikistan and other cross-cutting issues. The evaluation team had an overall response rate of 35 percent with a majority of respondents occupying their current position for more than two years. Respondents included national stakeholders and development partners (for more details see Annex VIII: E-Survey).

11. Two main limitations to the evaluation were noted. Firstly, COVID-19-related travel restrictions prohibited the travel of international team members to Tajikistan. This constraint was mitigated through the use of remote interviews with many stakeholders and field travel by both national evaluators. Secondly, data limitations included incomplete 2021 monitoring data, limited outcome and output indicators and data for several activities and unresolved data inconsistencies. These data challenges were mitigated through the use of complementary sources of evidence, including qualitative information and the analysis of remote sensing data.

12. The findings from the different sources of evidence and from different team members were consolidated against the different evaluation questions in the form of an evaluation grid. An internal evaluation team meeting was held to triangulate the findings and resolve conflicting findings. The preliminary findings were presented and discussed in a meeting with the country office where staff from the regional bureau in Bangkok and headquarters also participated.

13. The evaluation team has the primary responsibility for ensuring the quality of evidence and analysis, while the evaluation manager was responsible for conducting the second level quality assurance of the evaluation products following WFP Office of Evaluation's evaluation quality assurance system. Quality assurance has been carried out by all team members and covered several layers of control and effective division of responsibilities where each deliverable has been scrutinized at multiple levels.

14. The evaluation team adhered to the United Nations Evaluation Group Norms and Standards and WFP guidelines in particular with respect to: independence of judgement, impartiality, honesty and integrity, accountability, respect, the protection of the rights and welfare of human subjects and communities, informed consent, protecting privacy, confidentiality and anonymity of participants, avoidance of risks,

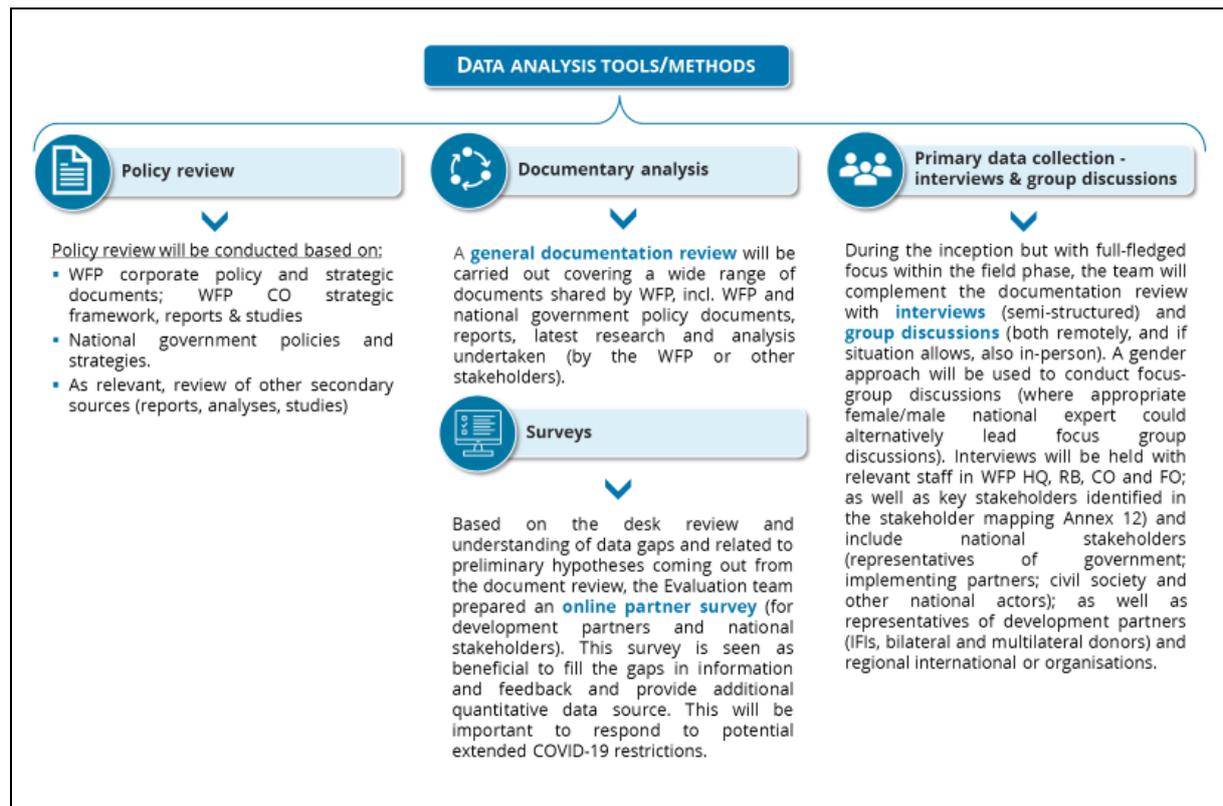
harm to, and burdens on those participating in the evaluation, accuracy, completeness and reliability of report, and transparency. Concrete ethical measures and safeguards are presented in Table 2.

## Data collection tools

15. The data, including contextual factors, needed for such an analysis were collected through a series of methods and tools for collecting, structuring, processing and analysing data. The combination of data collection methods and techniques varied depending on the scope and focus of different evaluation questions, subquestions, lines of inquiry and indicators.

16. The main tools and methods used are described in the figure below:

**Figure 1: Main tools and methods**



17. For the general documentation review, the evaluation team reviewed the following types of reports: WFP corporate policy documents, guidelines; WFP T-ICSP and country strategic plan framework, monitoring data, reports, and studies as well as other types of documentation that provided an insight into WFP work and results across areas of intervention (see Annex XVII: Bibliography/evaluation library) to extract relevant findings related to the WFP support to Tajikistan.

18. An analysis was made of external sources pertaining to WFP focus areas and country context: This group includes all other studies, analyses, evaluations and policy documents produced by non-WFP entities (for example, civil society, academic, think tanks, donors, international organizations' reports etc.). This group is especially important to see not only how others have researched and assessed WFP support to Tajikistan but also overall country development when it comes to nutrition and resilience.

19. The documentary review helped to establish documentary evidence for the majority of indicators and established preliminary hypotheses to be tested during primary data collection. The figure below describes the main categories of documents that were reviewed by the evaluation team.

**Figure 2: Categories of documents reviewed by the evaluation team**



20. Based on the stakeholder analysis and the sampling approach, a consultation strategy as shown in Table 11 below was developed and used in this evaluation. The list of people interviewed is presented in Annex VII: List of people interviewed.

**Table 1: Consultation strategy**

Stakeholder group	Types of stakeholders	Consultation areas				Stage	Tool
		EQ 1	EQ 2	EQ 3	EQ 4		
WFP	HQ	•	•	•	•	Inception phase	<i>Interviews</i> <i>Group discussions</i>
	RB		•			Inception and field phase	<i>Interviews</i> <i>Group discussions</i>
	CO	•	•	•	•	All stages	<i>Interviews</i> <i>Group discussions</i>
	FOs	•	•	•	•	All stages	<i>Interviews</i>
Government and public authorities	Senior government officials	•	•	•	•	Field phase	<i>Interviews</i>
	Line ministries	•	•	•	•	Field phase	<i>Interviews</i> <i>Group discussions</i> <i>Survey (if applicable)</i>
	Regional, district and local authorities	•	•		•	Field phase	<i>Interviews</i> <i>Group discussions</i>
	Other public authorities (schools, health centres, etc.)	•	•			Field phase	<i>Interviews</i> <i>Group discussions</i>

Stakeholder group	Types of stakeholders	Consultation areas				Stage	Tool
		EQ 1	EQ 2	EQ 3	EQ 4		
Civil society	Local and international partner civil society organizations (CSOs)	●	●	●	●	Field phase	<i>Interviews</i> <i>Group discussions</i> <i>Survey</i>
	Other CSOs	●	●			Field phase	<i>Interviews</i> <i>Group discussions</i> <i>Survey</i>
	Other national level and regional initiatives		●			Field phase	<i>Interviews</i> <i>Group discussions</i>
	Professional bodies and other social partners		●			Field phase	<i>Interviews</i>
Private sector partners	Bakeries, farmers, women entrepreneurs	●	●		●	Field phase	<i>Interviews</i>
Final beneficiaries	Parents, vulnerable households	●	●		●	Field phase	<i>Interviews</i>
	Children, adolescents					Will not be interviewed	
Development partners	Multilateral and international stakeholders (e.g. UN agencies, development banks)	●	●	●	●	Field phase	<i>Interviews</i>
	Donors and diplomatic missions	●	●	●	●	Field phase	<i>Interviews</i>
	Other international NGOs active in the wider WFP thematic areas	●	●			Field phase	<i>Interviews</i>

## Gender and ethical considerations

21. Concrete ethical measures and safeguards as presented in Table 12 below have been respected throughout this evaluation.

**Table 2: Concrete ethical measures and safeguards**

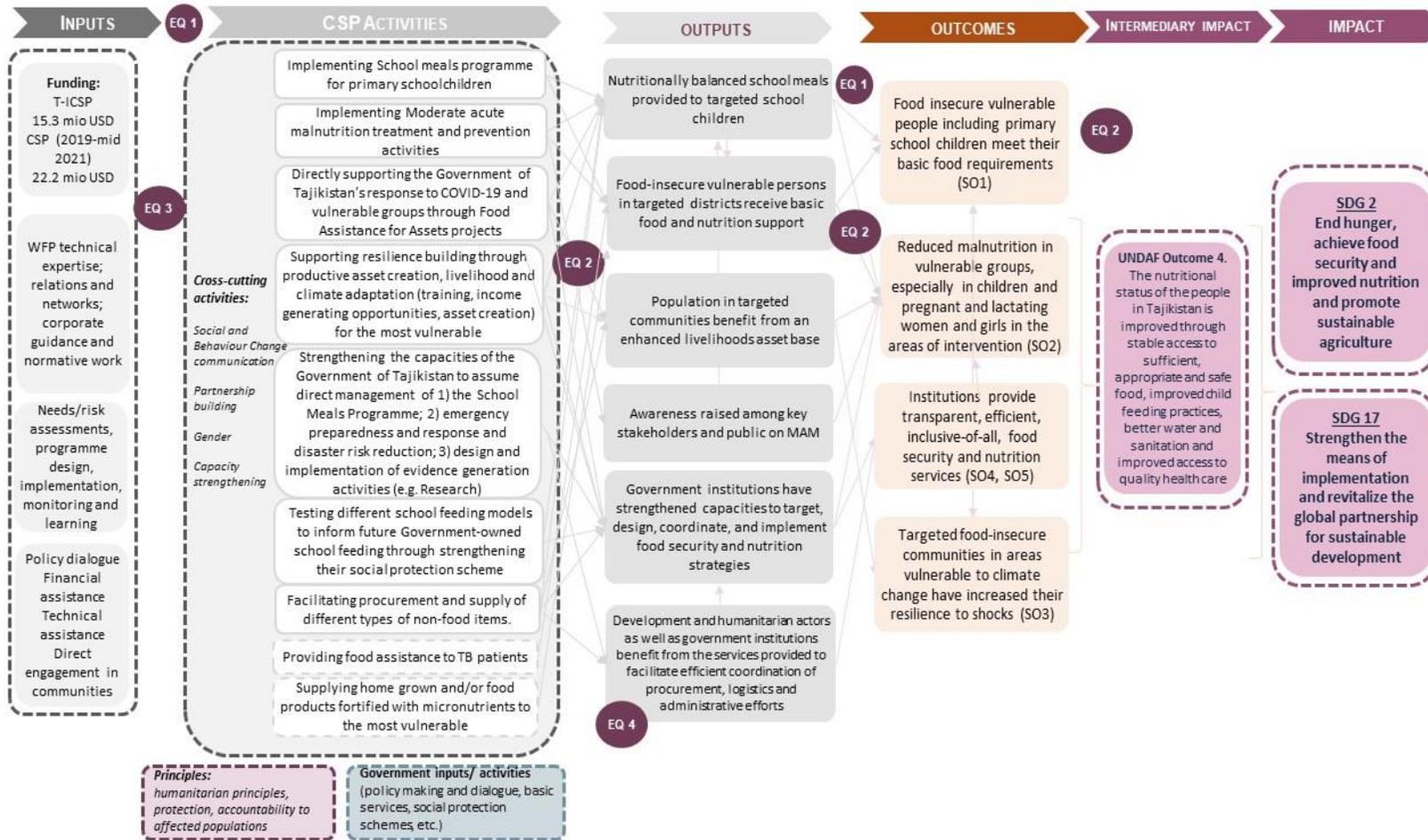
ETHICAL ISSUE	PROPOSED MITIGATION MEASURES
<b>Voluntary engagement and confidentiality</b>	During the field phase at the beginning of each interview/group discussion, the evaluation team explained the purpose of evaluation and confidentiality measures and asked the key informants to provide their consent to participate in the evaluation. This ensured that the participation of each stakeholder was voluntary. The evaluation team respected people’s right to stop the interview and to not engage, should key informants decide so at any point of interview. Interviewees were informed at the start of the interview regarding the purpose of the evaluation, assurances of voluntary participation, and confidentiality of all responses.
<b>Do no harm principle and data protection</b>	The evaluation team applied the principle of “do no harm” – both for the evaluation team and the evaluation participants together with the standard ethical requirements of any evaluation data collection process. The evaluation team will not use audio or video recordings of key informant interviews and focus group discussions. All the notes taken by evaluation team are stored in evaluation team computers with password protection. No compensation for participation in the evaluation process was envisaged. Any potential personal identifiers will be removed from the data prior to analysis. Data analysis will be carried out only with the evaluation team members to ensure confidentiality. Data compiled in the report will be aggregated so that individual responses cannot be traced to specific locations or individuals.
<b>Language considerations for participants</b>	The evaluation team considered language barriers and aspired to conduct interviews without translation in the language of the participants. Evaluation team members, proficient in Russian and Tajik language helped with translation in cases of need to avoid external translation services.
<b>Interviewing underage children</b>	Interviews and group discussions with children and adolescents were not organized.
<b>Female participation considerations and gender norms</b>	The evaluation team ensured that both women and men had an opportunity to voice their opinions and feedback. Due to traditional norms, women may feel more reluctant to voice their opinions. The evaluation team ensured that gender roles were respected and provided space for women to share their views in safe and enabling environment. A female national expert and a male national expert are part of the evaluation team.

### Assessing WFP capacity strengthening efforts

22. Document review and initial interviews showed that WFP increasingly shifted its focus towards capacity strengthening to assist governments to enhance capacity for: school feeding; emergency preparedness and response and risk reduction capabilities through social safety nets; and bolstering climate risk management, adaptation and resilience. In Tajikistan, these efforts have been increasingly visible both through WFP engagement within SO4 and through integrating capacity strengthening efforts across other objectives, and in particular SO1. The reconstruction of the WFP theory of change showed the level of integration of capacity strengthening efforts through implicit and explicit linkages found in WFP documents. Due to its particular relevance to the country office strategic shift toward developing and implementing a country strategy approach, the evaluation team focused attention on the capacity strengthening of government institutions overall, and in particular the country capacity strengthening efforts of schools to implement school feeding as well as wider social protection programmes (SO4 and SO1). Specific lines of inquiry under EQ 1, 2 and 4 will aim to assess the country office’s work on country capacity strengthening.

23. The evaluation team explored country capacity strengthening support to national systems and reviewed the ways in which results and approach in both areas have contributed to strengthening the resilience of vulnerable population groups. In particular, capacity strengthening activities were assessed from the perspective of WFP achievements under the SO4 of the results framework, but also country capacity strengthening activities engrained in all other programme interventions, notably in the school feeding programme (SO1) and the emergency preparedness interventions, though the linkages are implicit in programming and reporting documents. The bulk of WFP activities in the reference period of this evaluation focused on school feeding and nutrition, as reflected in the budget allocations. To be able to conduct this assessment, but also in order to strengthen the historical basis and establish the status before the T-ICSP, the evaluation team reviewed WFP engagement in Tajikistan prior to the T-ICSP. This allowed a better understanding of how the global strategic shift to stronger emphasis on strengthening the capacity of national institutions played out at a country level. An impact assessment of country capacity strengthening activity was outside the scope of the CSPE.

# Annex IV: Reconstructed Theory of Change



# Annex V: Evaluation Matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>EQ1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?</b>					
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of SOs to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the T-ICSP and CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> <li>• Degree of matching between T-ICSP and CSP strategic outcomes and national objectives outlined in government policies, strategies and plans</li> <li>• Degree of matching of T-ICSP and CSP activities and proposed interventions set out in government policies, strategies and plans</li> <li>• Degree of involvement of Government in the preparation of the T-ICSP and CSP</li> <li>• Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP and CSP documents and budget revisions (BRs)</li> <li>• National development policy and strategy documents</li> <li>• National policy and strategy documents in relevant thematic areas such as food security, nutrition, education, social protection, etc.</li> <li>• Studies and analytical reports (Zero Hunger, FNG, etc.)</li> <li>• WFP teams at RB and CO levels</li> <li>• Senior government officials</li> <li>• Development partners<sup>1</sup></li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Online survey</p>	<p>Document review identifying iterative themes and comparison between WFP documentation and national strategies and plans</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p>

<sup>1</sup> Development partners include: multilateral organizations (e.g. the World Bank, International Monetary Fund (IMF), UN agencies, etc.); active donors in Tajikistan, regional and international development organizations or other agencies that are active in the wider thematic area of WFP focus and whose activities may complement or contribute to WFP activities.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
					Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
1.1.2 Alignment of SOs to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the T-ICSP and CSP were relevant to subnational priorities as expressed in subnational strategies and plans	<ul style="list-style-type: none"> <li>• Degree of matching between T-ICSP and CSP strategic outcomes and subnational objectives outlined in subnational government strategies and plans</li> <li>• Degree of matching of T-ICSP and CSP activities and priority interventions set out in subnational government strategies and plans</li> <li>• Degree of involvement of subnational governments in the preparation of the T-ICSP and CSP</li> <li>• Perception of senior subnational government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans</li> </ul>	<ul style="list-style-type: none"> <li>• WFP T-ICSP and CSP documents and BRs</li> <li>• National development policy and strategy documents</li> <li>• National policy and strategy documents in relevant thematic areas such as food security, nutrition, education, social protection, etc.</li> <li>• Studies and analytical reports (Zero Hunger, FNG, etc.)</li> <li>• Government policies, plans and programmes including: i) National Development Strategy for the period up to 2030 (NDS-2030); ii) Mid-Term Development Programme of Tajikistan</li> </ul>	Document review	<p>Document review identifying iterative themes and comparison between WFP documentation and national strategies and plans</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p> <p>Triangulation between data</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			for 2016-2020 (MTDP-2020); VNR <ul style="list-style-type: none"> <li>WFP teams at HQ, RB and CO levels</li> <li>Senior central government officials</li> <li>Senior subnational government officials</li> <li>WFP cooperating partners</li> <li>Development partners</li> </ul>	Semi-structured interviews and group discussions  Online survey	sources, data collection techniques, and data types according to principles of iterative analysis
1.1.3 Responsiveness of T-ICSP and CSP to the evidenced capacity gaps	The extent to which the T-ICSP and CSP respond to capacity gaps in particular whether capacity strengthening activities were designed based on an analysis of needs/gaps	<ul style="list-style-type: none"> <li>Degree of responsiveness of the T-ICSP and CSP to evidenced government's and other partners' capacity gaps</li> <li>Degree to which capacity strengthening activities were designed based on an analysis of needs/gaps</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP and CSP documents and BRs</li> <li>WFP teams at CO and FO levels</li> <li>Senior government officials</li> <li>Development partners</li> </ul>	Document review  Semi-structured interviews and group discussions	Document review identifying iterative themes and comparison between WFP corporate and country-specific documentation  Qualitative iterative data analysis of the KIIs with key stakeholders  Triangulation between data sources, data collection

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
					techniques, and data types according to principles of iterative analysis
1.2 To what extent did the transitional interim country strategic plan and the current country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?					
1.2.1 Alignment of T-ICSP and CSP strategies with the need of the most vulnerable persons to ensure they are not being left behind	<p>The extent to which the strategic outcomes and proposed activities outlined in the T-ICSP and the current CSP are evidence-based</p> <p>The extent to which the strategic outcomes and proposed activities outlined in the T-ICSP and the current CSP were responsive to the needs of the most vulnerable populations in Tajikistan</p>	<ul style="list-style-type: none"> <li>Evidence and examples of conducted needs assessments and analyses and their use in informing the design of T-ICSP and CSP</li> <li>Objectives of the T-ICSP and CSP are based in comprehensive analysis of context and needs in specific areas of interest of WFP</li> <li>Objectives and results of the WFP T-ICSP and CSP are responsive to observed critical bottlenecks to gender equity, the realization of child rights and meeting the needs of all children – in terms of the enabling environment, supply and quality of services and demand factors.</li> <li>Evidence of alignment of WFP strategies and interventions with evidenced food security and nutrition needs of the most vulnerable households</li> </ul>	<p>WFP T-ICSP and CSP documents and BRs</p> <p>National development policy and strategy documents</p> <p>National policy and strategy documents in relevant thematic areas such as food security, nutrition, education, social protection, etc.</p> <ul style="list-style-type: none"> <li>Studies and analytical reports (Zero Hunger, FNG, etc.)</li> <li>Government policies, plans and programmes including: i) NDS-2030; ii) MTDP-2020; VNR</li> <li>WFP teams at HQ, RB and CO levels</li> <li>Senior government officials</li> <li>Development partners</li> </ul>	Document review	<p>Document review identifying iterative themes and comparison between WFP documentation, the national strategies and plans and external reports and studies of national context and situation of the most vulnerable groups in Tajikistan</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>and children of both genders to be able to access rights</p> <ul style="list-style-type: none"> <li>Perceptions of stakeholders on the relevance of measures included within the T-ICSP and CSP with the needs of vulnerable groups</li> </ul>		<p>Semi-structured interviews and group discussions</p> <p>Online survey</p>	<p>Quantitative data analysis of online survey</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
1.2.2 Continuous responsiveness to needs of the most vulnerable persons to ensure they are not being left behind	The extent to which WFP interventions continually respond to the needs of the most vulnerable to arising challenges (e.g. COVID-19)	<ul style="list-style-type: none"> <li>Objectives of the T-ICSP and CSP are adapted to the arising needs under COVID-19 (e.g. in terms of selection and outreach to beneficiaries, targeted profile, geographical location and transfer modality) based on comprehensive analysis of context and needs in specific areas of interest of WFP</li> </ul>	<p>WFP T-ICSP and CSP documents and BRs</p> <p>National development policy and strategy documents</p> <ul style="list-style-type: none"> <li>Studies and analytical reports</li> <li>WFP teams at HQ, RB and CO levels</li> <li>Senior government officials</li> <li>Development partners</li> <li>Beneficiaries</li> </ul>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Group discussions</p>	<p>Document review identifying iterative themes and comparison between WFP documentation, the national strategies and plans and external reports and studies of national context and situation of the most vulnerable groups in Tajikistan</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
					<p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the transitional interim country strategic plan and the country strategic plan considering changing context, national capacities and needs in Tajikistan in particular in response to the COVID-19 pandemic?					
1.3.1 Adaptation to changes in the governance and national context	The extent to which WFP manages to remain relevant and strategically positioned to assist the Government to address the needs of the most vulnerable groups under an evolving national context	<ul style="list-style-type: none"> <li>Degree to which WFP implementation plans and BRs are informed by assessments and analyses of the evolving context and arising needs</li> <li>Evidence of main shifts in WFP T-ICSP and CSP strategy and programme in response to emerging needs by the Government and the most vulnerable groups</li> <li>Perceptions of government stakeholders and partners regarding WFP as being sufficiently flexible to adapt as</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP and CSP documents and BRs</li> <li>National development policy and strategy documents</li> <li>National policy and strategy documents in relevant thematic areas such as food security, nutrition, education, social protection, etc.</li> <li>Studies and analytical reports (Zero Hunger, FNG, etc.).</li> </ul>	Document review	Document review identifying iterative themes and comparison between WFP documentation, the national strategies and plans and external reports and studies of national context and situation of the most

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>necessary to changes in the context</p> <ul style="list-style-type: none"> <li>Perceptions of Government stakeholders and partners regarding WFP strategic positioning as being appropriate and aligned with national priorities and partner landscapes</li> <li>Perception among government actors and other WFP partners regarding the relevance of the activities and strategic effects of the T-ICSP and CSP</li> </ul>	<ul style="list-style-type: none"> <li>Government policies, plans and programmes including: i) NDS-2030; ii) MTDP-2020; VNR</li> <li>WFP teams at HQ, RB and CO levels</li> <li>Senior government officials</li> <li>Development partners</li> </ul>	<p>Semi-structured interviews and group discussions</p> <p>Online survey</p>	<p>vulnerable groups in Tajikistan</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
<ul style="list-style-type: none"> <li>1.4 To what extent are the transitional interim country strategic plan and the current country strategic plan coherent and aligned with the wider United Nations and do they include appropriate strategic partnerships based on the comparative advantage of WFP in Tajikistan?</li> </ul>					
1.4.1 Strategic alignment and coherence of the T-ICSP and CSP with the UNDAF	The extent to which WFP programme strategies and interventions are aligned with UNDAF The extent to which WFP interventions are coherent and in synergy	<ul style="list-style-type: none"> <li>Objectives and results in the WFP T-ICSP and CSP have linkages to relevant UNDAF outcomes</li> </ul>	<p>WFP T-ICSP and CSP and consecutive BR documents</p> <p>UNDAF</p> <p>UNDAF evaluation</p>	<p>Document review</p> <p>Semi-structured interviews and group discussions</p>	<p>Document review identifying iterative themes and comparison between WFP</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	with wider UN in-country engagement	<ul style="list-style-type: none"> <li>Evidence of coherence<sup>2</sup> of WFP interventions with the priorities and principles of UN engagement in Tajikistan as outlined in UNDAF</li> <li>Evidence of synergies and/or joint programmes of WFP and other UN agencies</li> <li>Perceptions of stakeholders on the comparative advantages of WFP and coherence</li> <li>Evidence of partnerships based on and utilizing the WFP comparative advantage</li> <li>Evidence and examples of partnerships that contributed to WFP T-ICSP and CSP results</li> </ul>	CO and RB staff (senior management)  UN agencies		and UNDAF documentation  Qualitative iterative data analysis of the KIIs with key stakeholders  Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
<b>EQ2: What is the extent and quality of WFP's specific contribution to transitional interim country strategic plan and country strategic plan strategic outcomes in Tajikistan?</b>					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected transitional interim country strategic plan and country strategic plan strategic outcomes?					
2.1.1 Level of attainment of planned outputs	Assessment of the extent to which WFP succeeded to deliver planned outputs as outlined in the ToC	<ul style="list-style-type: none"> <li>Ratio of amount of food and cash distributed compared to the planned amount</li> <li>Number of beneficiaries reached (disaggregated by sex) comparing planned vs actual</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> </ul>	Document review to identify themes among documentation sources for comparison	ToC analysis and contribution analysis tracing activities to results

<sup>2</sup> Coherence is understood as having logical linkages and consistency with priorities of UN in Tajikistan.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<ul style="list-style-type: none"> <li>• Evidence of delivery of nutritionally balanced school meals to targeted school children</li> <li>• Evidence of enhanced livelihoods asset base</li> <li>• Evidence of raised awareness among key stakeholders and public on MAM</li> <li>• Evidence of improved capacity of key actors (policy makers, service providers, non-governmental, and/or the private sector) to target, design, coordinate, and implement food security and nutrition strategies and services, particularly for the most vulnerable</li> <li>• Evidence of efficient coordination of procurement, logistics and administrative efforts among development and humanitarian actors as well as government institutions</li> <li>• Stakeholder perceptions regarding programme results as having been achieved and contributing to overall positive change in Tajikistan</li> <li>• Evidence from pre-existing and quantitative data</li> </ul>	<ul style="list-style-type: none"> <li>• CO and RB</li> <li>• Central and subnational government,</li> <li>• Cooperating partners</li> <li>• Development partners</li> <li>• Online survey</li> </ul>	Semi-structured Interviews and group discussions	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		regarding sufficient achievement of intended outputs			
2.1.2 Progress towards achieving strategic outcomes	<p>Assessment of the extent to which achieved outputs had transformative effects on the most vulnerable groups (demand) and duty bearers (supply side)</p> <p>Assessment of WFP contribution to observable changes</p>	<ul style="list-style-type: none"> <li>Evidence of improved access, quality and equity of food security and nutrition<sup>3</sup> programmes and services</li> <li>Evidence that capacity strengthening interventions create observable changes in terms of supply of government services meeting the needs of all children and households – in terms of the enabling environment and quality of services.</li> <li>Evidence of contribution towards ensuring that food insecure vulnerable people including primary school children meet their basic food requirements</li> <li>evidence of reduced malnutrition in vulnerable groups, especially in children and pregnant and lactating women and girls in the areas of intervention</li> <li>Evidence of strengthened government system to scale</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> <li>Online survey</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<sup>3</sup> Food security is considered to include dimensions of availability, access and utilization and nutritional outcomes.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>up provision of quality and inclusive services, particularly of the most vulnerable, with particular focus on differences between genders, disability, migrant status</p> <ul style="list-style-type: none"> <li>Evidence of an increase of resilience to shocks among targeted food-insecure communities in areas vulnerable to CC</li> </ul>			
2.1.3 Response to the COVID-19 crisis	Assessment of the extent to which WFP applied effective and efficient response to the COVID-19 crisis	<ul style="list-style-type: none"> <li>Degree to which WFP implementation plans and BRs are informed by assessments of the COVID-19 evolving context and its effect on the most vulnerable groups</li> <li>Evidence of application of efficient procedures to respond to the COVID-19 crisis</li> <li>Evidence of achievement of output level results planned in response to the COVID-19 crisis</li> <li>Evidence of an increase of resilience to COVID-19 shocks among targeted food-insecure communities</li> <li>Evidence that the response to COVID-19 resulted in new approaches, new models and new partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, COVID-19 response plan, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> <li>Online survey</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<ul style="list-style-type: none"> <li>2.2 To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?</li> </ul>					
2.2.1 Level of application of humanitarian and protection principles	<p>Assessment of application and its value added of WFP humanitarian and protection principles as stipulated in WFP policies, and guidance in country interventions</p> <p>Assessment of the extent to which WFP abides and applies WFP humanitarian and protection principles in country interventions</p>	<ul style="list-style-type: none"> <li>Evidence that integration of humanitarian and protection principles in interventions reaching the most deprived children and women adds value in terms of outreach, coverage and fulfilment of results</li> <li>Stakeholder opinions on the operationalization of humanitarian and protection principles towards and their utility for achievement of results</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
2.2.2 Integration of principles of AAP	<p>Assessment of the extent to which WFP programme planning and implementation integrates mechanisms to ensure AAP</p>	<ul style="list-style-type: none"> <li>Evidence of mechanisms in place and in use for consultation with affected population in the design and implementation of activities</li> <li>Evidence of mechanisms in place and in use for ensuring accountability and transparency of its interventions and results to the affected population in a) design of interventions and b) implementation</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<ul style="list-style-type: none"> <li>User access to and satisfaction with complaints and feedback mechanisms</li> </ul>			
2.2.3 Integration of equity principles	Assessment of the extent to which WFP programme planning and implementation integrates equity principles (e.g. rights of persons with disability, equity in access, etc.)	<ul style="list-style-type: none"> <li>Evidence that integration of equity principles in targeting and implementation of interventions reaching the most vulnerable persons to food security adds value in terms of outreach, coverage and fulfilment of results</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
2.2.4 Progress towards GEWE	<p>Assessment of the extent to which WFP programme planning and implementation integrates gender dimension per GEWE principles</p> <p>Progress in implementing the GEWE action plan</p>	<ul style="list-style-type: none"> <li>Degree to which the WFP T-ICSP and CSP integrate gender dimension and GEWE principles in programming and implementation of interventions</li> <li>Examples of how the Gender Action Plan recommendations have led to adjustments in programming activities for enhanced gender sensitivity and mainstreaming</li> <li>Review of beneficiary criteria and geographic location target criteria to ensure that vulnerable and hard to reach</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, A annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> <li>Online survey</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results. Qualitative I iterative D data A analysis</p> <p>Triangulation between data sources, data collection techniques, and</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>populations are explicitly considered</p> <ul style="list-style-type: none"> <li>Evidence that CPs are applying GEWE principles and standards</li> <li>Examples of gender transformative results (See also 2.1.1 and 2.1.2)</li> </ul>			<p>data types according to principles of iterative analysis</p>
2.3 To what extent are the achievements of the transitional interim country strategic plan and the country strategic plan likely to be sustainable?					
2.3.1 Level of sustainability of achieved results	<p>Assessment of the concrete changes at policy and institutional levels of achieved results of WFP in Tajikistan</p> <p>Assessment of scaled up WFP models and interventions and their financial sustainability</p> <p>Assessment of the extent to which community engagement leads to increased ownership and strengthened mechanisms for sustaining the results of WFP interventions</p>	<p>Evidence of:</p> <ul style="list-style-type: none"> <li>Concrete changes in national policies, regulations, and plans that can sustain achieved T-ICSP and CSP results</li> <li>Pilot interventions being scaled up</li> <li>Progress towards transition to national ownership of SF programme, including handover of the programmes (or programme elements), and if the CSP contribute to institutionalization of programme, capacity strengthening of the Government along the five policy goals</li> <li>Adoption of major lessons and good practices that lead to changes in the strategic and organizational direction of the</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, government budget information and reports</li> <li>Independent sources and reports</li> <li>WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> <li>Online survey</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>Government towards better supply of services</p> <ul style="list-style-type: none"> <li>• Additional allocations of national budget and/or other donor resources towards better supply of services</li> <li>• Institutional capacity in place to sustain levels of achievement or a strategy/plan exists and funded</li> <li>• Community engagement in planning, implementation and scaling up of interventions</li> <li>• Perceptions on sustainability by community representatives</li> </ul>			
2.3.2 Ownership and durability (sustainability) of assets	<p>Assessment of the quality and durability (sustainability) of the assets</p> <p>Assessment of government ownership and financial sustainability over the assets</p>	<ul style="list-style-type: none"> <li>• Evidence of governance mechanisms (operations and maintenance plans / community management committees/other) in place to ensure durability of created assets</li> <li>• Evidence of cost sharing by Government in assets maintenance</li> <li>• Evidence and examples of operational assets and their sustainability mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports,</li> <li>• Independent sources and reports</li> <li>• WFP monitoring database</li> <li>• CO and RB</li> <li>• Central and subnational government,</li> <li>• Cooperating partners</li> <li>• Final beneficiaries</li> <li>• Development partners</li> </ul> <p>Online survey</p>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews and group discussions</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.4 To what extent did the transitional interim country strategic plan and the country strategic plan facilitate more strategic linkages between humanitarian and development work?					
2.4.1 Strategic linkages between humanitarian and development work	Assessment of the extent to which WFP programme planning and implementation strategies integrate linkages between humanitarian and development work, as well as balance between these principles at design and implementation phases	<ul style="list-style-type: none"> <li>Degree to which the WFP T-ICSP and CSP make clear linkages between humanitarian and development work in programming and implementation of interventions</li> <li>Degree of balance in integration of these principles in design and implementation and related results in terms of outreach and results</li> <li>Extent to which WFP is able to address emergency as well as long-term developmental needs</li> <li>Examples of transformative results through integration of humanitarian and development work</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
<b>EQ3: To what extent has WFP used its resources efficiently in contributing to transitional interim country strategic plan and country strategic plan outputs and strategic outcomes in Tajikistan?</b>					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.1.1 Timely delivery of results	Assessment of the extent to which CO procedures, structures and implementation	<ul style="list-style-type: none"> <li>Proportion of WFP interventions that demonstrate implementation on schedule</li> </ul>	<ul style="list-style-type: none"> <li>WFP ACRs</li> <li>WFP budget reports</li> <li>WFP Pipeline analysis</li> <li>CO and FO staff</li> <li>CPs</li> </ul>	Document review to identify themes among documentation	Qualitative iterative data analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>mechanism allow for timely delivery of results</p> <p>Assessment of factors influencing timeliness of implementation</p>	<ul style="list-style-type: none"> <li>Extent to which activities have been delivered as planned</li> <li>Stakeholder perceptions that the implementation of activities is sufficiently timely and appropriate to context requirements.</li> <li>Annual expenditure per MT of food delivered/value of cash transferred by activity, yearly cost-per-beneficiary for both food and CBTs by activity, etc.</li> <li>Factors hindering or facilitating timely delivery of results (including special focus on COVID-19)</li> </ul>	<ul style="list-style-type: none"> <li>Donors</li> </ul>	<p>sources for comparison</p> <p>Semi-structured Interviews</p>	<p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
3.2 To what extent were coverage and targeting of interventions appropriate?					
3.2.1 Appropriateness of coverage and targeting	<p>Assessment of the extent to which WFP interventions are appropriately targeted and with realistic coverage</p>	<ul style="list-style-type: none"> <li>Adequate guidance for targeting is in place and is used to ensure that targeting and coverage of T-ICSP and CSP activities is justified, realistic and aligned with the operating environment</li> <li>Targeting and coverage of T-ICSP and CSP activities reflects recommended/ standard practices and targeting criteria</li> <li>The degree of involvement of communities in the targeting process</li> </ul>	<ul style="list-style-type: none"> <li>WFP planning and implementation documents</li> <li>Nutrition and other relevant assessments and studies</li> <li>WFP corporate guidelines and recommendations</li> <li>CO and FO staff</li> <li>CPs</li> <li>Donors</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<ul style="list-style-type: none"> <li>The degree to which the targeting is aligned with interventions of other development actors</li> <li>Evidence and examples of measures undertaken to improve targeting over the period of implementation of T-ICSP and CSP</li> </ul>			
<ul style="list-style-type: none"> <li>3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?</li> </ul>					
3.3.1 Cost efficient delivery of results	Assessment of cost-efficiency of delivery of assistance	<ul style="list-style-type: none"> <li>Disbursement rates (expenditure vs. mobilized) per cost category (total direct costs, direct support cost, ISC, overall budget), per year</li> <li>Disbursement rates (expenditure vs. mobilized) per SO and activity, per year</li> <li>Cost per beneficiary per transfer activity, planned vs. actual, per year</li> <li>Cost per MT of food distributed per year</li> <li>The extent to which consideration of cost-saving measures took into account the timeliness or quality of assistance elements</li> </ul>	<ul style="list-style-type: none"> <li>WFP ACRs</li> <li>WFP budget reports</li> <li>WFP Pipeline analysis</li> <li>CO and FO staff</li> <li>CPs</li> <li>Donors</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
<ul style="list-style-type: none"> <li>3.4 To what extent were alternative, more cost-effective measures considered?</li> </ul>					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.4.1 Consideration of measures to improve cost-effectiveness	Assessment of the extent to which WFP undertakes informed measures to ensure cost-effectiveness of implementation of assistance	<ul style="list-style-type: none"> <li>Extent to which WFP applied the most appropriate transfer modality to ensure cost effectiveness of its interventions</li> <li>Alternative interventions were considered in programme/activity design, including in annual plans</li> <li>Evidence of consultative process to select alternatives with partners</li> <li>Final approaches/implementation decisions are evidence based</li> </ul>	<ul style="list-style-type: none"> <li>WFP ACRs</li> <li>WFP budget reports</li> <li>WFP Pipeline analysis</li> <li>CO and FO staff</li> <li>CPs</li> <li>Donors</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
<ul style="list-style-type: none"> <li>EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected through the transitional interim country strategic plan and country strategic plan?</li> </ul>					
<ul style="list-style-type: none"> <li>4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in Tajikistan to develop the transitional interim country strategic plan and the country strategic plan?</li> </ul>					
4.1.1 Consideration of WFP monitoring data and institutional knowledge (lessons learned, reflection on results as well as other evidence produced (for example at the RBB under SF unit)) in the development of the T-ICSP and the CSP	Assessment of the extent to which the design of the T-ICSP and the CSP is informed by WFP monitoring data and institutional knowledge (lessons learned, reflection on results)	<ul style="list-style-type: none"> <li>Evidence of integration of WFP monitoring data and institutional knowledge (lessons learned, reflection on results from previous programme) in the design of the -ICSP and the CSP</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP and CSP documents and BRs</li> <li>WFP corporate policy and strategy documents as well as other evidence produced (for example at the RBB under SF unit level)</li> <li>WFP teams at HQ, RB, CO and FO levels</li> </ul>	<p>Document review</p> <p>Semi-structured interviews and group discussions</p>	<p>Document review identifying iterative themes and comparison between WFP corporate and country specific documentation and</p> <p>Qualitative iterative data analysis of the</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
					<p>KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the transitional interim country strategic plan and the country strategic plan?					
4.2.1 Resource mobilization strategies	<ul style="list-style-type: none"> <li>Assessment of adequacy of WFP resource mobilization activities to ensure diversified and sound resource base within the reference period</li> <li>Assessment of predictability of WFP resource mobilization activities</li> <li>Assessment of flexibility of WFP resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of functional WFP resource mobilization strategies in place and in use to ensure adequate and diversified resource base</li> <li>Evidence of actions (and examples of types of actions) taken by the CO (with the support of other WFP offices) to raise funds from donors or private sector partners</li> <li>Percentage of budget covered from diversified funding sources</li> <li>Risks associated with the fundraising strategy are clearly identified and</li> </ul>	<ul style="list-style-type: none"> <li>WFP ACRs</li> <li>WFP budget reports</li> <li>WFP Pipeline analysis</li> <li>CO and FO staff</li> <li>CPs</li> <li>Donors</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>approaches to ensure that maximum resources are available given the operational and funding frameworks and changing needs</p> <ul style="list-style-type: none"> <li>Assessment of WFP approaches to advance financing to mitigate resource risks</li> </ul>	<p>accompanied by mitigation strategy</p> <ul style="list-style-type: none"> <li>Evidence of adaptation of the resource mobilization strategy to the external factors (e.g. effects of the pandemic on financial needs) and on the level of funding of any additional requests</li> <li>Evidence and examples of the use of advance financing as a way to mitigate resource risks</li> </ul>			
4.3 To what extent did the transitional interim country strategic plan and the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.3.1 WFP partnership strategies	<p>Assessment of the extent to which WFP invests in partnerships</p> <p>Assessment of utility and added value of WFP partnership strategy towards delivery of results</p> <p>Assessment of the extent to which partnerships and collaborations with other actors contribute to WFP achieving its outcome(s)</p>	<ul style="list-style-type: none"> <li>WFP partnership strategy in place and in use to enhance collaboration and cross-sector coherence</li> <li>Evidence that WFP promoted effective partnerships and strategic alliances around its main outcome areas and SDGs</li> <li>Evidence of results and added value of WFP activities implemented in partnership with other actors</li> <li>Evidence of additionality and contribution resulting from programmatic integration and development partners/UN/private sector engagement</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured Interviews</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

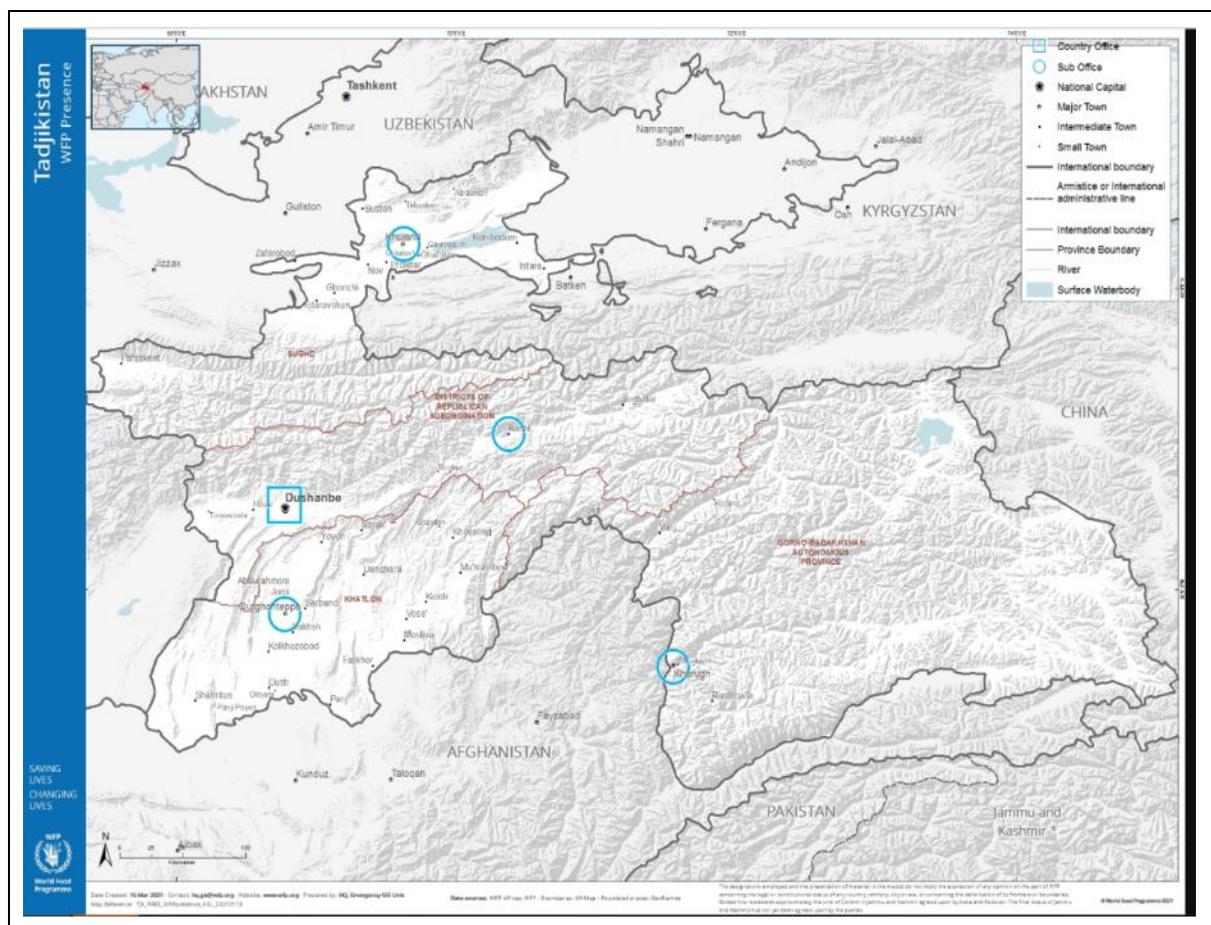
Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<ul style="list-style-type: none"> <li>Perceptions of stakeholders on partnerships established for implementation of the T-ICSP and CSP and the extent to which they consider them to be both an essential prerequisite and modality of achieving successful results</li> </ul>			
4.4 To what extent did country-level strategic planning provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 pandemic and other unexpected crises and challenges?					
4.4.1 WFP strategic approach to design and implementation of interventions	Assessment of the extent to which the WFP country programme in Tajikistan has made a shift from individual operations towards a country level strategic planning under the T-ICSP and CSP	<ul style="list-style-type: none"> <li>The degree to which the T-ICSP and CSP are designed to ensure strategic approach to tackling issues of WFP's focus</li> <li>The degree of alignment of T-ICSP and CSP with national policies and priorities, including national SDG targets</li> <li>Evidence of explicit linkages between humanitarian and development work</li> <li>Evidence of reduced transaction costs</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP and CSP documents and BRs</li> <li>WFP corporate policy and strategy documents</li> <li>WFP teams at HQ, RB, CO and FO levels</li> </ul>	<p>Document review</p> <p>Semi-structured interviews and group discussions</p>	<p>Document review identifying iterative themes and comparison between WFP corporate and country specific documentation and</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
					according to principles of iterative analysis
4.4.2 Flexibility of the CO to respond to evolving contexts	Assessment of WFP flexibility and responsiveness to evolving contexts and crises	<ul style="list-style-type: none"> <li>Evidence of continued flexibility of WFP to adapt to changes in programming context and evolving socioeconomic and institutional situation in the country (e.g. challenges arising from COVID-19, issues arising from monitoring data on hunger challenges, the food security and nutrition issues, etc.) particularly from perspective of unmet needs of the most deprived groups</li> <li>Stakeholder opinions on how WFP structures and processes adapt to changing contexts</li> <li>Stakeholder opinions on how WFP structures and processes' operational flexibility are affected by changing contexts</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database</li> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
<ul style="list-style-type: none"> <li>4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country-level strategic planning?</li> </ul>					
4.5.1 Factors affecting WFP performance	Assessment of factors that facilitated or hindered delivery of results	<ul style="list-style-type: none"> <li>Extent to which the CO has made the strategic shift expected by the country-level planning under the T-ICSP and CSP.</li> </ul>	<ul style="list-style-type: none"> <li>Document review: Internal monitoring results framework, workplans, donor agreements; annual and</li> </ul>	Document review to identify themes among documentation	ToC analysis and contribution analysis tracing

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<ul style="list-style-type: none"> <li>Examples of: 1) internal factors (CO decision making processes; staffing and organizational structure, technical resources, financial resources, procedures and implementation approaches), 2) external factors (contextual, political, socioeconomic, environmental factors) facilitating delivery of results</li> <li>Examples of internal factors and external factors hindering delivery of results</li> </ul>	<p>donor reports and financial reports, WFP monitoring database</p> <ul style="list-style-type: none"> <li>CO and RB</li> <li>Central and subnational government,</li> <li>Cooperating partners</li> <li>Final beneficiaries</li> <li>Development partners</li> </ul>	<p>sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations</p>	<p>activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

# Annex VI: Field work agenda

Figure 3: Map of Tajikistan with WFP presence as of March 2021



Source: WFP OPweb <https://opweb.wfp.org>

24. A day-by-day detailed agenda of the field mission is developed below.

Senior National Expert 1 Activity (Farkhod)	Senior National Expert 2 Activity (Tahmina)
<b>Day 1 – Tuesday 21 September 2021</b>	
Travel from Dushanbe to Khurghonteppa (KTA)	
Meeting with KTA WFP FO team	
FGD with school stakeholders	
Travel from KTA to Balkhi	
KIIs with MAM partners and beneficiaries	
KIIs with FFA partners	
Travel from Balkhi to KTA	
<b>Day 2 – Wednesday 22 September 2021</b>	
Travel from KTA to Kulob	
KIIs with education authorities	

Senior National Expert 1 Activity (Farkhod)	Senior National Expert 2 Activity (Tahmina)
FGD with school stakeholders	
KIIs with MAM partners and beneficiaries	
<b>Day 3 – Thursday 23 September 2021</b>	
Travel from Kulob to Khorog	Travel from Khujand to Gafurov
	KIIs with education authorities
	KIIs with partners
	Travel back from Gafurov to Khujand
<b>Day 4 – Friday 24 September 2021</b>	
Meeting with Khorog WFP team	Travel from Khujand to Asht
	KIIs with education authorities
KIIs with education authorities	KIIs with partners
KIIs with CFA partner - AKAH	Travel from Asht to Khujand
KIIs with CFA partner - Mountain Societies Development Support Programme	
KIIs with CFA partner – Rural Aid	
<b>Day 5 – Saturday 25 September 2021</b>	
FGD with school stakeholders	
FGD with school stakeholders	
KIIs with CFA beneficiaries	
<b>Day 6 – Sunday 26 September 2021</b>	
Travel from Khorog to Dushanbe	
<b>Day 7 – Monday 27 September 2021</b>	
KIIs with government stakeholders and partners in Dushanbe	Travel from Khujand to Ayni
	KIIs with education authorities
	FGD with school stakeholders
	Overnight in Ayni
<b>Day 8 – Tuesday 28 September 2021</b>	
KIIs with government stakeholders and partners in Dushanbe	KIIs with MAM partners
	KIIs with PHC
	Traveling to Dushanbe
<b>Day 9 – Wednesday 29 September 2021</b>	
KIIs with government stakeholders and partners in Dushanbe	Traveling from Dushanbe to Rasht
	KIIs with education authorities
	FGD with school stakeholders
	Meeting with group of COVID-19 response beneficiaries
<b>Day 10 – Thursday 30 September 2021</b>	
	Traveling from Rasht to Dushanbe

Senior National Expert 1 Activity (Farkhod)	Senior National Expert 2 Activity (Tahmina)

## Annex VII: List of people interviewed

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
WFP				
1	WFP	Country office	Adham Musallam	Country Director
2	WFP	Country office	Angie Lee	Deputy Country Director
3	WFP	Country office	Arshia Khan	Head of Programme
4	WFP	Country office	Nasrullo Ramazonov	Head of Unit for Communications, Advocacy and Marketing
5	WFP	Country office	Sohibtoj Kurbonkhonova	Research Assessment and Monitoring Officer
6	WFP	Country office	Abesh KC Pudel	Research Assessment and Monitoring Officer
7	WFP	CO programme	Shamsiya Miralibekova	Nutritionist
8	WFP	CO programme	Abdi Ali Farah	School Meals Coordinator
9	WFP	CO programme	Dominic Nyrongo	Programme Policy Officer – Integrated Climate Risk
10	WFP	Supply Chain Unit	Faridun Rahmonov	Supply Chain Officer
11	WFP	Communications, Advocacy and Marketing	Munira Amidkhonova	Senior Programme Associate - Partnerships
12	WFP	Khorog FO	Umeda Khudonazarova	Programme Policy Officer
13	WFP	Gharm FO	Nozirjon Solijonov	Programme Policy Officer
14	WFP	Khujand FO	Sharofat Nabieva	Programme Associate / OIC
15	WFP	Bokhtar FO	Furkat Usmonov	Programme Assistant
16	WFP	HQ Country Capacity Strengthening Unit	Daniel Dyssel	Programme Policy Officer

<sup>4</sup> Direct beneficiary names and positions are not disclosed due to data protection issues.

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
17	WFP	RBB Nutrition	Anusara Singhkumarwong	Regional Nutritionist
18	WFP	RBB SF	Nadya Frank	Regional School Feeding Programme Officer
19	WFP	RBB CC and resilience	Katiuscia Fara	Senior Climate Services and DRR Advisor
20	WFP	RBB M&E	Luna Kim	Regional Monitoring Advisor
21	WFP	RBC Resilience and livelihoods	Javed Yousifi	Regional Programme Officer
22	WFP	RBC School meals	Vanja Karanovic	Regional Programme Policy Officer
23	WFP		Alberto Mendes	Former Tajikistan Country Director
24	WFP		Mariko Kawabata	Former Tajikistan Deputy Country Director
25	WFP		Paolo Mattei	Former Tajikistan Country Director
26	WFP		Andrea Berardo	Former Tajikistan Head of Programme
27	WFP		Suhaily Mamadramimov	Former Research Assessment and Monitoring Officer
28	WFP		Christian Grassin	Former Country Director of Tajikistan CO
Donors and partners				
29	EU	EUD Tajikistan	Marilyn Josefson	Head of Delegation
30	FAO		Ibrohim Ahmadov	National Project Coordinator
31	GIZ		Natascha Bohlmann	Project Director Improved Maternal, Infant and Child Nutrition in Rural Tajikistan / Building a System on Integrated Primary Health Care in Tajikistan (BaSIC)
32	International Fund for Agricultural Development		Mikael Kauttu	Country Director
33	International NGO Caritas		Hafiz Kalandarov	Programme Manager
34	International NGO Good Neighbours		Farogat Mirzoeva	Acting Country Director
35	RCO		Parviz Boboev	Communication and Advocacy Analyst

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
36	Russia Embassy in Tajikistan		Oleg Ilyshev	First Secretary
37	Swiss Agency for Development Cooperation		Alisher Shabdolov	National Programme Officer (NPO) for Rural Water Supply and Sanitation (WSS)
38	SIFI		Suhrob Babadjanov	Representative /Project Manager in Tajikistan
39	SIFI		Elena Bolotnikova	Head of International Cooperation Department
40	UNCT		Manuchehr Rakhmonov	Partnerships and Development Finance Analyst
41	UNCT		Sezin Sinanoglu	UN Resident Coordinator
42	UNDP		Pratibha Mehta	Resident Representative
43	UN Women		Aziza Hamidova	Country Programme Manager
44	USAID		Christopher Barrett	Foreign Service Officer
45	USAID		Malika Makhkambaeva	Project Management Specialist/Health
46	WHO		Khadichamo Boymatova	NPO Control of Antimicrobial Resistance and AMC/FOS/Malaria/NTDs/STH/Migration & Health
47	AKAH		Kuvvatbekov Zafarbek	Head of Country Operations
48	AKAH		Zajnura Khudoyurbekova	Head of Knowledge Management
49	UNICEF		Zainab Al-Azzawi	Deputy Director (Program)
50	Mountain Societies Development Support Programme		Khujamor Khumorikov	Manager
51	NGO Rural Aid		Asmotulloev Nekruz	Deputy Director
Government of Tajikistan				
52	Ministry of Education and Sciences (MoES)	Regional Department of GBAO Region	Mardov Odinasho	Head

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
53	Ministry of Health	Maternal and Child Health (MCH) department	Rahmatullaev Sherali	Ex-head of MCH department
54	Ministry of Health	MCH department	Rahmatullaeva Sanavbar	Specialist
55	Republican Nutrition Centre	Republican Nutrition Centre	Sharipov Azizullo	Director
56	Republican Nutrition Centre	Republican Nutrition Centre	Orzu Saidov	Deputy Director
57	Kulob Education District Department	Education Department	Sharipov Mahmaddullo	Advisor, Primary Education Department of the district EDU department
58	Association Rudi Vakhsh 2012		Ashurov Youqub	Specialist
59	Association Rudi Vakhsh 2012		Mahmadiev Mahmadi	Specialist
Focus group discussions with primary healthcare centres (PHC) and school stakeholders and beneficiaries				
School # 17, Vakhsh district, Khatlon region (4 F, 3M)				
60	School # 17		name removed for data protection reasons	Parent Teacher Association (PTA) – community
61	School # 17		Khakimova Khikoyatkhon	PTA - teacher
62	School # 17		Durmanova Farzona	PTA – teacher
63	School # 17		Zardiev Nemat	SF Focal Point
64	School # 17		Kholov Fajzullo	Director of the school
65	School # 17		Ibodova Faizigul	Deputy director of the school
66	School # 17		Nazarov Khudojqul	School caretaker (zavkhoz)
School # 4, Jamaoti Zarbdor, Kulob district, Khatlon region (11 F)				
67	School # 4		Nidoeva Rushan	SF Focal point
68	School # 4		Sharipova Norbibi	Teacher member of PTA
69	School # 4		Sharipova Mehrinisso	Teacher member of PTA

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
70	School # 4		name removed for data protection reasons	Parent
71	School # 4		name removed for data protection reasons	Parent
72	School # 4		name removed for data protection reasons	Parent
74	School # 4		Zulajkhai Rajabzoda	Teacher member of PTA
75	School # 4		Goibova Niholbi	Teacher member of PTA
76	School # 4		Kurbonova Nilufar	Teacher member of PTA
77	School # 4		name removed for data protection reasons	Parent
78	School # 4		name removed for data protection reasons	Parent
School # 30, Roshtqala district, GBAO region (5F, 7M)				
79	School # 30		name removed for data protection reasons	Parent, PTA
80	School # 30		name removed for data protection reasons	Parent, PTA
81	School # 30		name removed for data protection reasons	Parent, PTA
82	School # 30		name removed for data protection reasons	Parent, PTA
88	School # 30		name removed for data protection reasons	Parent, PTA
84	School # 30		name removed for data protection reasons	Parent
85	School # 30		name removed for data protection reasons	Parent

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
86	School # 30		name removed for data protection reasons	Head of PTA
87	School # 30		name removed for data protection reasons	Parent, PTA
88	School # 30		Ismoilov Sharof	Director of the school
89	School # 30		Gulbekov Mahdshoh	Caretaker (zavkhoz)
90	School # 30		Ismoilov Zoirbek	SM Focal Point
School # 39, Roshtqala district, GBAO region (11 F, 7 M)				
91	School # 39		Rahmatova Salima	Cook
92	School # 39		name removed for data protection reasons	Parent member of PTA
93	School # 39		name removed for data protection reasons	Parent member of PTA
94	School # 39		name removed for data protection reasons	Parent member of PTA`
95	School # 39		Pulodova Shoira	Teacher
96	School # 39		name removed for data protection reasons	Parent
97	School # 39		Saidamonov Hazrakul	Teacher
98	School # 39		name removed for data protection reasons	Parent
99	School # 39		name removed for data protection reasons	Parent
100	School # 39		name removed for data protection reasons	Parent
101	School # 39		Mirzokhonova Shahzoda	Teacher

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
102	School # 39		Kolbozova Gulnora	Teacher
103	School # 39		name removed for data protection reasons	Parent
104	School # 39		name removed for data protection reasons	Parent
105	School # 39		name removed for data protection reasons	Parent
106	School # 39		Faizov Manuchehr	Director of the school
107	School # 39		Urusmonedarov Navruzbek	Head of PTA
108	School # 39		Ruzadorov Davlaer	SM Focal point
PHC Facility "Dehai Frunze", Balkhi District of Khatlon (10F)				
109	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SCP/SBCC beneficiary
110	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SCP/SBCC beneficiary
111	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SCP/SBCC beneficiary
112	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SBCC beneficiary
113	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SBCC beneficiary
114	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SBCC beneficiary
115	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SBCC beneficiary
116	PHC Facility "Dehai Frunze"		name removed for data protection reasons	SBCC beneficiary

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
117	PHC Facility "Dehai Frunze"		Qutbia	Paramedic
118	PHC Facility "Dehai Frunze"		Gulshan Muhammadieva	SCOPE CODA Focal Point
119	PHC Facility "Dehai Frunze"		Solehamo	Support staff
PHC Facility "Khlopkorob", Balkhi District ok Khatlon (1 M)				
120	PHC Facility "Khlopkorob"		Aktamov Yusufdzhon	Family doctor
PHC Facility "Khonaobod", Kulob District ok Khatlon (8F, 1 M)				
121	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
122	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
123	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
124	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
125	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
126	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
127	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
128	PHC Facility "Khonaob		name removed for data protection reasons	SCP beneficiary
129	PHC Facility "Khonaob		Sangov Mahmaddullo	Physician
GBAO, Roshtqala district, Tusiyojamoat, village Lakhshik (6 M, 4F)				
130	Village Lakhshik		name removed for data protection reasons	Community members

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
131	Village Lakhshik		name removed for data protection reasons	Community member
132	Village Lakhshik		name removed for data protection reasons	Community member
133	Village Lakhshik		name removed for data protection reasons	Community member
134	Village Lakhshik		name removed for data protection reasons	Community member
135	Village Lakhshik		name removed for data protection reasons	Community member
136	Village Lakhshik		name removed for data protection reasons	Community member
137	Village Lakhshik		name removed for data protection reasons	Community member
138	Village Lakhshik		name removed for data protection reasons	Community member
139	Village Lakhshik		name removed for data protection reasons	Community member
School # 25, Gafurov District (6)				
140	School # 25, Gafurov district		Mahmudov Haydar	School Bursar, responsible person
141	School # 25, Gafurov district		Gafforova Tuty	Chef
142	School # 25, Gafurov district		Olimova Manzura-	Director
143	School # 25, Gafurov district		name removed for data protection reasons	PTA
144	School # 25, Gafurov district		name removed for data protection reasons	PTA
145	School # 25, Gafurov district		Okhunova Marifat-	Deputy Director

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
School # 57, Gafurov District (7)				
146	School # 57, Gafurov district		Jalilova Gulnora	Chef
147	School # 57, Gafurov district		Dehqonova Shoirra	Cleaner
148	School # 57, Gafurov district		Badalova Muhiba	Teacher
149	School # 57, Gafurov district		Dadoboeva Ergashoy	Responsible Teacher
150	School # 57, Gafurov district		name removed for data protection reasons	Parent
151	School # 57, Gafurov district		Urunboev Saidahmad-	School Bursar
152	School # 57, Gafurov district		Badridinova Firuza	Deputy Director
School # 4, Gafurov District				
153	School # 4, Gafurov district		Rahmonova Marhabo-	Responsible Teacher
154	School # 4, Gafurov district		Yahyaev Abdusattor	Teacher
155	School # 4, Gafurov district		Abdulloeve Shafoat	Chef
156	School # 4, Gafurov district		name removed for data protection reasons	Parent
157	School # 4, Gafurov district		Gaforova Malika	Teacher
158	School # 4, Gafurov district		Zohirova Sanavbar-	Teacher
School # 5, Asht District (2)				
159	School # 5, Asht district		Pulotova Surayyo	Responsible Teacher
160	School # 5, Asht district		Rahmonova Nasiba	Chef
School # 2, Asht District (5)				
161	School # 2, Asht district		Nazmiddinova Dilnoza	Chef
162	School # 2, Asht district		Hotamova Nargiza	Chef

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
163	School # 2, Asht district		name removed for data protection reasons	Parent
164	School # 2, Asht district		Holmatova Matluba	Teacher
165	School # 2, Asht district		Khudoyberdieva Latofat-	Responsible Teacher
School # 64, Asht District (3)				
166	School # 64, Asht district		Qurbonova Maknuna	Chef
167	School # 64, Asht district		Bekmtov Sheroz-	Director
168	School # 64, Asht district		name removed for data protection reasons	Teacher/Parent
School # 30, Asht District (4)				
169	School # 30, Asht district		Samandarova Mavlyuda	Chef
170	School # 30, Asht district		Talabova Shoir-	Deputy Director
171	School # 30, Asht district		Madrahimova Nafosat	Chef Assistant
172	School # 30, Asht district		Otajoova Nargiza-	Responsible Teacher
School # 1, Ayni District (12)				
173	School # 1, Ayni district		name removed for data protection reasons	Chair of PTA
174	School # 1, Ayni district		name removed for data protection reasons	PTA
175	School # 1, Ayni district		name removed for data protection reasons	PTA
176	School # 1, Ayni district		name removed for data protection reasons	PTA
177	School # 1, Ayni district		name removed for data protection reasons	PTA

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
178	School # 1, Ayni district		name removed for data protection reasons	PTA
179	School # 1, Ayni district		Khojaeva Mehrona-	Cleaner
180	School # 1, Ayni district		Sharipova Sarvina-	Chef
181	School # 1, Ayni district		Nazrulloev Asatullo	Responsible Teacher
182	School # 1, Ayni district		Sharofev Mardon	Teacher
183	School # 1, Ayni district		Kholiqov Parviz	Deputy Director
184	School # 1, Ayni district		name removed for data protection reasons	PTA
School # 8, Ayni District (6)				
185	School # 8, Ayni district		Boboev Kholboy \	Teacher
186	School # 8, Ayni district		name removed for data protection reasons	PTA
187	School # 8, Ayni district		name removed for data protection reasons	PTA
188	School # 8, Ayni district		Kenjaeva Lola-	Chef Assistant
189	School # 8, Ayni district		Vohidova Muhayo	Chef
190	School # 8, Ayni district		Nosirova Orifa-	Cleaner
School # 14, Ayni District (13)				
191	School #14, Ayni district		Nasrulloev Ubaydullo	Responsible Teacher
192	School #14, Ayni district		Yorov Yormahmad	Teacher
193	School #14, Ayni district		name removed for data protection reasons	Teacher/Parent
194	School #14, Ayni district		name removed for data protection reasons	Parent

No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
195	School #14, Ayni district		Kholova Saodat-	Teacher
196	School #14, Ayni district		Ashurova Misko	Chef
197	School #14, Ayni district		Tohirova Istoda	Chef
198	School #14, Ayni district		Calomova Nigina-	Cleaner
199	School #14, Ayni district		Rahmatov Berdi	Teacher
200	School #14, Ayni district		name removed for data protection reasons	Parent
201	School #14, Ayni district		name removed for data protection reasons	Parent
202	School #14, Ayni district		name removed for data protection reasons	Parent
203	School #14, Ayni district		Kholdotov Farhod	Deputy Director
School # 19, Ayni District (9)				
204	School #19, Ayni district		Nuriddinov Negmahmad-	Responsible Teacher
205	School #19, Ayni district		Rashidov Huseyn	Teacher
206	School #19, Ayni district		Goibiv Fathijon	Teacher
207	School #19, Ayni district		Norov Abduroziq	Teacher
208	School #19, Ayni district		name removed for data protection reasons	Parent
209	School #19, Ayni district		name removed for data protection reasons	Parent
210	School #19, Ayni district		Anushervon Norzoda	Teacher
211	School #19, Ayni district		Hasanov Safarali-	Teacher
212	School #19, Ayni district		Majidova Mayniso	Chef
School # 26-25, Rasht (3)				

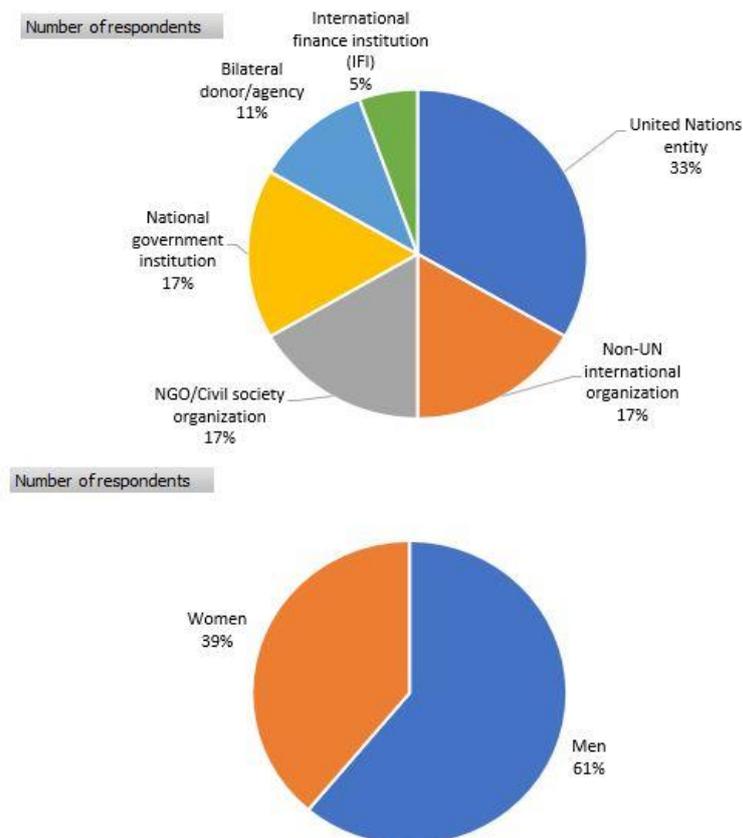
No.	Organization	Department	First Name Last Name <sup>4</sup>	Position
213	School #26, Rasht		Sharifova Mohina	Chef
214	School #26, Rasht		Mirakov Saodat	Director
215	School #25, Rasht		Zamonov Usmon	Director
PHC, Ayni District (5)				
216	Ayni district, Veshkant Village		Shariofov Gulmahmad	Head of PHC
217	Ayni district, Urmetan village		Azamov Muzayyam	Family doctor/responsible person
218	Ayni district, Dar village -		Azimov Hasan	Family doctor/responsible person
219	Ayni district		Sattorov Abdujabbor	Family doctor/responsible person
220	Ayni district		Yusupov Ashurbibi	Nurse
COVID-19 emergency response group, Rasht (3)				
221	Rasht		Homidov Fayzali	COVID-19 emergency response group
222	Rasht		Mukimov Murodali	COVID-19 emergency response group
223	Rasht		Idrisov Mahmadjobir	COVID-19 emergency response group

# Annex VIII: E-Survey

## Introduction

25. The online survey was prepared to complement data sources for this evaluation. It was directed at WFP partners (national stakeholders and development partners) as a means to collect views and perceptions of the partners on WFP work in Tajikistan. The final list of stakeholders to be reached through the survey was agreed between the evaluation team and WFP, based on stakeholder mapping conducted by the evaluation team in the inception phase. The survey was distributed online using the Alchemer online survey tool to 52 representatives of WFP partners (i.e. the survey was distributed to 11 representatives of government institutions; 18 bilateral donors; 12 international non-government organizations and 11 representatives of United Nations and international organizations) to yield insights into the relevance of WFP engagement and the main results of WFP support to Tajikistan. The survey also collected responses regarding success factors and key dimensions of sustainability) and other cross-cutting issues. A total of 18 respondents of 52 invitees (i.e. response rate of 34.6 percent) participated in this survey with most of them (6 or 33 percent) working for United Nations organizations, followed by non-United Nations and international organizations and national government institutions (each 3 or 17 percent) and two (11 percent) from bilateral donor/agency and only one (6 percent) from the international finance institution. The gender of respondents is represented by 7 women (39 percent) and 11 men (61 percent) (see figures below).

**Figure 4: Respondents categories and by gender**

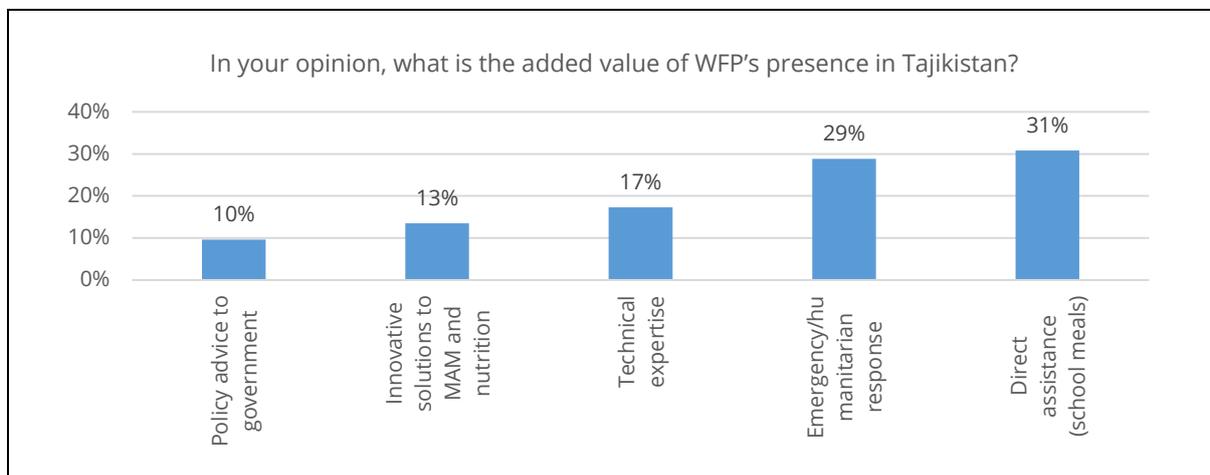


26. More than half of the respondents (or 56 percent) have spent more than two years in their current position, seven (or 39 percent) of the respondents have been in their current position for over six months and only one for less than six months. An analysis of responses is provided below.

27. **Q4. In your opinion, what is the added value of WFP's presence in Tajikistan?**

28. To answer the question about the benefit of WFP presence in the country, the survey participants were given multiple choices to answer. The highest choice of WFP added value was direct assistance (school meals) selected by 16 (31 percent) respondents, followed by emergency /humanitarian response 15 (29 percent) and then technical expertise 9 (17 percent). Of the respondents, 7 (13 percent) believe that WFP presence added value by providing innovative solutions to moderate acute malnutrition and nutrition and only 5 (10 percent) respondents selected policy advice to the government as an added value.

**Figure 5: E-survey- Added value of WFP's presence in Tajikistan**

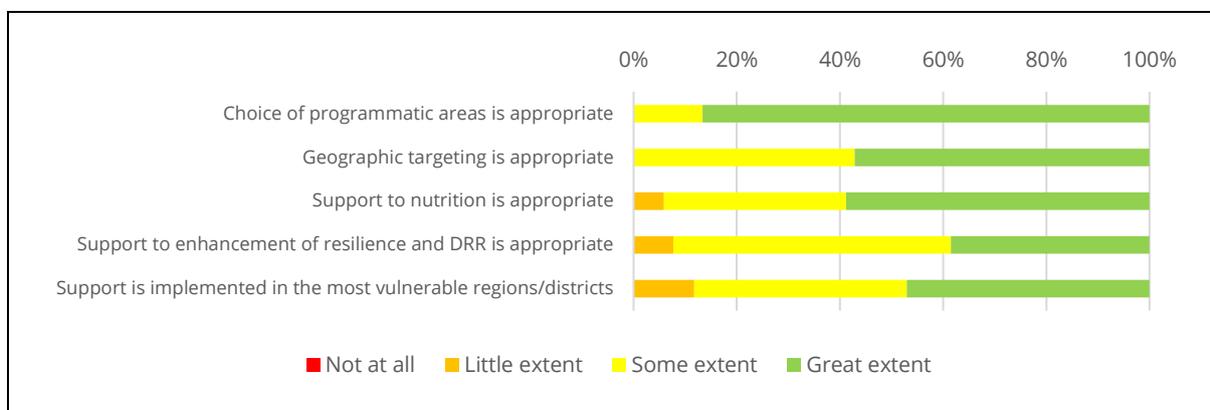


## Section 2: WFP performance

### 29. Q5. How strongly do the following statements on programmatic choices describe WFP's work in Tajikistan?

30. When it comes to various aspects of WFP programmatic choices, 87 percent of respondents believe that largely the choice of programmatic areas is appropriate while 13 percent believe it is appropriate to some extent. In terms of geographical targeting, more than half, or 57 percent, of the respondents say it is appropriate to a great extent and 43 percent to some extent. The opinion that support to nutrition is appropriate to a great extent was indicated by 59 percent of respondents, 35 percent indicated that it was appropriate to some extent and only 6 percent (1 response) selected to a little extent. Next, support to enhancement of resilience is appropriate to a great extent was the choice of 38 percent of respondents and more than half, or 54 percent of them, found it to be to some extent appropriate and only one or 8 percent responded it as being appropriate to a little extent. For the next question, 47 percent of respondents agreed with the statement that support is implemented in the most vulnerable regions/degrees to a great extent, 41 percent thought it is implemented to some extent and 12 percent thought it was implemented to little extent (See Figure 29 below).

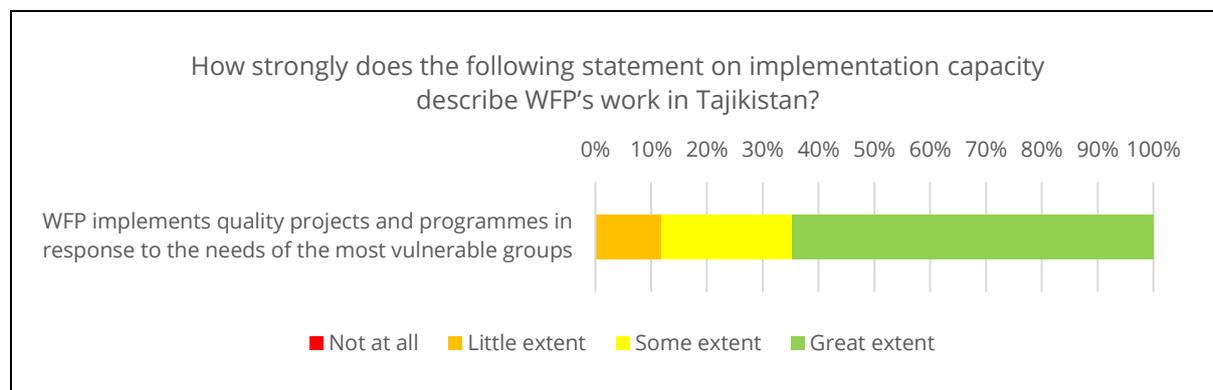
**Figure 6: E-survey – WFP's programmatic choices**



### 31. Q6. How strongly does the following statement on implementation capacity describe WFP's work in Tajikistan?

32. As regards WFP implementation of quality projects and programmes in response to the needs of the most vulnerable groups, as presented in Figure 30 below, 65 percent of the respondents selected to a great extent, 24 percent to some extent and only 12 percent to little extent.

**Figure 7: E-survey – WFP’s implementation capacity**



**33. Q7. How strongly do the following statements on contribution to improved policies and programmes describe WFP’s work in Tajikistan?**

34. The statement that WFP provides innovative solutions for the prevention and treatment of moderate acute malnutrition to a great extent was selected by 4 (33 percent) of the respondents, 7 (58 percent) noted to some extent and only 1 (8 percent) selected to little extent.

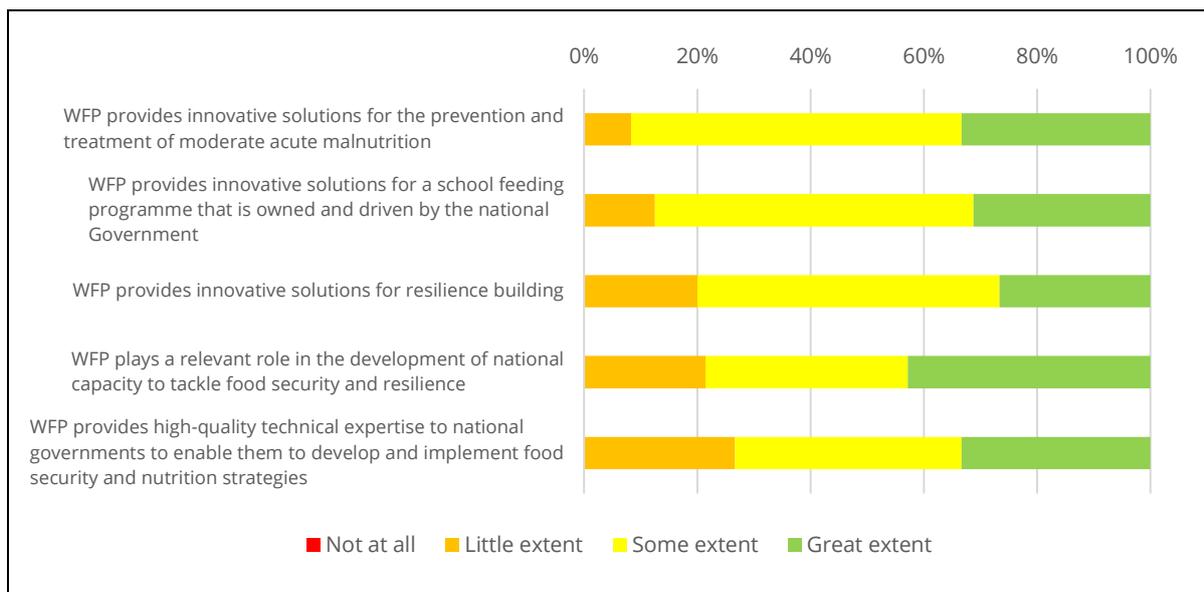
35. Concerning the statement that WFP provides innovative solutions for a school feeding programme that is owned and driven by the national Government, 5 (31 percent) respondents said to a great extent, the option to some extent was chosen by 9 (56 percent) and another 2 (13 percent) respondents chose to a little extent.

36. As regards the statement that WFP provides innovative solutions for resilience building, 4 (27 percent) noted to a great extent, 8 (53 percent) to some extent and 3 (20 percent) to little extent.

37. In response to the statement that WFP plays a relevant role in the development of national capacity to tackle food security and resilience, 6 (43 percent) respondents indicated that it is happening to a great extent, 5 (36 percent) noted to some extent and another 3 (21 percent) respondents indicated to little extent.

38. As to the statement that WFP provides high-quality technical expertise to national governments to enable them to develop and implement food security and nutrition strategies, 5 (33 percent) respondents indicated to a great extent, 6 (40 percent) selected to some extent and another 4 (21 percent) selected to little extent (See Figure 31 below).

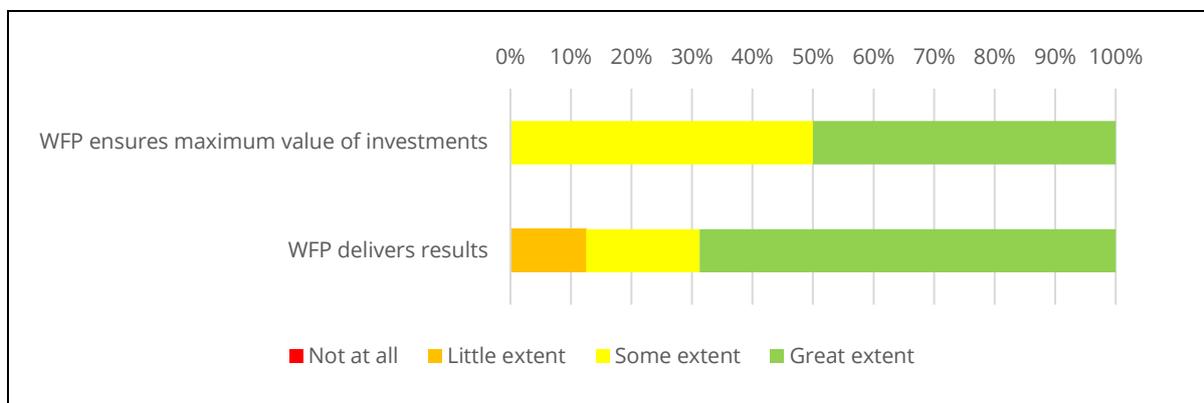
**Figure 8: E-survey – WFP’s contribution to improved policies and programmes**



**39. Q8. How strongly do the following statements on effectiveness and efficiency describe WFP’s work in Tajikistan?**

40. Partners also responded to a question on effectiveness and efficiency of WFP work in Tajikistan. Half of respondents see that WFP ensures maximum value of investments to a great extent while another half 6 (50 percent) note to some extent. As regards WFP delivery of results, 11 partners view it as delivering to a great extent, 3 to some extend and another 2 to little extent (See Figure 32 below).

**Figure 9: E-survey – WFP’s effectiveness and efficiency**



**41. Q9. How strongly do the following statements on building partnerships describe WFP’s work in Tajikistan?**

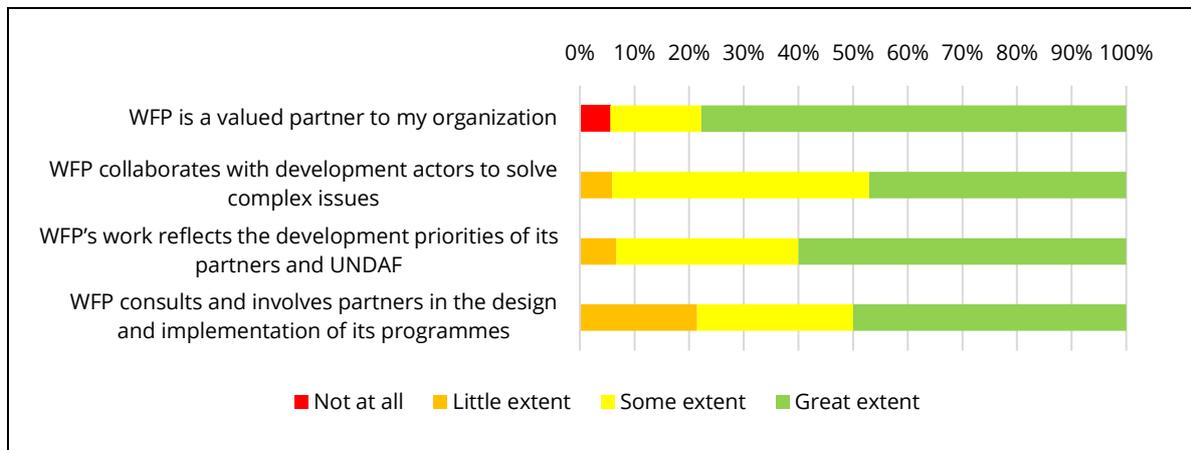
42. The majority (14 partners or 78 percent) of WFP partners see the organization as a valued partner to their organization, 3 partners indicated that this is the case to some extent and only 1 viewed it as not being the case.

43. As regards WFP collaboration with development actors to solve complex issues, almost half (8 partners or 47 percent) of the respondents noted this is the case to a great extent, while another 8 partners (47 percent) noted that this is the case to some extent and only 1 thinks it is the case to some extent.

44. Concerning the statement that WFP work reflects the development priorities of its partners and the UNDAF, more than half (9 partners or 60 percent) noted this is the case to great extent, 5 (33 percent) to some extent and only 1 (7 percent) to a little extent.

45. Half of the partners (7 or 50 percent) believe that WFP consults and involves its partners in the design and implementation of its programmes to a great extent, another 4 (29 percent) noted that it did so to some extent and 3 (21 percent) of the respondents indicated that it did so to little extent in this regard.

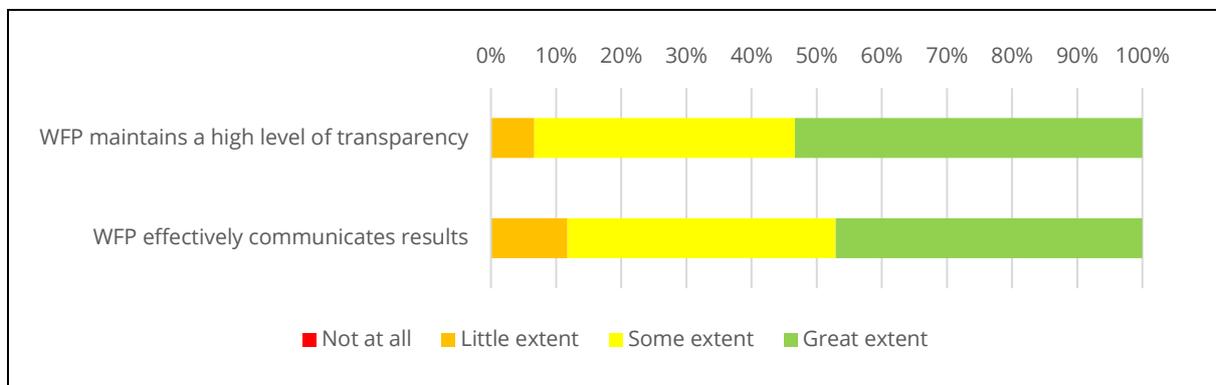
**Figure 10: E-survey – WFP’s partnerships**



**46. Q10. How strongly do the following statements on communication describe WFP’s work in Tajikistan?**

47. The survey included a question about the level of communication that describes WFP work and the following responses were received: more than half (8 or 53 percent) noted that to a great extent WFP maintains a high level of transparency; 6 (40 percent) partners indicated that it takes place to some extent and only 1 (5 percent) noted it to a little extent. As regards to effectively communicating results, 8 (47 percent) consider that it happens to a great extent, 7 (41 percent) to some extent and 2 (12 percent) to a little extent.

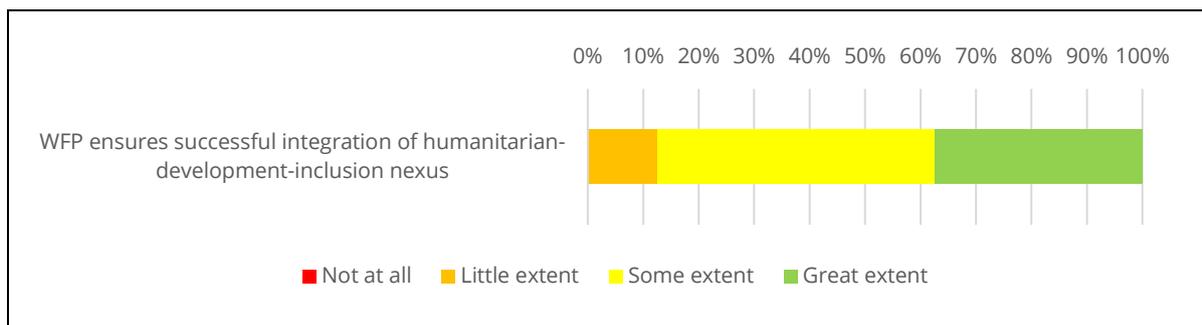
**Figure 11: E-survey – WFP’s communication**



**48. Q11. How strongly does the following statement on the humanitarian-development-inclusion nexus describe WFP’s work in Tajikistan?**

49. Concerning inclusion of the humanitarian-development nexus in WFP work, 6 (38 percent) respondents believe that it happens to a great extent, 8 (50 percent) selected to some extent and only 2 (13 percent) noted it to some extent.

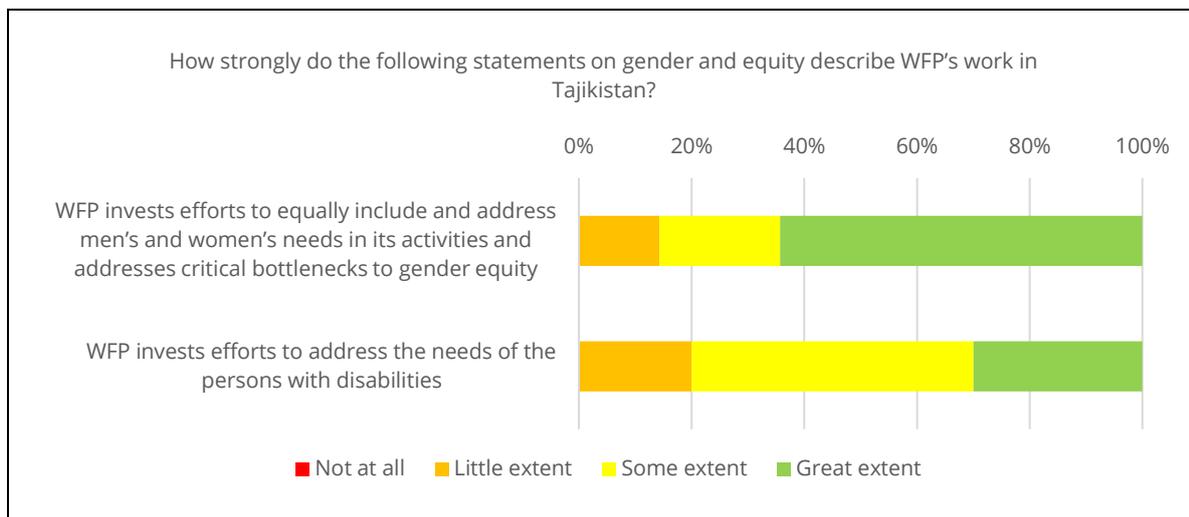
**Figure 12: E-survey – WFP’s work in relation to humanitarian-development-inclusion nexus**



**50. Q12. How strongly do the following statements on gender and equity describe WFP’s work in Tajikistan?**

51. WFP invests efforts to equally include and address men’s and women’s needs in its activities and addresses critical bottlenecks to gender equity to a great extent as per feedback of 9 (64 percent) respondents, 3 (21 percent) indicated that it did so to some extent and 2 (14 percent) to a little extent. As to investing efforts to address the needs of persons with disabilities, only 3 (30 percent) viewed it as doing so to a great extent, 5 (50 percent) to some extent and 2 (20 percent) to a little extent.

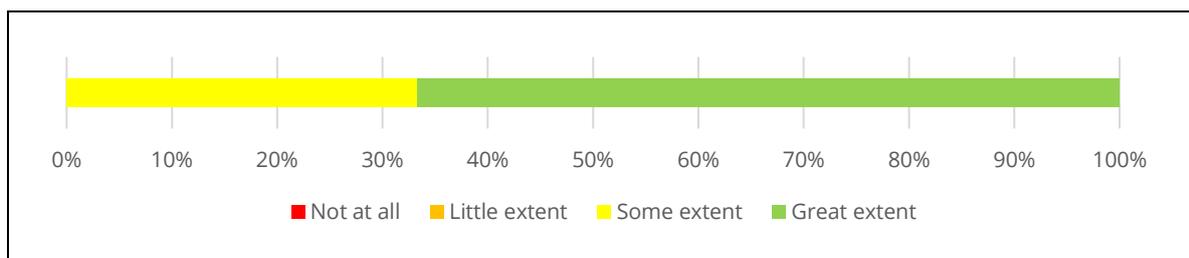
**Figure 13: E-survey - WFP’s work on gender and equity**



**Section 3: WFP contribution to tangible outcomes**

52. **Q13:** The survey asked partners about the extent to which WFP contributed to tangible outcomes achieved in ensuring that food-insecure vulnerable persons in districts targeted by WFP activities meet their basic food and nutrition requirements. Survey feedback shows that 10 (67 percent) respondents note that this is the case to a great extent and 5 (33 percent) to some extent.

**Figure 14: E-survey – WFP’s contribution to tangible outcomes related to meeting basic food and nutrition requirements**

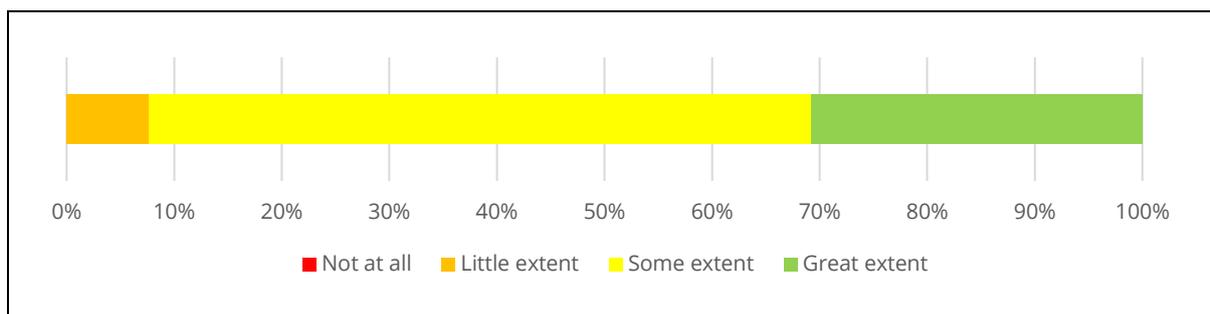


53. Additionally, partners provided some complementary information to support their choice. Most of them have indicated the school feeding programme as the one programme that contributes to tangible

outcomes and one of the United Nations partner representative highlighted delivery of the programme during COVID-19. Another partner from a national government institution noted timely delivery of food to vulnerable groups and hard-to-reach regions of the country. An NGO/CSO representative indicated that there is a need for more active involvement of the state, including budget funding, in solving problems with nutrition for the most vulnerable segments of the population, first of all - by organizing healthy meals for children in schools and creating infrastructure for the development of school feeding.

54. **Q15:** In response to a question about the extent to which WFP contributed to tangible outcomes achieved in ensuring that populations in communities targeted by WFP activities benefit from an enhanced livelihoods asset base, 4 (31 percent) of partners indicated to a great extent, 8 (62 percent) to some extent and only 1 (8 percent) to a little extent.

**Figure 15: E-survey – WFP’s contribution to tangible outcomes related to enhanced livelihoods and assets**

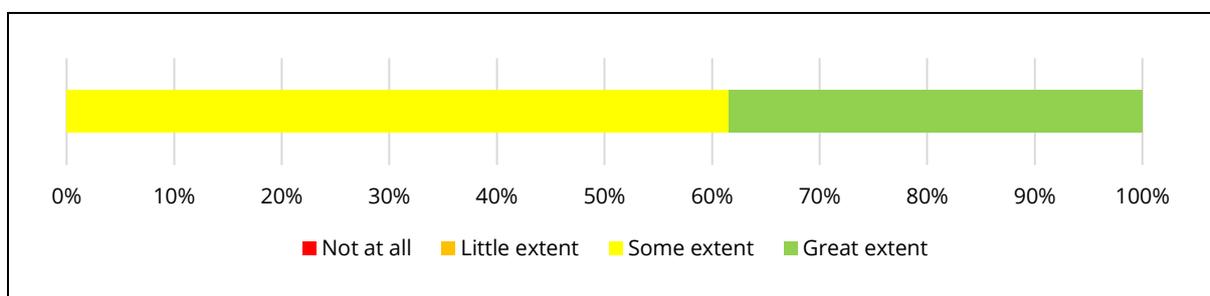


55. To elaborate their choice, the partners gave the following remarks: a respondent from a bilateral/donor agency mentioned limited financial resources; and a national government counterpart highlighted activities during COVID-19 pandemic that helped people to consume food and improve their health. A representative of the NGO/CSO indicated that while the school feeding programme provides food and trains cooks, the infrastructure for organizing school meals has not been formed to function sustainably after completion of the WFP project. There has been an emphasis placed on this latter point recently and to that end, bakeries have been established and school gardens supported. The other representative of this sector mentioned that the food assistance for assets provided during the pandemic was efficient.

56. **Q17. To what extent has WFP contributed to tangible outcomes achieved in raising awareness of moderate acute malnutrition (MAM) and its solutions among key stakeholders and the public?**

57. The partners answered this question as follows: 5 (38 percent) responded to a great extent and 8 (62 percent) responded to some extent.

**Figure 16: E-survey – WFP’s contribution to tangible outcomes related to awareness raising of moderate acute malnutrition**



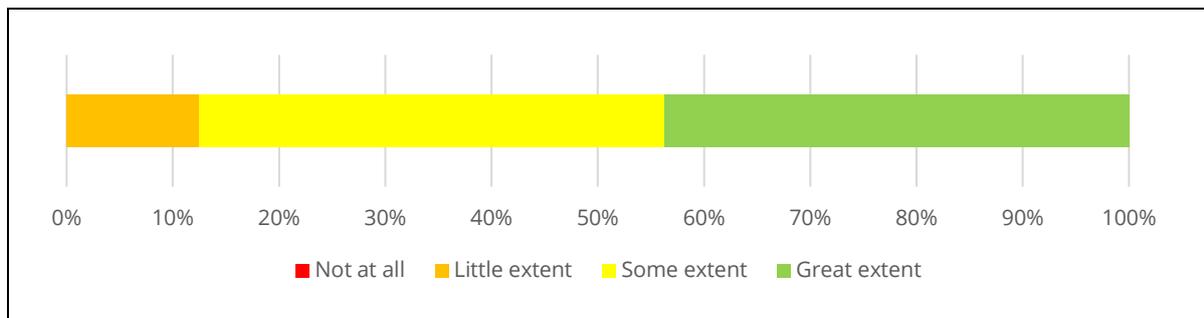
58. A representative of the bilateral donor/agency category further indicated that they had been given limited financial resources on this regard, while representatives of national counterparts were complimentary regarding information on moderate acute malnutrition activities, specifying that mothers of moderate acute malnutrition children received nutrient counselling and children therapeutic feeding, thus improving their health. A partner from the NGO/CSO indicated that WFP is active in raising awareness of moderate acute malnutrition and its solutions among key stakeholder and the public through the dissemination of the information materials, including booklets, publication of research results, seminars,

etc. The United Nations representative mentioned the work under the Development Coordination Council and public information campaigns.

**59. Q19. To what extent has WFP contributed to tangible outcomes achieved in strengthening government capacities to target, design, coordinate, and implement food security and nutrition strategies?**

60. Analysis of responses shows that 7 (44 percent) believed it happened to a great extent another 7 (44 percent) to some extent and only 2 (13 percent) to a little extent.

**Figure 17: E-survey – WFP’s contribution to government capacities strengthening**

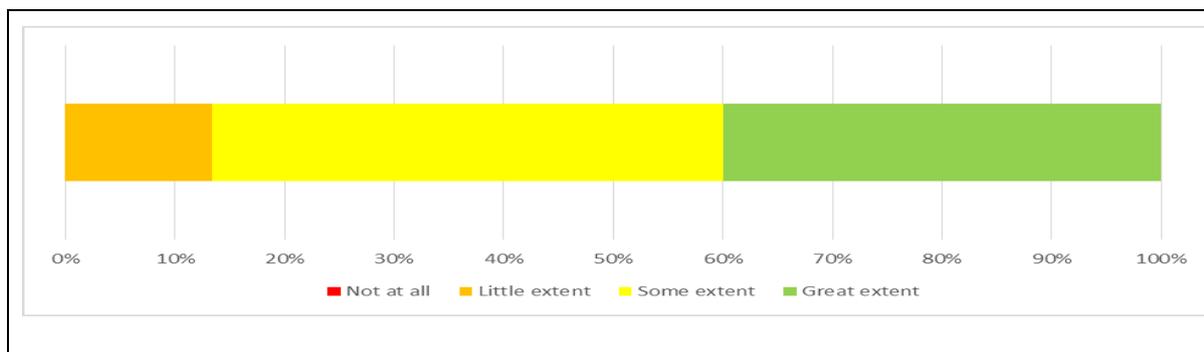


61. Further to above, a partner from the bilateral donor/agency indicated that WFP is the main partner of the Government of Tajikistan in developing and updating its food security strategy. A representative of the government institution category highlighted that all the experiences and skills gained during the implementation of the agreement between WFP and the Ministry of Health have been used in the development of the national School Feeding Strategy and the 1,000 First Days of Childhood Programme. Also, the results of the research have been used in the development of national strategies and programmes (on school meals and the first 1000 days of a child's life). A partner from NGO/CSO emphasized the need to consider important WFP achievements in adopting the Strategy for the Sustainable Development of School Feeding in the Republic of Tajikistan (2013) and creating a working group to develop the National School Feeding Programme (2021).

**62. Q21. To what extent has WFP contributed to tangible outcomes achieved in the overall reduction of nutrient deficiencies among the most vulnerable populations?**

63. The following responses to this question were received from partners: 6 (40 percent) responded that WFP has contributed to a great extent, 7 (47 percent) to some extent and 13 (2 percent) to a little extent.

**Figure 18: E-survey – WFP’s contribution to tangible outcomes related to overall reduction of nutrient deficiencies**

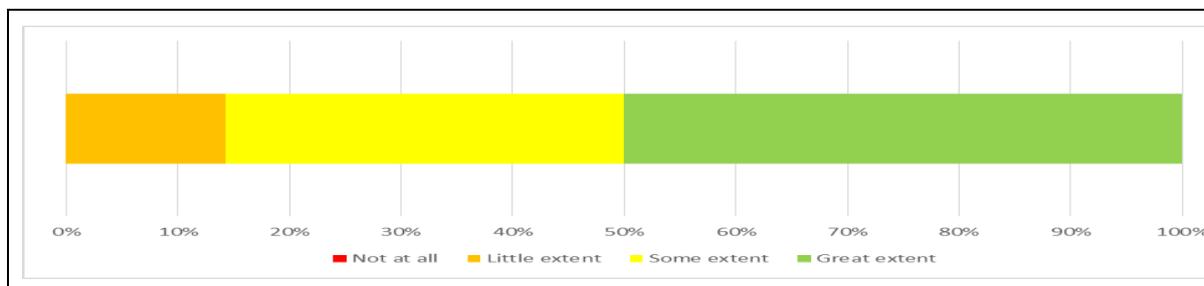


64. As additional information, the representative of a bilateral donor/agency mentioned that, given limited financial resources and partners from national government institutions, indicators on children's morbidity and mortality rates have improved in the pilot districts, the number of children with frequent illnesses has decreased and public awareness on healthy eating and prevention of nutrition-related diseases has increased. Partners from NGO/CSOs noted that the rural population is one of the most vulnerable in terms of nutrition and the WFP school feeding programme in Tajikistan covers 2,000 rural schools and improves the nutrition of 355,000 children.

**65. Q23. To what extent has WFP contributed to tangible outcomes achieved in assisting government institutions to provide transparent, efficient, inclusive-of-all, food security and nutrition services?**

66. Half of the respondents (7) said that WFP has contributed to a great extent, 5 (36 percent) to some extent and only 2 said (14 percent) to a little extent.

**Figure 19: E-survey – WFP’s contribution to tangible outcomes in supporting government institutions’ services**



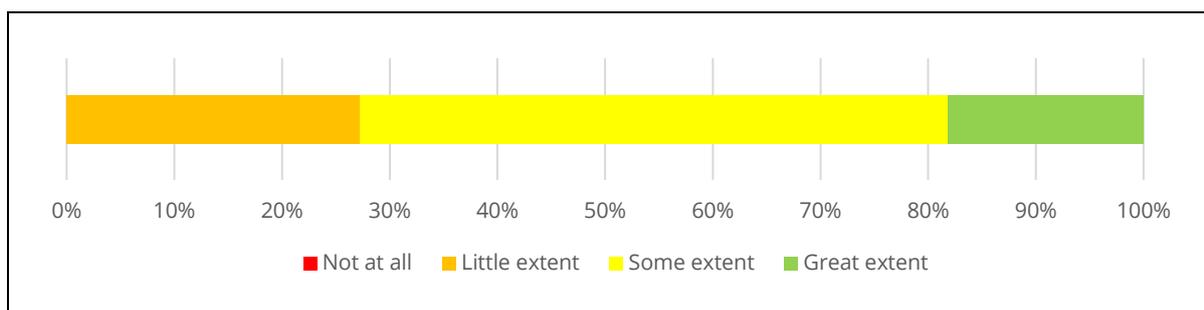
67. To explain the assessment, a representative of the bilateral donor/agency indicated that WFP is the main partner of the Government in developing and updating its food security strategy. Further, a partner from the national government institution stated that the services provided by WFP were transparent and contributed to raising public awareness and improving the knowledge and skills of health workers to disseminate knowledge to the public on consumption of healthy food. Another partner from NGO/CSO provided the positive example that in order to assist government institutions to provide transparent, efficient, inclusive-of-all, food security and nutrition services, WFP created a working group to develop the national school feeding programme.

68. A representative of a United Nations entity put forward a criticism on the level of transparency across government institutions in Tajikistan, which affects the issue of use of aid handed over to the Government.

**69. Q25. To what extent has WFP contributed to tangible outcomes achieved in enhancing resilience to shocks amongst targeted food-insecure communities in areas vulnerable to climate change?**

70. Partners from 2 (18 percent) organizations believed that WFP contributed to a great extent, 6 (55 percent) of them indicated WFP contributed to some extent and 3 (27 percent) to a little extent.

**Figure 20: E-survey – WFP’s contribution to tangible outcomes in relation to enhanced resilience**



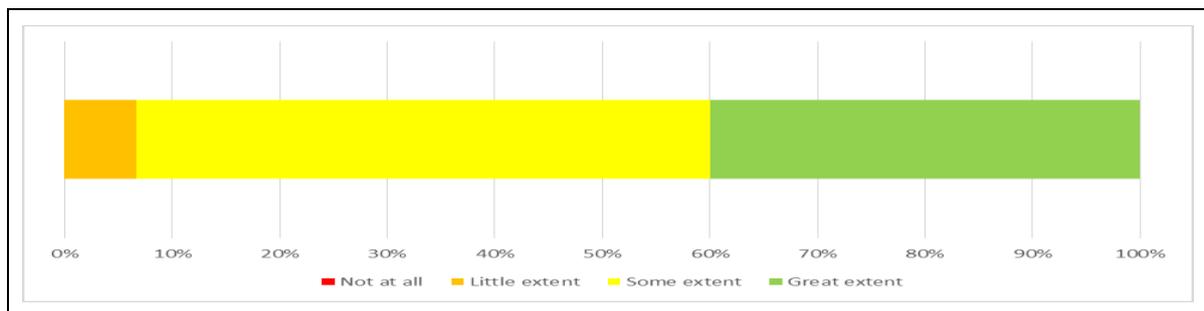
71. A representative of the bilateral donor/agency further added that this has to be seen in the light of limited financial resources.

72. An NGO/CSO representative commented that WFP activities in Tajikistan are mainly limited to the school feeding programme. It can be stated that WFP contributed to enhancing resilience to shocks for the target group of the programme (students in grades 1-4) in areas vulnerable to climate change.

**73. Q27. To what extent has WFP contributed to tangible outcomes achieved in the overall contribution to Sustainable Development Goal (SDG) 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture?**

74. Analysis shows that 6 (40 percent) respondents noted that WFP did this to a great extent, while 8 (53 percent) of them said it happened to some extent and only 1 (7 percent) to a little extent.

**Figure 21: E-survey – WFP’s contribution to tangible outcomes in relation to SDG 2**



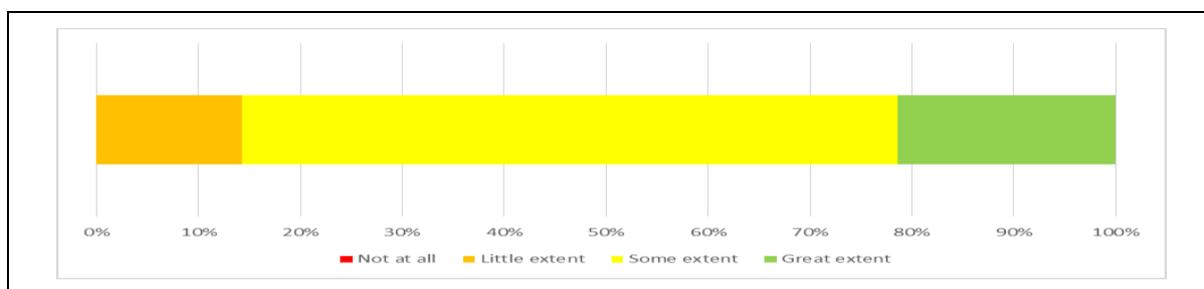
75. A representative of the bilateral donor/agency further referred to school feeding in this regard and the representatives of the national counterparts claimed that the rates of stunting, wasting and low weight birth have decreased, as per the data from the national studies.

76. A partner from the NGO/CSOs indicated that 355,000 rural children have improved their nutrition through the school feeding programme. However, institutionalizing the school feeding programme and funding it from the national budget remains problematic.

**77. Q29. To what extent has WFP contributed to tangible outcomes achieved in the overall contribution to Sustainable Development Goal (SDG) 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development?**

78. A total of 3 (21 percent) respondents indicated that WFP contributed to a great extent, 9 (64 percent) indicated to some extent and 2 (14 percent) to a little extent.

**Figure 22: E-survey – WFP’s contribution to tangible outcomes in relation to SDG 17**



79. A representative of a national government institution noted that intersectoral and inter-partner cooperation has led to enhancement of public awareness on healthy eating and the prevention of communicable and non-communicable diseases. A partner from NGO/CSOs stated that greater involvement of the Tajikistan Government in funding the school feeding programme is required.

**Section 4: Challenges**

80. The survey included some open-ended questions and the following responses from partners, representing different sectors, were received.

**81. Q31. What are the main challenges for ensuring food security in Tajikistan?**

82. Partners have indicated challenges at different levels for ensuring the food security in the country. This includes issues at the high level, such as – lack of leadership and commitment from the Government, corrupted government systems and nepotism. As per the Transparency International Corruption Perception Index for 2020, Tajikistan is ranked 149 of 179 countries "by their perceived levels of public sector corruption", as determined by expert assessments and opinion surveys. Next, the challenges in the agricultural sector have been noted by most of the partners. This is related to the capacity of the sector to produce and store corresponding food products. According to respondents, the sector also lacks mechanisms for logistical arrangements and a sustainable supply of quality agricultural inputs (seeds, fertilisers and etc.) and in general the sector lacks access for most of the population to modern and efficient

technologies for the production of raw food materials. Some partners have noted socioeconomic issues as the challenge for ensuring food security, namely a growing population and poor consumption due to affordability.

83. Other challenges mentioned by partners are related specifically to the sector, for example with regard to public health, an issue is unhealthy eating habits, access to clean drinking water and a lack of modern laboratories for examination.

#### **Box 1: Main challenges as perceived by respondents**

Bilateral donor/agency: Growing population, weak capacity and leadership of the Government.

National government institution: Food shortages. Inadequate access to drinking water. Lack of public awareness around food security. Lack of local production of local foodstuffs. Insufficient access to clean drinking water. Unhealthy eating habits of the population

The main problem in the food security sector is lack of modern laboratories for examination (presumably food items).

NGO/CSO: Unsustainable food supply chains; large losses of products after harvest; lack of capacity on processing and storing products and organizing logistics for the distribution of agricultural products and food products; low level of the product quality control, including the supply of products for school meals.

The main challenges are finding and securing sustainable sources of funding; rational use of land; lack of sustainable and efficient supply chains; insufficient incentives for the private sector involved in the food industry and related areas; lack of access of most of the population to modern and efficient technologies for the production of food raw materials.

Lack of sustainable mechanism for supply of quality agriculture inputs (seeds, fertiliser), lack of sufficient production due to unavailability of market incentives and weak value chains. Lack of sufficient consumption due to affordability issue.

Non-UN international organization: Affordability; donor-driven activities; no/ limited budget of the Ministry of Health or use of budget for other things; commitment of Government; cooperation and collaboration between Government and development partners; procurement process; availability of reliable suppliers.

United Nations entity: Challenges in agriculture sector lack of economy diversification; private sector development issues climate changes; limited economy, financial, health, education and social protection services development. On a higher level, main challenges as perceived by respondents include high level of corruption, weak education with widespread unemployment and low economic growths as a result. Hence, majority of population simply has no opportunity to earn its own food.

#### **Section 5: Recommendations**

##### **84. Q32. How could WFP assist the Government and most vulnerable groups when it comes to ensuring food security?**

85. As regards Government, the partners' advice was to prioritize tasks and more actively involve the Government in finding sustainable ways to solve them. Some partners suggested supporting production of nutritious and fortified food and introducing advance technologies in the processing of agricultural products and production of food. In terms of logistical arrangements, partners have indicated supporting the creation of logistics centres to process, store and facilitate distribution of agricultural products, using as an example the school feeding programme. Representatives of the international organizations indicated specifically more sustainable investment also through income-generating activities to enable beneficiaries to self-sustain in the future. Other areas of recommendations included improving kitchen facilities for schoolchildren, providing access to drinking water and improving the delivery of food commodities.

#### **Box 2: Respondents' reflection on main areas of WFP support**

Bilateral donor/agency: Focus on the most important tasks and more actively involve the Government in finding sustainable ways to solve them.

National government institution: Establish local production of nutritious, fortified foods for children, improving school cooking conditions for schoolchildren in grades 1-4; improve food delivery; improve access to drinking water; support behavioural change. The work with Academy of Agricultural Sciences needs to be developed to eliminate the problem of food safety.

NGO/CSO: Creation of logistics centres (centres for processing and storing products and organizing logistics for the distribution of agricultural products) using the example of school meals. WFP can provide assistance in the following areas, which are approved at the legislative level: introduction of advanced technologies for the production, processing, storage and rational use of food, transport and storage infrastructure of wholesale food trade; promoting the creation of modern distribution centres; scientific support for food security monitoring; enhancing the role of non-profit, industrial and other organizations in the production, supply and processing of agricultural products, raw materials and food. Push for reforms; push for creating incentives for producers and processors of food; organize more food assistance for assets programmes for those vulnerable groups who can do it; subsidise food costs for disabled people who cannot benefit through food assistance for assets schemes.

Non-UN international organization: Cooperation with other donors and Government at all levels; more sustainable investment (vulnerable groups); invest more in income-generating activities to enable the beneficiaries to self-sustain in future.

United Nations entity: Consider it as part of a complex approach closely tied to other directions of the United Nations' work; develop government agriculture infrastructures, stocking and building ownership to run more sustainable agriculture initiatives in cooperation with FAO Support community-based initiatives.

#### 86. Q33. What are the main challenges for ensuring adequate nutrition in Tajikistan?

87. Affordability of nutrition is the most common challenge that has been noted by a majority of the partners. This includes the significant cost of adequate and varied nutrition for vulnerable populations, the low level of income of the population, and the continuous increase of food basket prices etc. Challenges in the agricultural sector related to the improper use of agricultural land, a lack of incentives to produce nutritious food, the lack of agricultural inputs and irrigation schemes etc., are yet another group of challenges that are indicated by partners. Local traditional and cultural practices on food consumption that mostly entails consumption of unhealthy food, and a lack of awareness on healthy diets are among other challenges that are cited by the partners. Along with the above the following issues have been mentioned: the (lack) of therapeutic feeding of moderate acute malnutrition children and the lack of logistical centres providing various solutions.

Bilateral donor/agency: The significant cost of adequate and varied nutrition for vulnerable population.

National government institution: Partial and improper use of agricultural land; inappropriate behaviour in relation to healthy eating, lack of public awareness of healthy eating; lack of educational material for health workers and the public on healthy eating; therapeutic feeding for children with moderate malnutrition;

NGO/CSO: The low income level of the population; insufficient development of the financial market; lack of logistics centres; weak level of cooperation of farmers; strict state regulation of the market (for example, the obligation of farmers to grow cotton); national traditions to consume large amounts of bread. Due to the purchasing power of the country's population and illiteracy in the field of rational nutrition, the norms of consumption of basic food products in Tajikistan are not observed. Lack of awareness and thus lack of market demand and supply of nutritious food, lack of efficient irrigation water supply for production in current lands and potentially new lands, lack of incentives for local production of nutritious food

Non-UN international organization: Access/means to an adequate nutrition; knowledge, time issue (women) culture, mentality and stereotypes; increasing food basket price due to high fuel prices; inefficient and ineffective agricultural practices; lack of resources/inputs for agricultural activities; lack of proper irrigation schemes/obsolete schemes from Soviet Union times.

United Nations entity: Financing; fortification of products; planning; low income, low salary, non-stop increasing of food prices; overall incorrect system of food production and consumption among the population with focus on food that is rich in high carbs and unhealthy fats; low literacy rate and knowledge about the healthy nutrition with lack of access to nutritious food is a problem.

**88. Q34. How could WFP assist the Government and most vulnerable groups when it comes to ensuring adequate nutrition?**

89. Most of the responses for this question fall under the one key recommendation given by the bilateral donor/agency that says that it is necessary to provide effective innovative solutions and technical support that covers broader areas, including at policy level, to support implementation and ensure sustainability, and provide assistance to the 15 percent most vulnerable population through TSA (targeted social assistance), mainstream climate change, and nutrition governance practices. Most of the partners have suggested implementation of the more traditional activities, such as the SBCC (social behaviour change and communication) strategy, provision of ready-to-eat meals for moderate acute malnutrition children and school meals etc.

90. Some specific views concerning logistics and agricultural practices, include the following: building sustainable value chains, creation of logistical centres, subsidization of food suppliers and incentives for them to supply affordable food to the vulnerable groups.

Bilateral donor/agency: provide effective innovative solutions and technical support.

National government institution: counselling, development of information material, ready-to-eat meals for children with moderate malnutrition, school meals, recording and reporting information systems, improving nutrition for primary school pupils, public awareness through information materials, prevention of acute mild malnutrition and development of a food expertise programme that can address the issue of food security

NGO/CSO: building sustainable value chains for agricultural products; cooperation and creation of conditions for the involvement of local farmers in the supply of products for school meals; creation of logistics centres for the supply of local farmers' products to international and national markets, including the supply of products for school meals. Lack of access to affordable loans for business, agriculture related income generating activities; subsidise food suppliers and create incentives for them to supply affordable food to the vulnerable groups.

Non-UN international organization: capacity strengthening of communities; provide assistance to the 15 percent most vulnerable population of Tajikistan through the Targeted Social Assistance; trainings; improve accessibility; include aspects of climate change; nutrition governance.

United Nations entity: advocacy and policy changes; support in implementation and ensure sustainability.

**91. Q35. What are the main challenges for ensuring the resilience of food-insecure communities in areas vulnerable to climate change in Tajikistan?**

92. In responding to this question partners noted that the country is exposed to climate change and that this is new topic for the country that requires some assessments before going into action. Nevertheless, some specific challenges were highlighted by partners that include poor infrastructure (lack of coastline), lack of experience of farmers and ignorance of science, low level of application of modern technologies (water supply), lack of storage facilities for vegetables and fruits, and the lack of reliable weather and climate services for livelihood/agricultural decision making. UN partners have mentioned insufficient financing and a (low) level of understanding among decision makers as other challenges for the country.

Bilateral donor/agency: Tajikistan's exposure to climate change.

National government institution: hard-to-reach regions; lack of public awareness; in some cities and districts there is no coastline; lack of agricultural experience of farmers and their ignorance of agricultural sciences; strengthening appropriate public and health worker awareness.

NGO/CSO: insufficient funding to increase the economic activity of the population; low level of implementation of modern technologies, including in water supply; lack of storage for vegetables and fruits. Build resilience through adaptation measures such as food assistance for assets that increase resilience (for example, construction of irrigation schemes, construction of storages, new land development, diversification of agriculture sector)

Non-UN international organization: climate change is a new topic in Tajikistan and it requires some assessments before going for some actions; irrigation; floods; arable land; climate/ region; accessibility of goods/ foods; lack of reliable weather and climate services for livelihood/agricultural decision-making.

United Nations entity: financing; insufficient private initiatives; level of understanding among decision makers.

**93. Q36. How could WFP assist the Government and most vulnerable groups when it comes to ensuring increased resilience to shocks?**

94. A number of partners have provided some suggestions that are directly related to one of the WFP core activities - the supply of food commodities. This includes provision of food for hard-to-reach regions, timely delivery of food and ensuring food stocks and storage. One of the notes concerns the establishment of the sustainable mechanism for market driven food buffer stocks over lean seasons through provision of sales support to local entrepreneurs after lean seasons.

95. There is also a view that WFP can improve the capacities of the local government and other stakeholders in this area. A number of partners have indicated quite specific activities related to the agricultural sector that are beyond the corporate advantage of WFP and relate to sustainable technologies in agriculture, trainings on proper land management, the introduction of drip irrigation and support for agricultural cooperatives.

Bilateral donor/agency: Promoting adequate, sustainable technologies in agriculture. (While recognizing that this is generally FAO domain.)

National government institution: Conducting trainings in cities and districts on proper land management and cultivation of agricultural materials; provision of food to hard-to-reach regions; timely delivery of food, food stocks and storage for two years.

NGO/CSO: Increasing the efficiency of water resources use, for example, widespread introduction of drip irrigation systems; support for agricultural cooperatives of farmers; creation of food logistics centres with storage facilities; introduction of "green energy".

Establish a sustainable mechanism for market driven food buffer stocks over lean seasons through provision of sales support to local entrepreneurs after lean seasons.

Non-UN international organization: Awareness raising; governance; diversify activities for vulnerable groups; analysis of different groups (every group/area has different challenges/opportunities to overcome this).

United Nations entity: Support local initiatives; improve capacities of the local government and other stakeholders.

**96. Q37. If you have any other comments or reflections, please feel free to write them in the box below.**

97. As a final comments/reflections section the representative of the national counterparts have highlighted that WFP support is very important for children and mothers in Tajikistan and indicated the need for expansion of the reach of WFP across the country. Some specific actions to address food security problems included: imported food products, especially products for children, must be inspected before entering the domestic market; the Republic of Tajikistan should make better use of its high potential for food production; the issue that there is a lack of experience among farmers and ignorance of the nuances of processing and production of agricultural materials must be tackled.

98. A representative of the NGO/Civil Organizations mentioned that WFP should continue leveraging the local institutions and international development organizations that are actively engaged in provision of development services and implementation of development activities at grassroots level.

99. A partner from a United Nations organization has shared a note of appreciation for being invited to participate in this survey, indicating "It is great to see WFP wants to hear our opinion and it's a great indicator of WFP's professional approach".

National government institution: Expand WFP reach to other regions of the country

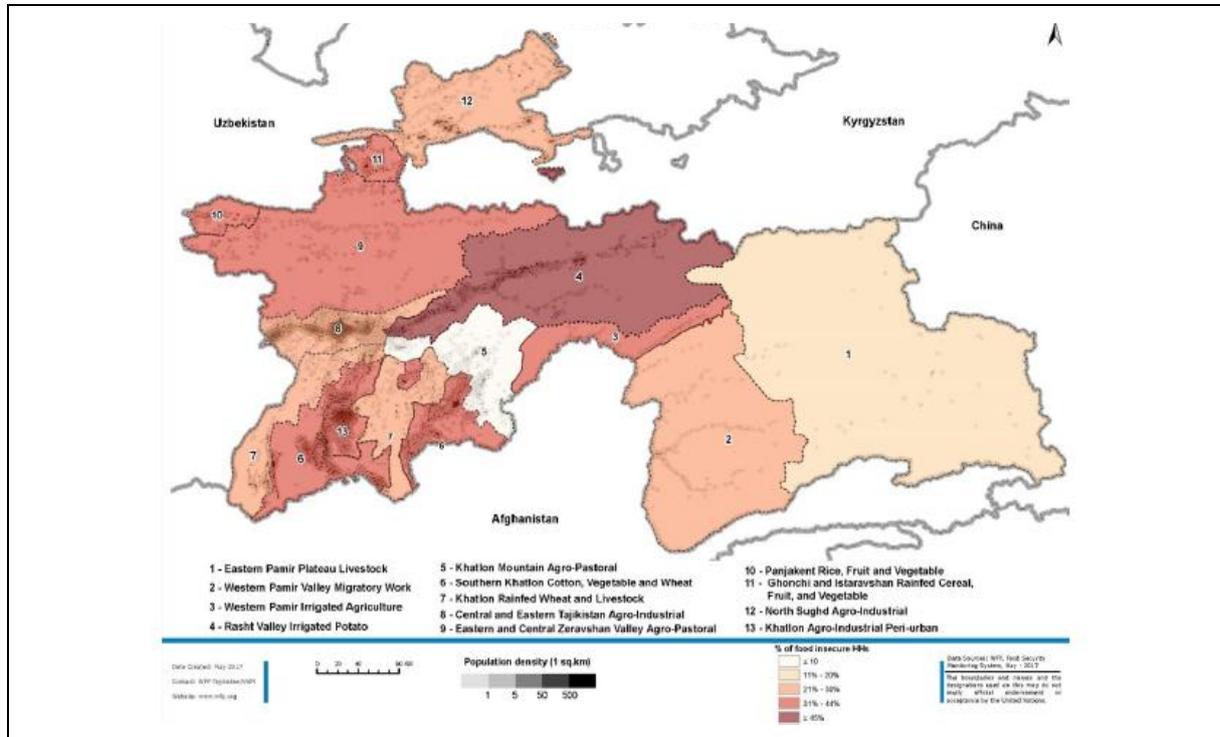
To overcome food security problems, special attention should be paid to imported food. All imported food products, especially products for children, must be inspected and then imported into the domestic market. The Republic of Tajikistan does not use the high potential for food production. The main reason is the lack of experience among farmers and ignorance of the nuances of processing and production of agricultural materials. WFP support is very important for children and mothers in Tajikistan

NGO/CSO: WFP should continue leveraging the local institutions and international development organizations that are actively engaged in provision of development services and implementation of development activities at grassroots level.

United Nations entity: Thank you for inviting me to participate in this survey. It is great to see WFP wants to hear our opinion and it's a great indicator of WFP's professional approach.

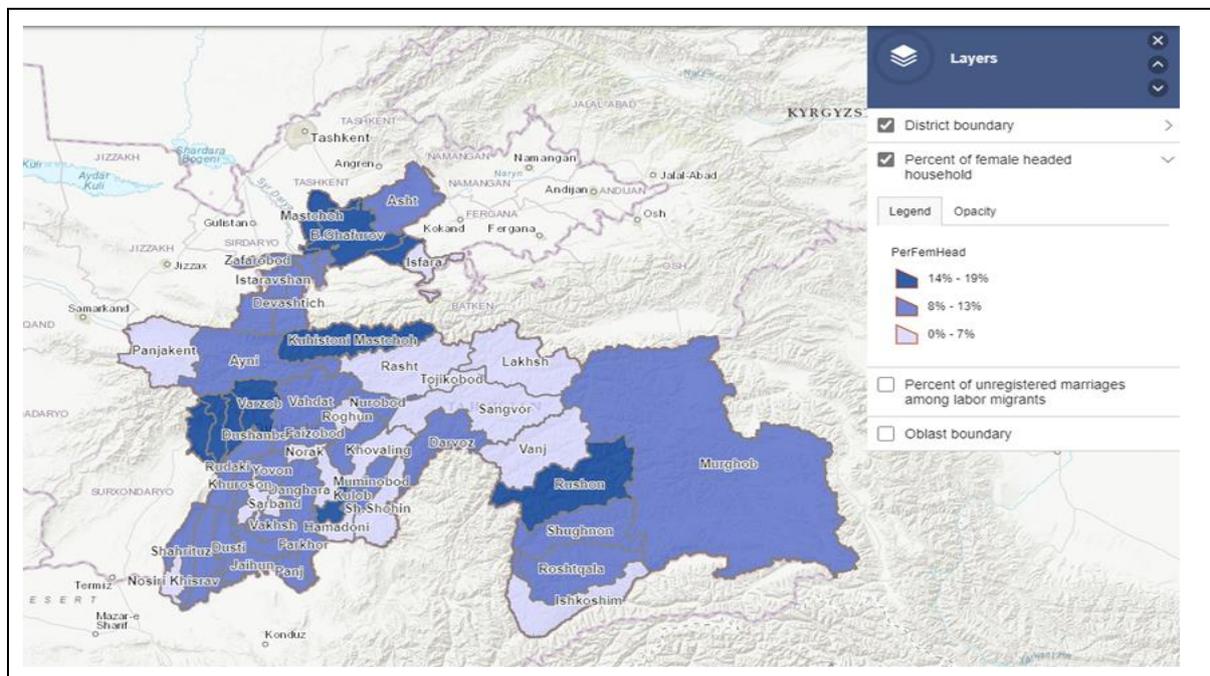
# Annex IX: Context – Maps

Figure 23: Tajikistan food insecurity prevalence map by livelihood zone



Source: WFP website food security monitoring system, 2017

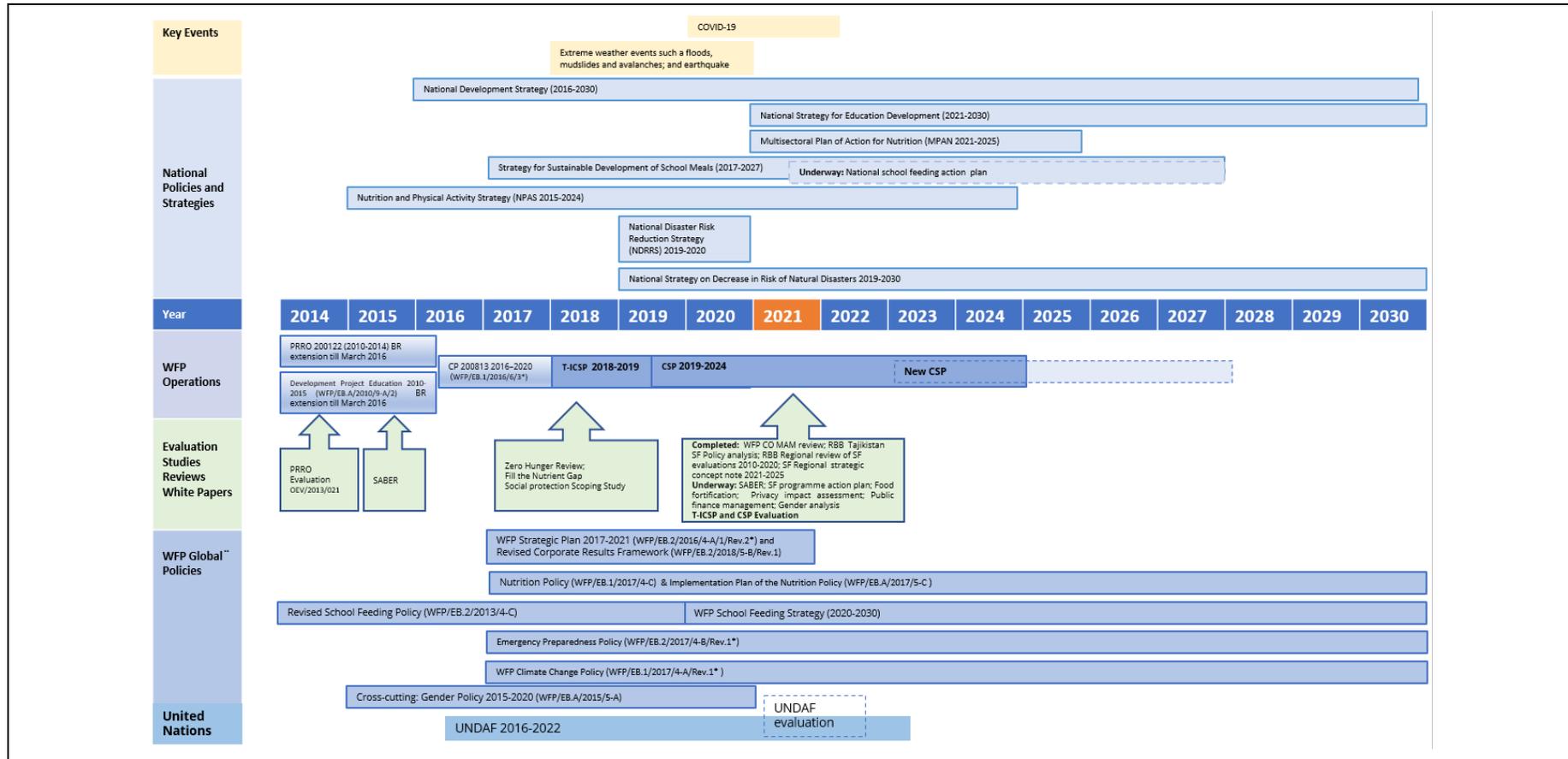
Figure 24: Percentage of households headed by women in Tajikistan



Source: Vulnerability and Resilience Atlas for Tajikistan (accessed 03/02/21)

# Annex X: Subject being evaluated – Figures

Figure 25: Overview of major events and policies, WFP strategies and activities, and Government of Tajikistan and United Nations strategies in Tajikistan



Source: ET based on T-ICSP and CSP documents.

**Figure 26: Planned and actual transitional interim country strategic plan and country strategic plan beneficiaries by gender and strategic outcome (2018–2021)**

	T-ICSP 2018			T-ICSP2019 (Jan-June)			CSP 2019 (July-Dec)			CSP 2020			CSP 2021 (Jan-Sep)		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
<b>SO1/Activity 1: School children</b>															
Female	178,555	199,333	112%	147,200	198,348	135%	197,000	204,281	104%	231,250	258,216	112%	214,000	266,722	125%
Male	180,174	208,593	116%	147,200	206,443	140%	197,000	212,618	108%	231,250	268,755	116%	211,000	266,812	126%
<b>Total</b>	<b>358,729</b>	<b>407,926</b>	<b>114%</b>	<b>294,400</b>	<b>404,791</b>	<b>137%</b>	<b>394,000</b>	<b>416,899</b>	<b>106%</b>	<b>462,500</b>	<b>526,971</b>	<b>114%</b>	<b>425,000</b>	<b>533,534</b>	<b>126%</b>
<b>SO2/Activity 2: Moderately malnourished children</b>															
Female	3,000	5,160	172%	1,350	2,882	213%	1,500	2,977	198%	2,750	4,608	168%	8,250	2,584	31%
Male	2,500	4,508	180%	1,150	2,455	213%	1,500	2,435	162%	2,750	3,800	138%	4,250	2,189	52%
<b>Total</b>	<b>5,500</b>	<b>9,668</b>	<b>176%</b>	<b>2,500</b>	<b>5,337</b>	<b>213%</b>	<b>3,000</b>	<b>5,412</b>	<b>180%</b>	<b>5,500</b>	<b>8,408</b>	<b>153%</b>	<b>12,500</b>	<b>4,773</b>	<b>38%</b>
<b>SO3/Activity 3 CSP (Activity 5 of T-ICSP): Asset creation and livelihoods beneficiaries receiving food</b>															
Female	NA	NA	-	6,930	385	6%	1,500	0	0%	5,076	640	21%	4,752	5,655	119%
Male	NA	NA	-	7,070	512	7%	1,500	0	0%	5,076	636	21%	4,752	4,939	104%
<b>Total</b>	<b>5,200</b>	<b>306</b>	<b>6%</b>	<b>14,000</b>	<b>897</b>	<b>6%</b>	<b>3,000</b>	<b>0</b>	<b>0%</b>	<b>10,152</b>	<b>1,276</b>	<b>13%</b>	<b>9,504</b>	<b>10,594</b>	<b>111%</b>
<b>SO3/Activity 3 CSP (Activity 5 of T-ICSP): Asset creation and livelihoods beneficiaries receiving CBT</b>															
Female	NA	NA	-	6,930	6,011	87%	3,625	10,049	277%	7,500	13,393	179%	8,252	NA	NA
Male	NA	NA	-	7,070	6,109	86%	3,625	10,587	292%	7,500	13,666	182%	8,252	NA	NA
<b>Total</b>	<b>2,880</b>	<b>1,215</b>	<b>42%</b>	<b>14,000</b>	<b>12,120</b>	<b>87%</b>	<b>7,250</b>	<b>20,636</b>	<b>285%</b>	<b>15,000</b>	<b>27,059</b>	<b>180%</b>	<b>16,504</b>	<b>18,129</b>	<b>110%</b>
<b>SO4/Activity 4: Capacity strengthening</b>															
Female	NA	877	-	NA	NA	NA	NA	162	-	NA	250	-	NA	44	-
Male	NA	661	-	NA	NA	NA	NA	99	-	NA	240	-	NA	323	-
<b>Total</b>	<b>NA</b>	<b>1,538</b>	<b>-</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>261</b>	<b>-</b>	<b>NA</b>	<b>490</b>	<b>-</b>	<b>NA</b>	<b>367</b>	<b>-</b>

NA= not available

For school feeding, the actual number of beneficiaries in 2020 includes 126,000 beneficiaries of take-home rations (THRs), the number of school children having benefitted from meals equals 400,971 (87 percent of the target excluding THR distribution); for resilience, the number of beneficiaries includes participants and their households.

SO5 is not included in the table as it does not encompass Tier 1 beneficiaries

Source: ACRs 2018 to 2020; CM-R002b – annual beneficiaries by strategic outcome, activity and modality (CSP) v1.1 (2) (1).xlsx and CO for 2021 data

## Annex XI: Overview of WFP Country Office Analytical Work in 2021

Activity	Timeframe	Remark
School feeding		
Smallholder agriculture market support / home-grown school feeding concept note	Oct-21	In-house paper being finalized
School needs assessment	Nov-21	Data collection training is planned
SABER Exercise	Dec-21	Preliminary work being conducted
Urban schooling	Dec-21	Planning ongoing
Public finance mechanism for school feeding	Dec-21	Consultant onboard
Nutrition		
Nutrition project review	Apr-21	Completed
SBCC formative research and nimble trials	Feb-21	Completed
Nutrition "strategy" (treatment/prevention/ digitization, joint programming, urban/peri-urban)	Oct-21	In-house paper being finalized
Fortification C/N - feasibility assessment + milling assessment	Mar-22	Milling assessment being conducted (under USAID) / consultant identified for feasibility
Food security		
Migration and food security (analysis of causes and impacts of migration)	Oct-21	In-house paper being finalized
CFSAM 2021	Nov-21	Data analysis ongoing
Food security assessment	Nov-21	Data analysis ongoing
Cost of Diet (CoD) analysis	Jan-21	Completed (but review for 2021 updated ongoing)
Market functionality index	Sep-21	TBC
Market monitoring	Monthly	Ongoing
Emergency and disaster preparedness		
Global Logistics Cluster (GLC) emergency preparedness	Oct-21	TBC
Emergency Preparedness Capacity Index (EPCI)	Nov-21	Consultant contracted
Integrated context analysis (including climate risk assessment/DRR and rural/urban focus) + Food Security Atlas	Nov-21	Data analysis ongoing
Capacity development		
Evaluation Capacity Development	Oct-21	In-house paper being finalized
Cross-cutting		
Youth and adolescent (define youth population for targeted programmes, considering age, gender and needs/gaps)	Oct-21	In-house paper being finalized
Gender and diversity inclusion (G/DI) analysis	Nov-21	Consultant onboard
Peacebuilding (laying the groundwork for evidence building and operational refinement around peacebuilding)	Nov-21	In-house paper being finalized / also included in the G/DI analysis
Privacy impact assessment	Dec-21	Consultant onboard
Social Protection Strategy/Shock Responsive Social Protection (linkages between social protection and CC)	Dec-21	In-house paper being finalized / consultant contracted

Source: WFP Country Office

## Annex XII: SO1 School Meals Programme – Additional Information

Table 3: SO1 School feeding – food transfers by commodity

		Wheat flour	Split peas	Vegetable oil	Iodized salt
T-ICSP 2018	Planned	9,878	1,844	905	188
	Actual	5,271	519	373	158
	% Actual vs planned	53%	28%	41%	84%
T-ICSP 2019 (Jan-June)	Planned	4,610	869	428	88
	Actual	3,622	341	241	44
	% Actual vs planned	79%	39%	56%	50%
CSP 2019 (July-Dec)	Planned	4,920	984	492	98
	Actual	1,713	171	120	30
	% Actual vs planned	35%	17%	24%	31%
CSP 2020	Planned	9,471	1,894	947	189
	Actual	4,119	61	175	2
	% Actual vs planned	43%	3%	18%	1%
CSP 2021	Planned	8,733	1,747	873	175
	Actual	4,934	0	299	0
	% Actual vs planned	56%	0	34%	0

Source: T-ICSP ACR 2018 & 2019; CSP ACR 2019 & 2020; country office for 2021 data

**Table 4: SO1 School feeding – outcome results**

Target	Gender	Baseline	2018	2019	2020
<b>Enrolment rate</b>					
End CSP & 2020 Target $\geq 4$	Female	0.58	3.9	5	
	Male	0.58	4.06	4	
	Overall	0.58	3.98	4	
<b>Gender ratio</b>					
End CSP & 2020 Target =1	Overall	0.96		0.96	1.03
<b>Retention rate</b>					
End CSP & 2020 Target =100	Female	100		100	100
	Male	100		100	100
	Overall	100		100	100
<b>Dropout rate</b>					
End CSP & 2020 Target = 0	Female	0			0
	Male	0			0
	Overall	0			0
Less than respective year target			Within target		

Source: T-ICSP ACR 2018 & 2019; CSP ACR 2019 & 2020

**Table 5: School meals – capacity strengthening outputs T-ICSP**

Indicator	Unit of measurement	Planned	Actual
Number of capacity development activities provided for the expansion of SF and food diversification.	activity	3.0	3.0
Number of people trained on food handling and warehouse management	number	80.0	80.0
Number of technical assistance activities provided	unit	8.0	8.0
Number of cooks trained in nutrition and healthy cooking	individual	56.0	56.0
Number of government counterparts trained in use and management of monitoring system for SF	individual	80.0	80.0
Number of people trained in health, nutrition and healthy lifestyles	individual	350.0	336.0
Number of studies and assessments supported	assessment	3.0	3.0
Number of technical assistance activities provided	unit	-	-
Number of training curriculums designed	training curriculum	-	-
Less than planned		Within or exceeding planned	

Source: T-ICSP ACR 2018

**Table 6: School meals – capacity strengthening outputs country strategic plan**

	Unit of measurement	CSP 2019		CSP 2020	
		Planned	Actual	Planned	Actual
<b>Quantity of non-food items distributed</b>					
Number of nutrition information products distributed	non-food item	NA	NA	6,800	6,800
Quantity of agricultural tools distributed	non-food item	1	1	1	1
Value of non-food items distributed	USD (\$)	NA	NA	197,590	141,546
Quantity of beekeeping equipment items distributed	item	60	60	15	150
Quantity of livestock distributed	number	66	66	11	150
<b>Number of institutional sites assisted</b>					
Number of education awareness events	instance	NA	NA	7	10
Number of school administrators	individual	NA	NA	85	85
Men trained in safe food preparation & storage	individual	NA	NA	25	11
Women trained in safe food preparation & storage	individual	NA	NA	50	44
<b>Number of national coordination mechanisms supported</b>					
Number of national coordination mechanisms supported	unit	NA	NA	3	3
<b>Less than planned</b>		<b>Within or exceeding planned</b>			

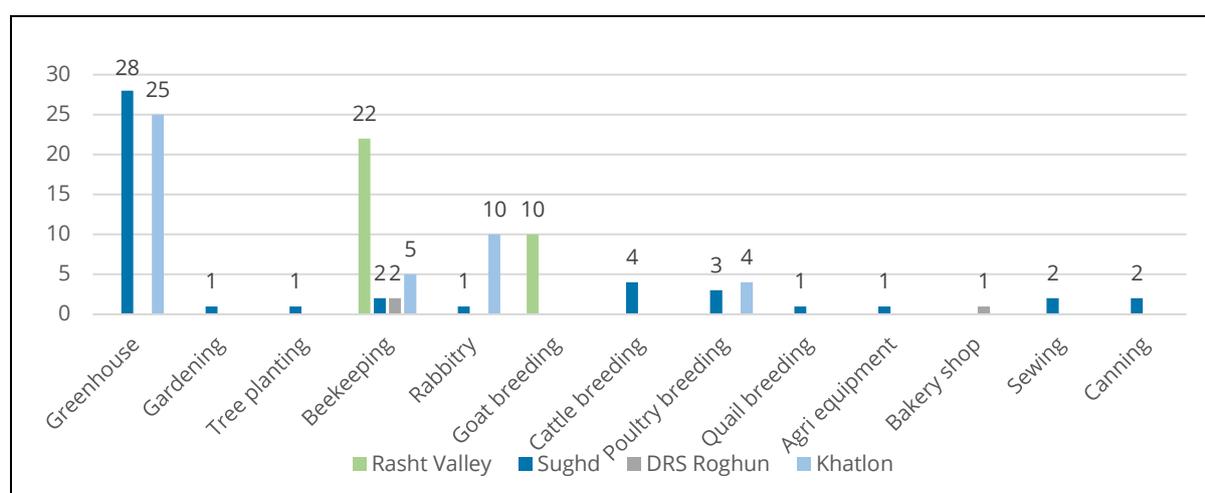
Source: CSP ACR 2019 and 2020

**Table 7: School feeding overview of outputs**

LEVEL AND TYPE OF SUPPORT	OUTPUTS
Advocacy to increase political commitment at central and subnational levels and increase visibility of the SF	Organization of public events (e.g., world food day); school meals web site Establishment of multi-sectoral coordination councils at subnational and local level
Policy support for the development of national school meals policy and relevant legislative framework	On-going: facilitation of intersectoral coordination council meetings On-going: assistance in the formation of the regulatory framework related to school meals In 2021: Assistance in formalization of districts’ development programmes (Lakhsh and Tojikobod districts) Facilitation and support to the development of a national school meals policy/action plan by the Interministerial Coordination Council task force
Technical and material support to enhance implementations and inform the development of the national policy through the initiation/testing of various SF models applicable to varying local contexts	Revised school meals recipe book and menus Training material and training sessions at different levels and on different topics (data collection and reporting; doing business at schools - obtaining necessary permits, raising funds calculating costs and profits, etc.) Development and implementation of SF models that are optimal for specific contexts, such as: In 2018-2019: 50 pilots (kitchen renovation, school-based bakeries, central kitchens and school gardens) In 2021-2022: 72 micro-grants (construction of greenhouses in 24 schools in 11 districts (Khatlon): beekeeping in 5 schools, rabbitry in 9 schools and poultry breeding in 4 schools; and CBT (linking women’s agricultural production group and marketing systems to a group of WFP-supported schools); expansion of various models to additional 200 schools foreseen)

Source: ET based on T-ICSP ACR 2018 & 2019; CSP ACR 2019 & 2020; SIFI quarterly reports; FLAs

**Figure 27: Breakdown of micro-grants by region since 2019**



Source: WFP Tajikistan CO data, November 2021.

100. Greenhouses (53 schools) and beekeeping (31 schools) constitute the largest share of micro-grants launched since 2019: 42 percent and 25 percent respectively of the total 125 micro-grants.

**Table 8: Implementation agreements with subnational education authorities - school year 2021-2022**

Region	Districts and towns		Target number of beneficiaries	Target number of schools	Mt of food commodities	Budget (USD)
	Number	Names				
GBAO	7	Vanj, Ishkashim, Shugnan, Roshtqala. Murgab and Darvaz	7,813	144	150.290	12,060
Khatlon	24	Norak, Yovon, A. Jomi, Khuroson, Levakant, Vakhsh, Kushoniyon, J. Balkhi, N. Khusrav, Shahrituz, Qubodiyon, Dusti, Jaihun, Panj, Dangara, Farkhor, Hamadoni, Temurmalik, Vose, Sh. Shohin, Kulob, Muminobod, Khovaling, Baljuvon	230,954	767	4,442.631	23,796
Sughd	15	Isfara, Konibodom, B Ghafurov, Asht, Mastchoh, Istiqlol, Spitamen, J Rasulov, Zafarobod, Shariston, Ainee, Istaravshan, Devastich, Panjakent, Kuhistoni, Mastchoh	168,031	620	3,232.244	16,740
	1	Lakhsh	5,534	59	106.452	1,791
	1	Nurobod	7,980	85	153.503	3,546
	1	Rasht	12,857	100	247.312	3,690
	1	Roghun city	4,932	42	94.872	1,845
	1	Sangvor	2,191	55	42.147	3,150
	1	Tojikobod	5,212	42	100.258	1,782
<b>Total</b>	<b>52</b>		<b>445,504</b>	<b>1,914</b>	<b>8,569.709</b>	<b>68,400</b>

Note: Budget covers total management and administrative costs (monitoring costs by Education Department focal points); Source: Field-level agreements.

101. In brief, the field level agreements include the following information:

- Daily ration: wheat flour 100g, vegetable oil 7g and pulses 10g for 168 days
- Budget:
  - CSP budget includes reimbursement of travel incentives of the representatives of education departments in districts for conducting of monitoring, reporting and distribution activities.
- Responsibilities:
  - WFP ensures transport of commodities from WFP warehouses to central delivery points (CDPs) in districts. WFP supports capacity strengthening activities
- Local authorities:
  - The education department of each district is the government entity responsible for coordination, performance and execution. It is the responsibility of schools, community and parent teacher associations to arrange handling and secondary delivery of WFP provided commodities from central to Final (schools) Distribution Points (FDPs).
  - Local authorities will cover the salary for technical staff in school kitchens and provide warehouse adapted for food storage on a free-of-charge bases.
- Community/parent teacher association responsibilities:

- o Arrangement of, support to and expenses covering the second delivery of food from central delivery points to the schools
- o Provide and control financial resources for acquired supplementary food commodities (vegetables, fruits, meat, milk, cereals, pastas, yeast, tea, sugar, eggs, etc.) and cooking facilities (fuel, wood, coal) including canteen equipment and kitchen supplies
- o Partly cover the expenses related to the payment of services of technical support staff in the school kitchens in districts
- Reporting:
  - o Monthly reports of schools are provided to WFP field offices including information on registered number of children, attendance of children and movement of food within the reporting month, as well as including information about other involved parties and their contributions. Furthermore, reports will include information on progress of activity on particular schools with the main focus on girls' enrolment and attendance. Monthly reports received from district education department staff will be consolidated and compiled by field office staff and submitted to the country office on a monthly basis.
- Risks and assumptions:
  - o A WFP pipeline break will cause interruption and require contribution from local community/ parent teacher associations
  - o Reduced food rations will affect the overall diversification of meals
  - o Financial constraints within the local budget will result in difficulties to cover the payment of salaries of technical staff working in kitchens
  - o Insufficient capacities and infrastructure in schools
  - o Level of engagement of local community will be reduced
  - o COVID-19 will result in overall interruption of education system
- **Note:** all field-level agreements are similar except for those in Khatlon where reference to bakeries is made, whereby the cost of breadmaking (electricity, and ingredients such as yeast, etc.) is to be covered by local authorities. Field-level agreements mention income-generating activities and micro-grants, but do not specify which.

### Findings from focus group discussions in schools

102. The interview guide included 12 key questions, each linked to the evaluation matrix in order to: 1) allow for triangulation of information from different sources; 2) obtain complementary information to that presented in the annual country reports; and 3) get the participants' perceptions on some issues. Two members of the evaluation team visited a total of nine schools in four regions, and conducted focus group discussions with parent teacher association representatives from an additional four schools who joined the discussion held in one school in Rasht Valley.

103. The sample was varied in terms of infrastructure: 1) cooking space: in one school cooking is done outside because the kitchen equipment was non-functional and in another the kitchen and canteen space were renovated and refurbished with WFP support; 2) canteen space: one school had to use a building close to the school; and 3) water for cooking and washing dishes as well as water for hand washing (in some cases located far from the canteen location).

104. The great majority of participants perceived school feeding as a contributor to better leaning by alleviating short-term hunger (many children walking long distances on an empty stomach) and to school attendance, in particular for girls. In one instance, participants mentioned a reduction in goitre thanks to the provision of iodized salt.

105. There was consensual satisfaction with the quality of WFP commodities but concern was expressed regarding the decrease in the quantity and composition of the ration (split peas and more recently salt no longer provided). Overall, there was no major concern with the timeliness of food deliveries, but a few instances of shortfalls were mentioned, in particular at the beginning of the 2019-2020 academic year.

106. In all visited schools, parent teacher associations and in some cases the community at large contribute to school feeding either in-kind (local foods and/or labour such as cooking) or cash contributions (from 5 up

to 20 Tajikistan Somoni (TJS) per child per month). Overall contributions are well organized and regular, with a few exceptions.

107. In schools having benefitted from micro-grants to provide, for example, orchards or greenhouses, produce is used to complement WFP commodities in meal preparation; in one instance honey obtained from beekeeping is sold to purchase other foods (such as vegetables and condiments).

108. The main hindering factors pertained to: staffing (insufficient number of kitchen staff); inadequacy of infrastructure (cooking space and equipment as well as canteen space); and/or inadequate hand washing in terms of its location with regards to the canteen.

109. Parents' participation in/contributions to the school meals were considered by all as a key success factor.

110. Requests for future assistance were mostly about micro-grants and renovations/refurbishing of cooking and canteen spaces.

**Table 9: Summary of focus group discussions in schools**

School visits observations			
Sughd	Rasht Valley	Khatlon	GBAO
Gafurov district: 4 schools were visited Asht district: 4 schools were visited Ayni districts: 4 schools were visited	One school was visited but PTA members from another four schools participated in the group discussion	Two schools were visited	Two schools were visited
Perception about the benefit of school meals			
Many schoolchildren come to school without breakfast, because their parents are working in the farm field and leaving early morning. Most of them are hungry and having hot meal is good for them. The majority of FGD participants mentioned attendance and better learning	Better learning; better girls' attendance Decrease in goitre because of the provision of iodised salt	Good incentive for students to come to school and helps children to concentrate on the learning process	Helps children to concentrate on the learning process, particularly helpful for students who have to walk long distances (up to 7km) to get to school
Functioning of programme			
The school administrators/directors collect commodities from the WFP warehouse and bring them to the school for storing. PTA representatives are responsible for purchasing and delivering the food products obtained from parents' contributions	In all school administrators/directors collect commodities from the WFP warehouse and bring them to the school for storing. The PTAs collect products from the farms around the schools and from parents. In all schools, cooks are registered as cleaners	The school meal focal point, jointly with PTAs, is responsible for organization of the transportation of food items to the school. Parents contribute 1 TJS per month to cover the cost of the transportation	The two visited schools act as central distribution points: WFP transports food to these schools and nearby schools come and collect their allocations. The school meal focal point is responsible for overall management of the SM activity the school. In one school, parents in turn contribute vegetables. The cook and two assistants are supported by parents and receive 20 TJS per day. In the other school, parents in turn assist the cook with preparation of the bread and hot meal. Vegetables are provided by parents in turn. For reporting purposes these are then converted to cash based on the market price. Cereals are provided by AKF within the Health Food/Diet programme that also delivers sessions on cooking

School visits observations			
Sughd	Rasht Valley	Khatlon	GBAO
			various hot meals for students of higher grades
Overall level of satisfaction with the school meal programme			
2.1 Quantity and quality of commodities received			
The quality of WFP commodities is considered good. In all schools, interviewees deplored the fact that split peas are no longer provided, and the decrease in quantities of wheat flour and vegetable oil	The quality of WFP commodities is considered good. interviewees deplored the decrease in quantities	The quality of WFP commodities is considered very good. In 2018 the amount of the salt and peas decreased and starting from 2019 WFP stopped providing these commodities that were helpful to diversify the menu of the meals. Now the school has to purchase the salt and other pulses	The quality of the receiving commodities is high, no complaints
2.2 Timeliness of food deliveries			
Overall WFP commodities have been delivered on time. But in the beginning of the 2019-2020 school year, the wheat flour and oil were not provided on time and meals were prepared from parents' contributions in one school, while no meals were provided in another school as it was too costly for parents. No problem reported in the other two schools	No problem reported	During the 2019-2020 school year, due to shortfall in commodities one meal per week was provided by parents	No delays reported by one school. In the other school, food was received with one week delay last September; parents used own wheat flour to cook the bread for students that was replenished when WFP commodities arrived
Communication by and to WFP			
In all schools, communication with WFP is through the education department	Schools receive information from PTAs	All information/communication goes through the school administration and district focal point. Participants do not know contact details of WFP to communicate directly in case of need. No complaints were raised in the past	All communication with WFP and information about the programme is received/shared through the school meal focal point/school administration
Parents contributions to the school meals			
4.1 Form of contribution			

School visits observations			
Sughd	Rasht Valley	Khatlon	GBAO
<p>Parents contributing in cash, between 10 and 20 TJS per child per month; in two schools it was mentioned that they increased the contribution up to 20 TJS because of the increase in the price in markets</p> <p>In four schools: in-kind contributions</p>	<p>In-kind (vegetables, rice, sometimes meat) and in some schools, mothers are baking the bread</p>	<p>In-kind in one school: parents contribute vegetables (potatoes, carrots, eggplants, cabbage) and wood for cooking (each class in turn provide vegetables for a week-long period)</p> <p>5 TJS per child per month in the other school</p>	<p>In both schools 5 TJS per child per month</p> <p>Parents participation/contribution also include: baking bread (labour) and supplying cook with vegetables (potatoes, carrots, onions) and cereals (mung bean, rice) on a daily basis in turn</p>
4.2 Use of cash contributions			
<p>Collected money is used to purchase vegetables (like potatoes, onions and carrots) and condiments (tomato paste, salt).</p> <p>In one school, meat is also purchased. In one school, contributions also used to pay the salary of the cook and supporting person</p>	<p>Not applicable</p>	<p>Collected money is used to cover different expenses</p>	<p>Collected money is used to cover different expenses such as transport of firewood, purchase of furniture for the canteen, and sometimes to purchase cereals (rice, buckwheat) to diversify the meal</p>
4.3 Recordkeeping			
<p>Records for WFP products are kept by the school administrator and for parents' contributions by the PTA chairman</p> <p>In some schools a designated teacher and cook keep records</p>	<p>PTA representative keep records</p>	<p>The school meal focal point is responsible for the commodities and preparation/submission of the monthly reports to the district focal point. None of the participating in FGD parents confirmed engagement in the process</p>	<p>It is the school meal focal point who keeps the records</p>
4.4 Regularity of contributions			
<p>Overall contributions are regular. Parents agree on what type of contribution they will make and hence contributions are overall regular; PTA decides to exempt vulnerable families from payment; charity box organized in one school to cover the need of children from vulnerable families who cannot pay</p>	<p>Not all parents can provide support. But farms in the village give support</p>	<p>Delays in contributions do occur. Vulnerable families (identified by master teachers) are exempt from this payment, but benefit from hot meals along with other students</p>	
School feeding pilot models			

School visits observations			
Sughd	Rasht Valley	Khatlon	GBAO
5.1 Type of activity			
Four schools benefitted from tree planting (cherries, apples, almonds, peach), which were installed through FFA (school personal with low income and members of the community participated). Three out of four schools also benefitted from greenhouses. In two schools, greenhouses are under construction	One school beekeeping; one school orchard and beekeeping, two schools tree planting	No pilot activity implemented in one school, which however, submitted a proposal for poultry raising  Other school benefitted from renovations of the kitchen and canteen (electric oven, dining tables and kitchenware). All of the provided items are of good quality	No WFP pilot but AKF implements in both schools the Healthy Food/Diet project that also supports the school with kitchen utensils and provides cereals for cooking classes for higher-grade students. Have organized and delivered trainings on healthy meals/ diets to school teachers
5.2 Satisfaction with the material and technical support provided by WFP as applicable			
Overall satisfaction with the support provided by WFP	Overall satisfaction with the support provided by WFP	Not applicable	Not applicable
5.3 Contribution to school feeding			
Fruits from trees used to make compotes; products from greenhouses also used to prepare meals	Selling of honey to buy other products such as rice	Not applicable	Not applicable
SBCC			
No SBCC activity undertaken by WFP	No SBCC activity undertaken by WFP	No SBCC activity undertaken by WFP	No SBCC activity undertaken by WFP
Participation in training			
None participated in training but all participated in a seminar in the education department on the organization of school meals and the recipe book	Attended cooking demonstrations once, which however they could not apply because of lack of necessary equipment and no access to the proposed foods	None participated	Three years ago, the school administration participated in the training on management of the programme (storage of commodities, documentation and reporting)
Effect of COVID-19 pandemic			
Early closure of schools; remaining commodities were distributed to vulnerable families (1 bag of wheat flour and 2 litres of oil)	Early closure of schools; remaining commodities were distributed to vulnerable families	Early closure of schools; remaining commodities were distributed to vulnerable families	Early closure of schools; remaining commodities were distributed to vulnerable families

School visits observations			
Sughd	Rasht Valley	Khatlon	GBAO
Enabling factors			
Support from WFP is an incentive for parents to contribute; parents contributions; experience of the cook	Support from the local farm, support of the parents, micro-grants	Interest and engagement of the community Contribution of parents, provision of food commodities by WFP as well as the kitchen equipment, utensils and furniture	Active participation of parents
Hindering factors			
Number of kitchen staff not adequate Absence or inadequacy of canteen space No or inadequate hand washing in terms of its location with regard to the canteen	Vacant cook post In some schools, canteen is very old and needs renovation Need for equipment and dishes	Poor access to water for hand-washing. Poor condition of the kitchen and the canteen, lack of furniture and special cooking equipment	Poor condition of the kitchen, canteen There is no refrigerator to keep the food items and no oven to bake breads, therefore parents bake bread at home and bring it to school, which is a bit difficult for households living far from the school
Women participation in PTAs			
The majority of PTA members are women	All PTA members are men	Mixed situation	More women than men in PTAs
Additional remarks/suggestions for the future			
Additional staff for food preparation Renovation of kitchen and canteens; kitchen equipment (stove, water tank, etc.) Daily delivery of bread	Expansion of micro-grants to all schools, in particular to provide greenhouses and good quality seeds as almost all schools have their own land. Need for equipment for the schools such as refrigerators (e.g., to be able to store the goat milk produced through micro-grant support)	Appreciate WFP support and hope it will continue	Construction of a greenhouse in the school to grow tomatoes and cucumbers like the ones that AKF constructed in this community. Would be good also to include students from the higher grade into the programme, as some of them have to walk long distances (up to 7km)

**Table 10: Evaluation team findings along the five SABER school feeding goals**

SABER 2015 findings		ET findings (documentary review and interviews)	
<b>SABER Goal 1 Policy frameworks</b>			
1A. SF mentioned in NDS-2020 but not part of a published sectoral policy		SF mentioned in sectoral policies developed since 2016: National Strategy for Education Development 2016-2030, MPAN 2021-2025	
1.B There is no published national policy on SF, but a concept note developed		SSDSM 2017-2027 developed by a dedicated Interministerial Coordination Council with the support of WFP and SIFI approved in 2017 and policy/action planned currently being developed by interministerial task force with WFP & SIFI support	
<b>SABER Goal 2 Financial capacity</b>			
2A. SF not included in national planning		No funds allocated to SF in any relevant strategies & plans Ensuring stable funding and planning are mentioned among actions to be taken by the MoES in the SSDSM. A costing study is to be undertaken by the MoES with the support of WFP with a view to developing a plan for sustainable resourcing (included under MoES responsibilities in the 2021 MoES/WFP MoU)	
<b>SABER Goal 3 Institutional capacity and coordination</b>			
3.A. A formal national steering committee in place with a mandate of formulating a national SF strategy and in future coordinating the implementation of the strategy on a national level		In addition to the national steering committee, one regional council and 24 district councils established in Khatlon and 5 district councils in Republican Subordination. Slower progress reported for GBAO and Sughd	
3.B. No specific unit at the national level in charge of overall management of the SF		SF Centre (SFC) being established (MoES/WFP MoU). Establishment in progress: due to government funding constraints, WFP to provide funding for 1 <sup>st</sup> year	
3.C. No mechanisms to manage SF, based on national guidance		No progress	
<b>SABER Goal 4 Design and implementation</b>			
4.A. No state managed national SF operation, consequently, no government M&E plan for SF		MoES to conduct data collection & analysis of SF and to introduce relevant indicators in the Education Management Information Systems (EMIS) (under MoES responsibilities in the MoES/WFP MoU). Modernization of the SF monitoring module in the MoES data collection system planned with SIFI support; M&E training materials developed	
4B. No situation analysis conducted to assess the need for SF by the national Government and no state-defined targeting criteria and methodology		WFP and MoES to conduct joint situation analyses and needs assessments (mentioned in the 2021 MoES/WFP MoU)	
4.C. No national standards for food modalities and the food basket specifically developed for SF		A number of potentially required regulations (nutritional and safety standards for school meals, food procurement by schools, selling surpluses, taxation) not yet in place	
4.D. No national standards on procuring food as locally as possible		Resolution on the procurement procedure for SF in October 2019	
<b>SABER Goal 5 Community roles</b>			
5A. Roles and responsibilities of the community through SF management committees not defined in any national SF policy documents		Community involvement in the development of school meals and related economy sectors mentioned in the SSDSM but presently no legal obligation of the state nor of local governments to provide SF	
Emerging	Latent	Established	Advanced

Source: WFP/WB. 2015. SABER (SF) Country Report -Tajikistan; WFP Regional Bureau Asia and Pacific. 2021. Regional Review of SF evaluations conducted between 2010 and 2020. WFP/MoES. 2021; MoU between the Ministry of Education and Science and the WFP for Collaboration on Development of a Sustainable National School Feeding Programme; SIFI quarterly reports

**Table 11: Summary of school feeding field-level agreements 2021**

Partner	Duration	Cost	Objectives	Coverage	Outputs/Activities
Modality: Capacity strengthening - schools					
Public Organization Bargi Sabz	One year (April 2021-2022)	3,148,681.98 TJS	<p>Enriching the quality and diversity of meals through:</p> <p>Increasing income generation and management ability in schools;</p> <p>Creating model projects involving students, school staff and smallholder farmers from the community to engage local production and promote HGSE</p>	41 schools (14,442 schoolchildren) in 11 districts of Khatlon Region: Vakhsh, J. Balkhi, Panj, Jaihun, Farkhor, Temurmalik, Vose, Sh. Shohin, Kulob, Muminobod, Khovaling	<p>Construction of greenhouses in 24 schools, beekeeping in 5 schools, rabbitry in 9 schools and poultry breeding in 4 schools</p> <p>Training</p> <p>Schools and local authorities to cover costs pertaining to labour force to be engaged in construction to foster ownership and commitment from local communities as well as sustainability of investments</p>
Public Organization Binokor	One year (April 2021-April 2022)	224,813.42 TJS	Capacity strengthening of targeted SF schools through implementation of micro-grants	3 schools in Durakhshon village, Chashmasor jamoat, Fayzobod district	<ol style="list-style-type: none"> <li>1) Enhancement of schools' capacity through organizing of near-school beekeeping and bakery shop activities</li> <li>2) provision of honeybee families and bakery equipment, necessary tools and inventories to produce natural and high-quality honey and different bakery products</li> <li>3) Provision of thematical and on job training sessions to create near-school beekeeping and bakery shop for project participants</li> <li>4) Provide WFP with all the necessary documentation on project activities (e.g. attendance sheets)</li> <li>5) Provision of market channels for the commercialization of the school beekeeping and bakery shop produce</li> </ol>
Modality: Capacity strengthening - technical and specialist services					
Public Organization "Fund for Poverty Reduction" (FPR)	4 months June-September 2021	437,237.00 TJS	To strengthen the capacity of local stakeholders in the composition and implementation of district development programmes, including the mainstreaming of food security and nutrition, CC adaptation, SF and gender and diversity inclusion	Republican Subordination Lakhsh and Tojikobod districts	<p>Assistance in organizing and formalizing the process of composition of district development programmes and capacity strengthening of technical working groups in targeted districts</p> <p>Providing consultative and methodological support to the technical working group in the formulation of district development programmes with SF, nutrition, CC adaptation, gender and diversity mainstreaming through wide participatory dialogue</p> <p>Technical working groups for the composition of a district development programme in each target district are established and supported by the district chairperson's decree</p> <p>At least 20 technical working group members in each target district are trained on mainstreaming food security and nutrition, CC</p>

Partner	Duration	Cost	Objectives	Coverage	Outputs/Activities
					<p>adaptation, SF and gender and diversity inclusion into the composition of district development programme</p> <p>At least four onsite consultations on composition of district development programme main chapters with integration of food security and nutrition, CC adaptation, SF and gender and diversity inclusion priorities are provided to target district's technical working group</p> <p>At least two public hearings in target districts are organized and feedback integrated in the draft district development programme</p>
Social and Industrial Foodservice Institute (SIFI)	Two years January 2021- December 2023	1,745,204 USD	<p>Support to transition to a nationally owned SF programme</p> <p>Use school as a platform for advocating healthy diets and improved nutrition for the vulnerable</p> <p>Promote sustainable local food systems</p> <p>Raise public awareness on SF Programme and promote healthy nutrition</p>	Dushanbe, GBAO, Sughd and Khatlon as well as the Districts of Republican Subordination	<p>Support the transition to a nationally owned SF programme</p> <p>Provide policy, advocacy and institutional support for the government at both central and subnational levels to implement the national SF strategy</p> <p>Provide organization and management support for implementation of the SF programme through the establishment of regional training centres (in existing premises) for school cooks and other personnel (food handling, storage, etc.) and beyond through SBCC</p> <p>Develop and implement SF models that are optimal for specific contexts</p> <p>Self-review of the action plan implementation in 50 schools during the Phase 2 in order to inform opportunities for scale-up and document lessons learned for more effective design and efficient implementation</p> <p>Implement complementary activities to improve SF: expand to additional 200 schools based on results of the self-review</p> <p>Use of renewable energy sources to provide schools with hot water</p> <p>Installation of food storage and processing facilities and implementation of animal husbandry in school gardens</p> <p>Design SF models optimal for large cities (the project will assess current status of SF in urban context to inform possible models in urban and peri-urban settings (e.g., centralized kitchens and catering services))</p> <p>Use schools as a platform for advocating healthy diets and improved nutrition such as public events and school campaigns targeted at local communities</p> <p>Promote and enhance local food systems</p> <p>Home grown SF to foster the integration of local farmers into SF supply chains</p>

Partner	Duration	Cost	Objectives	Coverage	Outputs/Activities
					Provide food storage and processing centres under the frame of public-private partnership (PPP), such as centralized bakeries

# Annex XIII: SO3 Resilience – Additional Information

Table 12: SO3 – Asset creation and livelihoods outputs in 2018-2020

Activity (asset built or maintained)	Unit	T-ICSP 2018		T-ICSP 2019 (Jan-June)		CSP 2019 (July-Dec)		CSP 2020	
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Community woodlots	Ha			96	96	32	32	13.5	13.5
Gardens created	Ha	61	63.55	70	5	29	29		
School gardens created	Number	80	78	10	10				
Land cleared	Ha							45	47
Cultivated land treated with conservation measures and biological stabilization or agro-forestry techniques				364	364				
Agricultural land benefitting from rehabilitated irrigation schemes	Ha	102	102	500	2374	4,010	4,010	4,253	5,018
Agricultural land benefitting from new irrigation schemes	Ha	1340	1346			1,428	1,428		
Irrigation canals rehabilitated	Km	8	8	10	27	147	147	147.33	144
Irrigation canals constructed	Km	1	0.4	10	24	8	8		
Water tanks/tower constructed for irrigation/livestock/domestic use (0-5000cbmt)	Number			25	25	2	2		
Community water ponds for irrigation/livestock use rehabilitated/maintained	Number					2	2		
Community water ponds for domestic use constructed	Number					1	1		
Drainage canals constructed/rehabilitated	Metre					4,400	4,400		
Flood protection dykes constructed	Metre	7250	7266			300	300		
Footpaths, tracks or trails rehabilitated	Km					0.35	0.35		

Activity (asset built or maintained)	Unit	T-ICSP 2018		T-ICSP 2019 (Jan-June)		CSP 2019 (July-Dec)		CSP 2020	
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Feeder roads maintained	Km	5	4.5	6	6	4	4	155	155.05
Feeder roads built	Km					4	4		
Drinking water supply line rehabilitated	Km					6	6	28	28
Drinking water supply line constructed	Km					56	56	25	15
Live fencing maintained	Km					0.15	0.15		
Community common centres established/rehabilitated	Centre					2	2		
Social infrastructures and income generating infrastructures constructed (e.g. school building, market stalls, etc.)	Number			10	10	8	8	10	2
Social infrastructures and income generating infrastructures rehabilitated (e.g. school building, market stalls, etc.)				63	63			1	1
Assets built, restored or maintained by targeted communities	Number	2	2			21	21		
Latrines constructed	Number					2	2		
Wells or shallow wells built for domestic use	Number			24	24	60	60		
Tree seedlings produced/provided	Number					11,920	11,920		
Soil excavated from newly constructed waterways and drainage lines (not including irrigation canals)	M <sup>3</sup>	4500	4500	3420	3420				
Less than planned				Within or exceeding planned					

Source: T-ICSP ACR 2018 & 2019; CSP ACR 2019 & 2020

**Table 13: SO3 Asset creation and livelihoods outcome indicators**

Indicator and target	Gender	T-ICSP				CSP			
		Baseline	2018 follow-up	Baseline	2019 follow-up	Baseline	2019 follow-up	Baseline	2020 follow-up
<i>Consumption-based Coping Strategy Index (Average)</i>									
2018 T-ICSP target: < 18 2019 T-ICSP target <5 2020 target: <2	Female	19	5.15	8.57	3.97	NR	NR	3.97	11
	Male	22	4.29	4.77	2.44	NR	NR	2.44	7
	Overall	20	4.97	5.22	2.59	NR	NR	2.59	7
<i>Food Consumption Score:</i>									
<i>Percentage of households with Acceptable Food Consumption Score</i>									
2018 T-ICSP target: >80 2019 T-ICSP target: >42 2019 CSP target: ≥70 2020 target: ≥50	Female	80	70.5	13	69.4	27.5	75.8	27.5	91.7
	Male	72	77.1	17.9	85.30	48.7	82.8	48.7	94.4
	Overall	78	71.9	17.3	83.70	46.4	82.2	46.4	94.2
<i>Percentage of households with Borderline Food Consumption Score</i>									
2018 T-ICSP target: <10 2019 T-ICSP target: ≤42 2019 CSP target: ≤25 2020 target: ≤25	Female	11	26.5	31,5	25	27.5	18.2	27.5	8.3
	Male	17	14.3	50,20	12.6	34.4	14.9	34.4	5.6
	Overall	12	24.0	48	13.80	33.7	15.2	33.7	5.8
<i>Percentage of households with Poor Food Consumption Score</i>									
2018 T-ICSP target: <10 2019 T-ICSP target: <28 2019 CSP target: ≤15 2020 target: ≤15	Female	9.0	3.0	55.6	5.6	45	6.1	45	0
	Male	12.0	8.6	31.8	2.1	16.9	2.3	16.9	0
	Overall	10.0	4.1	34.6	2.4	19.9	2.6	19.9	0
<i>Food expenditure share</i>									
2018 T-ICSP target: <60 2019 T-ICSP target: <10 2019 CSP target: <30 2020 target: <45	Female	60.0	53.1	20.40	52.80	51.4	6.1	51.4	33
	Male	60.0	51.0	10.40	31.5	48.2	6	48.2	37
	Overall	60.0	52.6	11.60	33.6	48.5	6	48.5	37
<i>Livelihood-based Coping Strategy Index</i>									
<i>Percentage of households not using livelihood-based coping strategies</i>									

Indicator and target	Gender	T-ICSP				CSP			
		Baseline	2018 follow-up	Baseline	2019 follow-up	Baseline	2019 follow-up	Baseline	2020 follow-up
2020 target: ≥49.7	Female	NR	NR	NR	NR	NR	NR	25	0
	Male	NR	NR	NR	NR	NR	NR	43.8	13
	Overall	NR	NR	NR	NR	NR	NR	42	12
<i>Percentage of households using crisis coping strategies</i>									
2020 target: ≤20	Female	NR	NR	NR	NR	NR	NR	19.4	33
	Male	NR	NR	NR	NR	NR	NR	24.6	11
	Overall	NR	NR	NR	NR	NR	NR	24.1	13
<i>Percentage of households using emergency coping strategies</i>									
2020 target: ≤0.3	Female	NR	NR	NR	NR	NR	NR	5.6	50
	Male	NR	NR	NR	NR	NR	NR	0.3	53
	Overall	NR	NR	NR	NR	NR	NR	0.8	53
<i>Percentage of households using stress coping strategies</i>									
2020 target: ≤30	Female	NR	NR	NR	NR	NR	NR	50	17
	Male	NR	NR	NR	NR	NR	NR	31.2	23
	Overall	NR	NR	NR	NR	NR	NR	33.1	23
<i>Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks</i>									
2019 target: ≥50 2020 target: ≥50	Overall	NR	NR	NR	NR	0	NA	0	NA
<i>Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base</i>									
2019 target: ≥50 2020 target: ≥50	Overall	NR	NR	NR	NR	0	NA	0	NA
Less than respective year target			Within respective year target						

Source: T-ICSP ACR 2018 & 2019; CSP ACR 2019 & 2020

Data sources: WFP survey conducted in 2017 for 2018 baseline. Source of baseline for other years not specified. For some indicators, the 2019 follow-up figures are considered as baseline for 2020. NR: not relevant as indicator not included in ACR; NA: indicator included in ACR but not assessed.

**Table 14: Disaster risk reduction and resilience emergency response, floods and earthquake responses**

Region	Community / District	Floods response, 2021									Earthquake response 2018-2021								
		CFW	no. of persons engaging in CFW (if such support is provided)	fee amount gross for CFW per person	no. of families reached	type of assets rehabilitated	community mechanism in place to continue maintenance (Yes/No; if yes, what type, pls describe)	total budget for CFW and donor	any other interesting fact	food rations (no. of families)	type of response (CFW)	no. of persons engaging in CFW (if such support is provided)	fee amount gross (if CFW)	no. of families	type of assets rehabilitated	community mechanism in place to continue maintenance (Yes/No; if yes, what type, pls describe)	total budget for CFW and donor	any other interesting fact	food rations
Rasht	Rasht									One month food ration to 35 HHs	N/A	N/A	35	4houses reconstructed for 4 HHs	HHs will be able to conduct minor maintenance works / on-job coaching done	Total budget for reconstruction of 70Houses in all 3 districts: USD469,000	HHs contributed labour and materials / WFP worked closely with Govt through Committee of Emergency Situations / Govt contributed materials	35 HH (50kg Wheat Flour and 2l Veg. Oil / Per HH)	
	Nurobod																		
Rasht	Tojikobod									One month food ration to 268 HHs	N/A	N/A	268	65 houses reconstructed for 65 HHs	HHs will be able to conduct minor maintenance works / on-job coaching done	See above for total project cost	HHs contributed materials/WFP Worked closely with Govt through Committee of Emergency Situations/Govt contributed materials	268 HH (50kg Wheat Flour and 2l Veg. Oil / Per HH)	
	Sangvor									One month food ration to 268 HHs	N/A	N/A	1	1 house reconstructed for 1HH	HH will be able to conduct minor construction works / on-job coaching done	See above for total project costs	HHs contributed materials/WFP worked closely with Govt through Committee of Emergency Situations/Govt contributed materials	1HH (50kg Wheat Flour and 2l Veg. Oil / Per HH)	
Khatlon	Yakkah					Emergency response/No asset created	Emergency response/No asset created	WFP food contingency stock	One month food ration	204 HH (50kg Wheat Flour and 2l Veg. Oil per HH)									
		Food distribution	N/A	N/A	204														
	Kulob					Emergency response/No asset created	Emergency response/No asset created	WFP food contingency stock	One month food ration	1500 HH (50kg Wheat Flour and 2l Veg. Oil per HH)									
		Food distribution	N/A	N/A	1500														
Jomi	Food distribution	N/A	N/A	20					20 HH (50kg Wheat Flour and 2l Veg. Oil per HH)										
Khuroson	Food distribution	N/A	N/A	338					338 HH (50kg Wheat Flour and 2l Veg. Oil per HH)										

Source: Data from country office, shared December 2021.

**Table 15: Disaster risk reduction and resilience emergency response, COVID-19 response**

Region	Community / District	type of response (CIW)	no. of persons engaging in CIW (if such support is provided)	male	female	fee amount gross (if CIW)	no. of families (beneficiaries)	male	female	COVID-19 response		total budget for CIW and donor (CBT and FLA)	any other interesting fact	food rations
										type of assets rehabilitated	community mechanism in place to continue maintenance (Yes/No; if yes, what type, pls describe)			
GBAO	Ishkoshim	CIW	366			342,638.35 USD	5824	2792	3032	Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats	423,999.74	Households reported that the assets helped them increase their agriculture production while others reported that the projects have helped improve the natural environment. Households reported that the trainings and other support provided in the community have improved household's ability to manage and maintain assets. Households reported that the assets that were built or rehabilitated have improved the ability of any of household member to access markets and/or basic services such as water, sanitation, health, education.	CBT
			45							Afforestation	participating Communities were trained on forestry management			
			529							Drinking water supply system (rehabilitation)	Community structures in place, with support of Jamoats and Village heads were coached on maintenance and management of water supply system			
			22							Agricultural storage facility	households make use the storage facilities and were coached on minor maintenance works.			
			15							Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats			
	Rozhtqala	CIW	84				3350	1709	1641	Afforestation	participating Communities were trained on forestry management			
			7							Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats			
			251							Road rehabilitation (land to pasture)	Yes, Rehabilitated Road was handed over to the affiliates Minister of Transport (MoT) in GBAO and district to carry out utilization of the available resources to maintain already existing infrastructure assets on a periodic basis as well as on an annual basis as per the need			
			69							Animal shed	Communities make use of animal sheds and have so far have continued to do maintenance works and in some instances have made an extension to the animal sheds.			
			10							Afforestation	participating Communities were trained on forestry management			
			53							Drinking water supply system (construction)	Community structures in place, with support of Jamoats and Village heads were coached on maintenance and management of water supply system			
			65							Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats			
	Rushon	CIW	67				1629	812	817	Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats			
			100							Afforestation	participating Communities were trained on forestry management			
			69							Road rehabilitation (bridge)	Yes, Rehabilitated Road was handed over to the affiliates Minister of Transport (MoT) in GBAO and district to carry out utilization of the available resources to maintain already existing infrastructure assets on a periodic basis as well as on an annual basis as per the need			
			199							Road rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats			
	Shughnon	CIW	354				4301	2146	2155	Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats			
			140							Animal shed	Communities make use of animal sheds and have so far have continued to do maintenance works and in some instances have made an extension to the animal sheds.			
			35							Land improvement				
			55							Afforestation	Participating Communities were trained on forestry management			
45					Drinking water supply system (construction)									
40					Irrigation canal rehabilitation	Yes, Water supply systems will be maintained by the established Water User Committees and the overall control rests on the heads of Villages or Jamoats								
20					Road rehabilitation (bridge)	Yes, Rehabilitated Road was handed over to the affiliates Minister of Transport (MoT) in GBAO and district to carry out utilization of the available resources to maintain already existing infrastructure assets on a periodic basis as well as on an annual basis as per the need								
25					Mitigation works (terraces for avalanche mitigation)									



**Table 16: Country capacity strengthening for disaster risk reduction and resilience emergency response**

<b>institution</b>	<b>Type of trainings and main themes covered</b>	<b>no. of persons included</b>	<b>main results observed</b>	<b>type of mentoring or advisory support provided</b>	<b>main results observed</b>	<b>other type of CSS provided (pls describe what form)</b>	<b>main results observed</b>	<b>other interesting facts</b>
WFP and Government	Emergency Prepared Capacity Index (EPCI)	Government Institutions, NGOs	Capacity gaps in emergency preparedness identified and next steps drawn	Facilitation, technical support	EPCI Report will be shared			
Cooperating Partners	Asset creation, maintenance and utilization / on-site training	6,461	Project participants gained skills for utilization and maintenance of assets	On-site coaching	Participants created assets / rehabilitated assets / utilized assets			
WFP and Cooperating Partners	COVID-19 awareness	All beneficiaries (6,461)	COVID-19 preventive measures observed	COVID-19 message dissemination	COVID-19 preventive measures observed			
Committee of Emergency Situations and Civil Defense	WFP handed over IT equipment worth USD 38,507 to Information Management and Analytical Centre (IMAC) in Sughd region to strengthen IMAC's capacity at the regional level. The equipment included brand-new GPS navigators, cameras, laptops, tablets, printers as well as other IT related items. This was followed by training government staff in GIS and use of equipment.	CoES / Government staff		Training on use of IT equipment		The IT equipment donation aimed at enhancing the CoES emergency preparedness, early warning and response capacity in the event of a natural disaster. The IT equipment was purchased with help of multilateral contribution	Enhanced emergency preparedness	WFP and Committee of Emergency Situations and Civil defense (CoES) formalized their cooperation by signing a MoU for collaboration in the area of Emergency Preparedness, Response and Disaster Risk Reduction and Climate Change Adaptation

Source: Data from CO, shared December 2021.

Table 17: Disaster risk reduction and resilience food assistance for assets 2019

		FFA/2019										
Region	Community / District	type of response (CFW)	no. of persons engaging in CFW (if such support is provided)	fee amount gross (if CFW)	no. of families (beneficiaries)	male	female	type of assets rehabilitated	community mechanism in place to continue maintenance (Yes/No; if yes, what type, pls describe) YES	total budget for CFW and donor (CBT and FLA costs)	any other interesting fact	food rations
GBAO	Shugnan	CFW	25	31897.64	169	87	82	Irrigation canal rehabilitation	Management Committees were established (each per sites). There is a head of group and the rest of the participants are members of the committee. Members monitor and control the canals functioning and bring up to the attention of community if any issue arise. The maintenance funds allocation and other measures are taken by the community in community meetings.	43,298.05	Households reported that the assets helped them increase their agriculture production while others reported that the projects have helped improve the natural environment. Households reported that the trainings and other support provided in the community have improved household's ability to manage and maintain assets. Households reported that the assets that were built or rehabilitated have improved the ability of any of household member to access markets and/or basic services such as water, sanitation, health, education.	CBT
	Roshqala	CFW	15		85	46	39					CBT
	Rushon	CFW	194	615	325	290	Drinking water supply system (construction)	For water supplier scheme's sustainability, Water Users Committee (WUC) were established at each project sites within the VOs management structure by MSDSP. WUC consist of head of the committee and two technical assistants. At each household there is a water counter installed, based on which the HH pays for the volume of liters consumed. The fee payment varies based on seasonality, for the winter it is fixed at 10 somoni per HH, since the water in the system must circulate in order not to freeze the system, however for the summertime it is 0.01 Somoni per consumed liter. The collected fee's amount is kept by the head of the WUC and use to purchase spare materials based on need and the report is provided to community members on quarterly bases during the VO's meetings.	CBT			
	Ishkashim	CFW	40	5,623.95	189	92	97	Irrigation canal rehabilitation	After completion of the construction and reconstruction of water irrigation canal it became the property of Water Users' Committees (WUC), which was established under the Community Organization (CO). The WUAs and VOs responsible experts maintain direct supervision of the assets condition and continue to maintain them.	3,777.61		CBT
Rasht	Lakhsh	CFW	132	24,002.92	1066	611	455	Irrigation canal rehabilitation Agricultural land benefited from rehabilitated irrigation	The farmers of related DFs and WUA in Lakhsh district are responsible for use and further track of the maintenance of the assets. The asset created is owned and maintained by WUA "Mukur" and "Jenger" with its members, supervised by Lakhsh Water Department and Lakhsh LA	31,100.74		CBT
	Rasht	CFW	77	11,604	640	364	276	Irrigation canal rehabilitation	After completion the planned cleaning of this canal, about 57 hectares of orchards 505 hectares dekhlan farms and 218 hectares of land plots of inhabitant of four villages are fully irrigated. The regular maintenance and services of this canal are under responsibility of the local VO's and community of four villages, which is using this canal.	4,644.52		CBT
			51	14,908.74	749	414	335	Drinking water supply system (construction)	The farmers of related DFs and WUA "Emom Muhiddin" were identified as responsible party for use and further maintenance of the asset. The assets are now owned and maintained by WUA "Emom Muhiddin and Halkari-Poyon" villages/sites and its members, and are supervised by Rasht Water Department and Rasht LA provides for the further maintenance and care of the asset by ensuring that there is an adequate supervision and management for the delivery of drinking water, creating and collecting transparent land and water use payment system; directing reserved WUA's resources to hire responsible persons to provide daily supervision of the assets, undertake maintenance activities and/or inform accordingly the responsible persons to mobilize required resources, including if required additional laborers, for major repairing works	16,821.04		
	Tojikobod	CFW	200	36,362.42	1630	947	683	Irrigation canal rehabilitation	The farmers of related DFs and WUA in Tojikobod district are responsible for use and further track of the maintenance of the asset. The asset created is owned and maintained by WUA "Darai-Nushor, Kuli-Kalon and Shahriston villages/sites" and its members, is supervised by Tojikobod Water Department and Tojikobod LA. WUA hire responsible persons who provide daily supervision of the assets, undertake possible living activities and/or inform accordingly the responsible persons of owners to mobilize means and labor for major repairing works. Presently, WUA has three water watchmen, who are undertaking daily water distribution and system's control activities; - WUA's fee collection means is also directed to proper management of WUA's staff involvement on appropriate use of the assets. Also, Hukumat of Tojikobod district remains the main executive authority who will take necessary actions to track, monitor and forecast the potential hazards on the created assets and mobilize the resources to avert any negative results	53,838.15	The socio-cultural aspects of women of local village, and as well institutional and management capacity of women was enhanced through organizing of the different trainings and meetings. And as well it was important to assess an economic and financial aspects and environmental protection of both gender parties during project implementation. All finding mainstreaming were studied and reflected in project outcome results.	
			61	8,194.20	523	285	238	Irrigation canal rehabilitation	After completion the planned cleaning of this canal, about 25 hectares of orchards, 210 hectares dekhlan farms and 105 hectares of land plots of inhabitant of four villages are fully irrigated. The regular maintenance and services of this canal are under responsibility of the local VO's and community of four villages, which is using this canal.	3,064.31		CBT
	Sangvor	FFW	110	N/A	897	512	385	Rehabilitation of classrooms/canteens	Overall maintenance of the assets is the responsibility of the LAs, Education Department and communities. Local authorities are ensure timely repair and monitoring of school condition to avoid asset damage. Local authorities ensure timely repair and environment and sustainability.	N/A		13,915 mt
tree planting activities								Further planted trees around schools help to improve school environment and sustainability.	N/A			

Khaton	Muminobod	CFW	29	1666.87	137	115	82	construction of fruit drying and packing facilities	This is a first fruit drying facility in Muminobod district which is addressing the problems of annual fruit wasting, demonstrated and proposed innovative solution for resolving problems related to annual fruit wasting in the district;	75264.84	after establishment of the fruit drying facility, a total of 12 women and 6 men from poor households of Buston village are provided with the permanent job places and they are getting salaries; 4. All 123 households of Buston village have access to the established fruit drying facility where they can dry their collected fruits with reduced fee and thus enable them to keep products for a longer time. Households of Buston village pay only a small fee which is used to cover the cost of utilized electricity and maintenance of equipment.	CBT
	Qabadian	CFW	309	43967.46	2527	1250	1277	irrigation and drainage canals Feeder road rehabilitation medical facilities & school buildings rehabilitation	Despite provided excavator is of medium size, the Water Users' Associations use the excavator in accordance with established schedule.  Both school buildings have been handed over to the administration of the school. Further maintenance of the buildings under the responsibility of administration of school 41. For the annual refurbishment of the buildings the school used a small part of the school's per capita fund and donations provided by parents. However, medical facilities received small funds from the local government that can be used for annual repairing works.	56,913.38		
	Vakhsh	CFW	253	34469.1	1235	654	581	rehabilitation of irrigation water and drinking water supplies system	Department of Land and Irrigation of the Vakhsh district and the State Committee for Water Supply of Jomi district are responsible for the preservation, maintenance, technical malfunctions, and distribution of water to the population and ensuring the smooth operation of these facilities. The Department of Land and Irrigation of the Vakhsh and the State Committee for Water Supply of Jomi district quarterly report on the status and progress of work of the facilities before jamoat, hukumat and the population of target communities.	61,889.42	Improved the water supply system in two districts through the creation of water reservoir and maintenance the building of Pump Station Toshrobd; cleaning the pond of Mehrobd. Now the population of target communities have accesses to the drinking and irrigation water for a long time.	
	Vakhsh	CFW	187	28,357.66	1689	792	897	rehabilitation of drinking water supplies system	After the project targets were achieved and the infrastructure was in place to start the supply of drinking water to four villages, Tojikobod had signed agreements with all water-users in villages on provision of water-supply services. The fee collected from the population for the amount of water used, serve as a main source for Tojikobod to maintain the system to be operational.	53,055.82		
	Temurmalik	CFW	112	10466.69	601	313	288	irrigation and drainage canals	The District Water Department allocated a water specialist to control and oversee the overall process of annual canal cleaning. On canal cleaning days the water specialist divided the section of the canal that need cleaning into segments of equal length, assigning one segment to each work participant. 61ha of degraded lands are regenerated and became productive again and accumulated waste in the second half of the canal is removed.	13,831.05		
	Panji	CFW	218	30,002.96	1502	736	766	Rehabilitation & construction of community assets	Replaced pumping sets at the pumping stations number 5 and 6 were properly installed and the are well functioning. The pumping sets were handed over to the water supply Department of Jalhun district. The department is the responsible entity for further operation and maintenance. In close collaboration with existing Water Users' Associations and Dehkan Farms, the Water Supply Department collected water fees from water users. A part of collected resources was spent on the overall maintenance of the pumping stations including installed pumping sets. The Water Users' Association as the owner of the rehabilitated irrigation canals in Navobod village is responsible for further cleaning and rehabilitation of the rehabilitated assets.	51,945.73		
	Jayhun											
DRS	Faizabad	CFW	103	27,525.11	704	385	319	Construction / Rehabilitation of drinking water supply facilities (wells, water reservoirs and water supply systems), bridges and road.	After completion of the project, District Water departments jointly with community, remained the main executive authority who took necessary actions to track, monitor and forecast the potential hazards on the rehabilitated asset and mobilized the resources to avert any negative results every year. Local Executive authorities of the districts maintain direct supervision of the assets condition and continue consultancy services. The community-level organizations (Water Users Associations) are critical to coordinating the use of the drinking water supplies. The poor community in these villages, men and women equally benefited from the created/rehabilitated assets and have access to them.	41,166.57		
	Rudaki		37		532	272	320					
	Faizabad	CFW	30	4012.66	150	76	73	2 Greenhouses management	For sustainable protection and action of greenhouses, created a group of common interests (GOI) from the number of active populations of the village, it has 3 people. They conduct monitoring of the project jointly with community and take necessary actions to track, monitor and forecast the potential hazards on the rehabilitated asset and mobilized the resources to avert any negative results every year. Local Executive authorities of the districts maintained direct supervision of the assets condition and continue consultancy services. The poor community in these villages, men and women equally benefited from the created/rehabilitated assets and have access to them.	53,302.23	Despite an important role of the agriculture in the economy of the district, there are only two big greenhouses in Faizobod, and their capacities are insufficient to adequately cover the needs of local population, especially during the winter season. Therefore, construction of greenhouses is considered as one of the priorities in the development plan of the district (DDP). In addition to this, construction of greenhouses significantly improves the livelihoods of rural communities by diversification of the income sources, which increase their capacities to natural shocks and disasters currently.	
	Faizabad	CFW	162	3,394.61	394	522	472	House Renovations for Energy Efficiency	Thirty-six professional masters (4 per district) were trained on the spot to perform technical work (insulation of the ceiling and installation of double glazing windows) as per requirements. This project employed climate change adaptation approach whereby awareness of EES and capacities of implementing EES activities related to housing in target community was raised. The project also contributed to create the capacity (supply side), through the training of the population and professional masters, to answer the demand.	89,661.64	Notigul lives in the village of Chukchurak, in the jamoat of Dustmurod Ai. She is 67 years old, and had two daughters: one married an old man who is now tetraplegic, they never had any children; the second daughter lost her husband a few years ago, and is now the second wife of a man living in Vahdat, with whom she had two children. Her new husband wants her to live with him, which she has refused so far, to stay with her mother who fully depends on her.	

Devashkich	CFW	358	66,250.43	1802	323	873	protection facility	Improved and increased the agriculture productivity in the targeted villages for further income possibilities.	79,086.66		
							Construction of school				
							Tree planting				
							Installation of irrigation pipeline				
J.Rasulov	CFW	114	14,050.72	538	353	239	8 Greenhouses management	Created greenhouses provides good opportunity for schools to cultivate and produce own off-season crops chosen for hardiness in cold weather and a short growing season. The produced crop is directly used for the purpose of School Meals programme, and schools' children benefit from fresh organic products. Also, at the same time, the extra harvest received will be sold or bartered to cover other school expenses. School authorities in close assistance of PTA's are responsible for overall management and maintenance of the asset.	88213.89	constructed greenhouse used as demo-plot for schoolchildren to receive knowledge on agriculture opportunities and practice in a lesson of botany. Also, it offers an opportunity for school personal to teach children about nutrition including the importance of nutrient intake in the home-grown products.	CBT
K.Kanibodom											
B.Ghafariyov											
Devashkich	CFW	446	90,605.51	2,401	1,232	1,169	Installation of irrigation pipeline	Management Committees were established (each per sites). There is a head of group and the rest are members. They monitor and control the canals and bring up to the attention of community if any issue arise. The maintenance funds allocation and other measures are taken by the community in community meetings.	100,704.64	constructed greenhouse used as demo-plot for schoolchildren to receive knowledge on agriculture opportunities and practice in a lesson of botany. Also, it offers an opportunity for school personal to teach children about nutrition including the importance of nutrient intake in the home-grown products	CBT
K.Mastchoh											
Ayni	CFW	60	11,946.67	278	126	152	Construction of schools' kitchen facilities and warehouses	Created and improved feeding conditions, and improved their children's nutrient consumption while at education entities.	17,705.49		CBT
	CFW	52	10078.2	311	158	153	construction of fruit production workshop and warehouse	Overall maintenance of the assets became the responsibility of DF "Tojiliston" and related PO "Zarafshon", with the assistance of their members and by the means collected for services, these entities sustainably maintain the assets. The reserved means would be directed for following care of the assets: responsible personnel were assigned who would provide daily supervision of the assets, undertake possible fixing activities and/or inform accordingly the responsible persons of owners to mobilize means and labor for major repairing works of the warehouse and workshops; payment system for transparent collection of means were created to ensure reserved means for maintenance of the asset. Hukumat of Ayni district/ Jamoat of Shantuj remain the main executive authorities to take necessary actions to track, monitor and forecast the potential hazards on the created assets and mobilize the resources to avert any negative results.	10078.2		CBT
Devashkich,	CFW	358	66,250.43	1,802	323	873	Installation of Ir/WSS and flood channel protection	After completion of the project District Water departments jointly with community remained the main executive authority who took necessary actions to track, monitored and forecast the potential hazards on the rehabilitated asset and mobilize the resources to avert any negative results every year.	79,086.66	3631m of pipeline installed; 1500m of pipeline restored; 40662m of irrigation canal including inner orchard canals restored.	CBT
Asht	CFW	149	30,759.78	696	349	347	Installation of Ir/WSS and Dr/WSS	After completion of the project District Water departments jointly with community remained the main executive authority who took necessary actions to track, monitored and forecasted the potential hazards on the rehabilitated asset and mobilized the resources to avert any negative results every year. 4 km of irrigation canals constructed /rehabilitated; 278ha of agricultural land benefiting from new irrigation scheme; 2 assets built, that includes: eating, cooking, washing places and a warehouse.	39,540.05		CBT
	CFW	51	6028.45	275	137	138	Flood channel protection				
Shahriston	CFW	76	13,718.67	441	215	226	tree planting	2 water capturing basins constructed; 2.6km of irrigation concrete canal tray is re-installed creating possibilities to irrigate 500ha of rain-fed lands.	34,773.45		CBT
Panjakent	CFW	127	22,112.72	539	276	263	school kitchen construction	4950m of pipeline installed; 3320 of fruit trees planted; 29ha of land improved;	42,394.63		CBT
Zafarabad	CFW	72	7,218.03	445	206	239	Installation of irrigation/dinking pipeline	The specialists of the DFs maintain direct supervision of the asset condition throughout it use, be responsible to undertake daily supervision of the forest belt, watering trees, replacing dried trees with new ones, and/or inform accordingly the responsible persons of owners to mobilize means and labor for major fixing works. Overall maintenance of the forest belt is the responsibility of farmers. With the assistance of DFs in the Jamoats and by the means collected for membership, they are providing following care of the asset.	7,218.03		CBT
Sughd	CFW	163	10,025.23	1,103	505	538	tree planting	After completion of the project and creation of orchard, the institution and community are responsible to track further maintenance of the assets. Therefore, orchard belonging to particular school in districts and responsible members of taking care of it.	20,075.23		CBT

Source: Data from country office, shared December 2021.

**Table 18: Disaster Risk Reduction and Resilience Food Assistance For Assets 2018**

Region	Community / District	type of response (CFW)	no. of persons engaging in CFW (if such support is provided)	fee amount gross (if CFW)	no. of families (beneficiaries)	male	female	type of assets rehabilitated	FFA /2018		total budget for CFW and donor (CBT and FLA costs)	any other interesting fact	food rations
									community mechanism in place to continue maintenance (Yes/No; if yes, what type, pls describe)				
Khaton	Bahi	CFW	55	9,859.40	320	152	168	Tree planting and increasing of agriculture productivity	After completion of project activities, beneficiaries are continuing cultivation of food crops in these 34 land plots and taking care about trees. Because schools do not have means to pay salaries for providing gardening services, project beneficiaries are allowed to raise half of the harvested fruits and vegetables for their family needs. This way both project participants and schools continue benefiting from land plots and fruit trees in the future.		10,384.42		CBT
	Qabadian	CFW	190	32822.5	1899	845	1,054	irrigation and drainage canals	Properly cleared and deepened drainage canals effectively contributed to absorption of excess soil water in the surrounding areas. Productivity of existing agricultural lands around the canals is maintained and enhanced as the result of drainage improvements on the croplands.		38,917.90		CBT
DRS	Rudaki	CFW	146	12,247.16	811	397	414	Rehabilitation of drinking water supply facilities (wells, water reservoirs and water supply systems), bridges and road	The community-level organizations (Water Users Associations) are critical to coordinating the use of the drinking water supplies. The poor neighbors from this village, men and women equally, were benefited from the created/rehabilitated assets and have access to them. In addition, constructed drinking water supply system is significantly shortening the traveling distances to sources of safe potable water, thus leaving more time for the households to engage in other income-generating activities. Number of waterborne diseases in villages is significantly decreased due to decreased consumption of polluted water from river.		12,247.16		CBT
Sughd	reconstruction of Kani, Konibodom, Devashtich, Istaravshan, B. Gharurov, Istara, J. Ravonjau and	CFW	269	46539	1607	805	802	creation of tree orchards. Increasing the agriculture productivity in the targeted schools for further income possibilities	The planted trees help local communities to prevent soil erosion, to protect cultivated lands from natural disaster, to provide rural and urban people with fresh fruits and to preserve a population ecology conditions.		46539		CBT
	Devashtich	CFW	695	75,449.77	3793	1889	1904	construction and reconstruction of irrigation water supply system and tree planting	Overall maintenance of the assets was the responsibility of the local communities and dehqan farms. Created and restored irrigation water supply systems and tree/bush plantation assets within this project have a positive impact on overall food security situation, social-economic condition of the local people as they can improve the agriculture product, increase family income, reduce land degradation and be more resilient to drought.		75449.77		CBT
	Asht	CFW	235	36,966.62	1,259	635	624	construction and reconstruction of irrigation water canals and pipelines	Constructed and rehabilitated irrigation water supply systems in targeted villages now are under the use of local communities, farmers and WUA's members of Asht district. The responsible experts of owner entities are responsible to maintain direct supervision of the assets condition throughout its use; FFA met immediate living needs of vulnerable population of the targeted areas and ensured building of assets for prosperous future and assists communities to gain climate change adaptation skills		36,966.62		CBT
	Zafarabad	CFW	52	7218.03	290	144	146	reconstruction of irrigation water canals	Agency of Land Reclamation and Irrigation (ALRI) of Zafarabad District, WUAs members and farmers of related DFs are responsible for use and further track of the maintenance of the asset. The asset created is in the balance and should be maintained by ALRI. This entity realizes the importance of the assets for the future development of the rural livelihood, and therefore the achieved results are sustained in the years to come		7218.03		N/A
	Mastohoh, Kuhi	CFW	62	10,416.26	378	186	192	installation of irrigation pipeline	Dehqan Farm "Bevomul" members, the farmers of the village were responsible for use and further track of the asset maintenance. The asset was contributed to wellbeing of the vulnerable households and women headed families in multiple ways by creating income opportunities to have more lands for cultivation and less relying on labor migration for the youth.		10,416.26		CBT

Source: Data from country office, shared December 2021.

# Annex XIV: EQ4 – Additional Information

Table 19: Assessment of assumptions underpinning WFP work during the reference period

From inputs and activities to outputs	
<b>Proactive engagement</b> from government stakeholders	The partnering government agencies have been engaged and interested in working with WFP. However, the communication and initiative still come from WFP rather than the government, hence constant WFP impetus is still required
Availability of <b>financial and human resources</b>	WFP has struggled with both financial and human resources across the reference period. Particularly challenging was the engagement within the SO3 (Resilience). This hindered the achievement of results
<b>Uninterrupted pipeline</b> , and <b>sufficient funding</b> available	Partially met (e.g., suppliers constraints have led to late arrival of some commodities for SF). In particular, issues were noted in light of COVID-19 global restrictions and challenges
<b>Ability to deliver</b> food (all commodities and in the right quantities) and cash <b>in a timely manner</b>	Partially met (funding constraints have led in reductions in rations)
Availability and sufficient <b>capacity of cooperating partners</b>	Met. Implementing partners were generally available and had sufficient capacity to implement their deliverables
<b>National commitment and openness</b> to capacity strengthening initiatives	Mixed. In general, government institutions are happy to receive the capacity strengthening support though many institutions encounter competing priorities, particularly in light of evolving COVID situation (e.g., as regards SF some regional/district councils not operational due to competing priorities)
Mutual interest in <b>partnership building</b> between the Government, WFP, partners and the donors	Yes as evidenced by MoES/WFP MoU signed in July 2021 and UN agencies commitment to work together in the area of nutrition affirmed in the recently adopted UN Strategic Framework for Nutrition
From outputs to outcomes	
<b>Government. allocates necessary financial resources</b> at different levels to implement new knowledge and capacities	Not met. Despite the fact that policy solutions were adopted for SF, no financial resources were allocated. Similar context is in other areas of WFP engagement
<b>Government. translates acquired knowledge and capacity into policy and operational decisions</b> ensuring that the needs of vulnerable populations are met in times of crises and in line with the priorities of promoting resilience	Partially met. The adopted SF strategy (SSDSM 2017-2027) has provides a good basis for the SF policy/action plan being currently elaborated. In the area of Resilience (SO3) – capacity and equipment has been enhanced for improvements in terms of emergency preparedness, though more work is required
WFP systems and processes are adapted and transferable to <b>government.-led processes and arrangements</b>	Partially met. In the case of SF, there is a wealth of knowledge on the SF models and approaches. However, more work is needed to translate them into government-lead processes Some work was done in terms of emergency preparedness, but it is too early to assess the extent to which government institutions are capable to translate them into their processes and arrangements
Provided knowledge triggers <b>change in behaviour</b> amongst children and their parents	Yes (positive results of SBCC nimble trials)
<b>Community ownership, engagement and willingness</b> to make contributions to increased food security and nutrition	Mixed. There are substantial contributions from PTAs to SF. However, WFP could have done more to engage with affected populations directly and consult with them about priorities and areas of engagement
Knowledge acquired by caretakers triggers <b>change in infant and child feeding practices</b> and prevention of malnutrition	Yes, though it is limited to targeted areas/communities/families. There is still work to do to scale up the efforts to cover more population
Selected assets have <b>positive influence on productivity</b> (e.g. increased output per hectare, increased hectares under	Yes, though their sustainability is at times questionable due to lack of local maintenance/governance mechanisms

production, increased hectares irrigated, diversification to higher value crops, increased agricultural and forest biodiversity etc.) and on improvements in livelihoods options	
<b>From outcomes to impact</b>	
Government. demonstrates <b>political commitment</b> to increase evidence base, to design and adopt necessary legal and institutional frameworks and adequate national resourcing to: i) <b>implement the school meals programme</b> at scale and ii) <b>integrate the SCOPE CODA platform</b> into the national IMAM programme; and iii) develop and implement <b>evidence based coherent emergency preparedness and disaster risk reduction measures</b>	Yes, to large extent. Government commitment to take over SF confirmed through MoU but not yet financial commitment to implement SF at scale So far very limited potential of integration of SCOPE CODA into national system There is commitment by CoES to work on the design and adoption of necessary legal and institutional frameworks and adequate national resourcing for emergency preparedness and disaster risk reduction measures. However, there is a lot to do to actually achieve this
Government. demonstrates the required <b>commitment and capacity to allocate funding</b> from its national budget for adopted programmes	No
Levels of <b>political stability</b> that do not deteriorate, <b>no national disasters</b> or other types of disruption	Tajikistan is vulnerable to political, socio-economic and environmental influences or disruptions

Source: ET.

# Annex XV: Findings-Conclusions-Recommendations Mapping

Recommendations	Conclusions	Findings
<p><b>Recommendation 1.</b> The next CSP intervention logic should ensure deep interlinkages between humanitarian assistance and development interventions, capitalizing on the added value of WFP corporate capacity and its strategic shift towards country capacity strengthening to maximize its delivery of more sustainable results in line with WFP commitments to the humanitarian-development nexus.</p> <p><b>Recommendation 1.1</b> Devise the intervention logic based on evidence of approaches that were proven to bring results; on lessons learned from implementation of this cycle of CSP and outstanding gaps within WFP thematic areas. The new CSP intervention logic should take into account what can realistically be achieved based on resource mobilization possibilities and a definition of credible assumptions that may curtail ambitions that are too unrealistic.</p> <p><b>Recommendation 1.2</b> Devise and integrate sustainability measures across all thematic areas with full consideration of risks and mitigating factors. In particular, sustainability measures for asset creation interventions, such as support to local governance/maintenance or mobilization mechanisms, should be conceptualized and implemented.</p>	<p><b>Conclusion 1:</b> WFP strategic directions of investing in direct support to delivery of SF, nutrition services and disaster risk response with incremental integration of CCS measures were highly appropriate and remain so in light of Tajikistan’s developmental agenda and geopolitical and socioeconomic challenges</p>	<p><b>Finding 1:</b> WFP country strategies are aligned with Tajikistan’s national development and sector priorities relating to food security and nutrition, education and disaster risk reduction (DRR). Selection of some policy alternatives in the above-mentioned areas is being directly attributed to WFP, notably in SF as discussed in EQ 2 below.</p> <p><b>Finding 1.1:</b> The T-ICSP and CSP are aligned with government priorities on school health and nutrition and more specifically SF. WFP SF interventions have been comprehensive and aligned with the SSDSM 2017-2027, however a national SF policy action plan (under development) and a definite stable funding have not yet materialized</p> <p><b>Finding 1.2:</b> The T-ICSP and CSP are aligned with government priorities on food security and nutrition, and assisted the Government in their implementation, particularly at subnational level</p> <p><b>Finding 1.3:</b> The T-ICSP and CSP are aligned with the Government’s priorities on DRR</p> <p><b>Finding 1.4:</b> The WFP shift towards CCS reflects the national humanitarian-development nexus context. Such efforts are still only slowly emerging and could have benefitted from more attention in the design of WFP interventions</p> <p><b>Finding 2:</b> The CSP and T-ICSP respective designs were informed by evidence collected through analytical studies initiated by WFP in consultation with central Government. The quality and depth of consultations with subnational government instances and communities is less visible</p> <p><b>Finding 3:</b> The T-ICSP and CSP are consistent with national SDGs priorities and targets, particularly within SDG 2 (zero hunger) and SDG 17 (partnerships)</p> <p><b>Finding 4:</b> The T-ICSP and CSP addressed the needs of the most vulnerable through targeting food insecure and climate disaster-prone areas. There is a strong and maintained focus on addressing gaps in services and unmet needs of schoolchildren, pregnant and lactating women and children 6-59 months and other vulnerable groups (such as populations affected by natural disasters or COVID-19, populations living in isolated and disaster-prone areas, etc.) when it comes to nutrition and SF, and DRR</p>

<p><b>Recommendation 1.3</b> Continue investing in consultation mechanisms for participatory decision making in the design of WFP programme interventions by strengthening mechanisms to reach out and consult with affected populations in targeting food assistance for assets activities and other relief and development activities as well as the community feedback mechanism.</p> <p><b>Recommendation 1.4</b> Integrate GEWE, disability and accountability to affected population principles into CSP design and implementation.</p>		<p><b>Finding 5:</b> There is evidence showcasing the ability of WFP to adapt to the evolving local context and needs throughout the T-ICSP and CSP implementation, pointing to continued relevance of the chosen strategies and interventions</p> <p><b>Finding 6:</b> T-ICSP and CSP are aligned with the wider United Nations development framework</p> <p><b>Finding 7:</b> WFP engages in strategic partnerships with other UN agencies and development partners, utilizing and building on its comparative advantage in Tajikistan</p>
<p><b>Recommendation 2.</b> Develop and implement a country capacity strengthening strategy focusing on areas where WFP can add value.</p> <p><b>Recommendation 2.1</b> Conduct an assessment of country capacity strengthening needs of government institutional partners at national and subnational levels along the five policy pathways to collect data on capacity gaps, needs and priorities. Functional and/or fiscal analyses could be considered as useful tools for such assessment as exemplified by the school feeding public finance analysis.</p> <p><b>Recommendation 2.2</b> Based on the findings of the assessment (2.1 above), conceptualize a Tajikistan-specific country capacity strengthening approach along the five policy pathways. Include main partners (Government, cooperating partners, donors, etc.) in the consultation on country capacity strengthening approaches and</p>	<p><b>Conclusion 2:</b> The shift towards country capacity strengthening is appropriate, but WFP capacity to deliver country capacity strengthening interventions beyond the individual level is weak</p>	<p><b>Finding 15:</b> WFP capacity strengthening efforts theoretically follow a multi-dimensional approach, envisaging operations at different levels<sup>5</sup> and at different domains and activities.<sup>6</sup> Operationalization of such WFP CCS efforts is slow, resulting in a narrow focus on central Government with some limited subnational level engagement</p> <p><b>Finding 16:</b> There has been slow progress in terms of transition and hand-over of SF to the Government since 2018 with further setbacks due to COVID-19 in 2020, despite sustained advocacy, policy dialogue and technical support efforts by WFP</p> <p><b>Finding 17:</b> WFP CCS efforts to strengthen capacities to target, design and implement effective nutrition strategies are still fragmented, leading to modest outcome level results. WFP contributed to the development and adoption of the food fortification law and is undertaking necessary assessments to facilitate its implementation</p> <p><b>Finding 18:</b> WFP CCS efforts to strengthen capacities to target, design and implement effective emergency preparedness and disaster risk reduction strategies are only emerging. This evaluation could not measure effects on strengthening partners' capacities or related outcome-level results</p> <p><b>Finding 34:</b> WFP T-ICSP and CSP design, implementation and adaptation have been informed by WFP-led studies and other analytical reports made available over the reference period, despite the fact that WFP did not conduct needs assessments for CCS</p>

<sup>5</sup> At the national, regional/district and community levels.

<sup>6</sup> WFP capacity strengthening contributions are focused on three domains of intervention: (1) Individual; (2) Organizational; and (3) Enabling environment with investments in (i) advocacy; (ii) policy dialogue; (iii) informing policy advice.

<p>their conceptualization.</p> <p><b>Recommendation 2.3</b> Mainstream country capacity strengthening activities across all WFP thematic interventions. The new CSP should ideally have country capacity strengthening as fully (and visibly) mainstreamed across all thematic interventions with clear country-specific country capacity strengthening activities, outputs and outcomes.</p> <p><b>Recommendation 2.4.</b> The country capacity strengthening monitoring framework should include a set of intermediate objectives, baselines, process milestones and targets along with their accompanying qualitative and quantitative indicators. The indicators should go beyond WFP corporate indicators to include country-specific indicators, to help WFP to understand the effectiveness, impact and sustainability of country capacity strengthening efforts in Tajikistan.</p> <p><b>Recommendation 2.5:</b> Implement country capacity strengthening efforts in conjunction with national structures, applying a cascade approach to transfer information to the subnational level appropriately.</p>		<p><b>Finding 39:</b> The growing demand for handover of SF and systematization of CC and resilience efforts underpins the partnerships and assists continued relevance of WFP work. WFP performance was also boosted through good partnership with the Government, cooperating partners and UN agencies as well as investment in generating evidence on main themes of focus, albeit to lesser extent CCS</p> <p><b>Finding 40:</b> Internal hindering factors relate mostly to a large proportion of vacancies in key positions in the country office and the skills profile of staff which has yet to be fully adapted to reflect and support changing priorities under the CSP</p> <p><b>Finding 41:</b> Implementation of WFP activities was affected by COVID-19 and other external factors including donor resource availability and conditionality in terms of food procurement and contracting of service providers; the Government's absorption capacity, bureaucracy and varying level of commitment as well as wider external geopolitical factors</p> <p><b>Finding 38:</b> The WFP shift towards a CSP approach has allowed for a more strategic approach to its country-level interventions, while facilitating a flexible programme approach, which enables adaptation to the evolving context and provides a prompt response to crises. This is an added value of the WFP country response</p> <p><b>Finding 39:</b> The growing demand for handover of SF and systematization of CC and resilience efforts underpins the partnerships and assists the continued relevance of WFP work. WFP performance was also boosted through good partnership with the Government, cooperating partners and UN agencies as well as investment in generating evidence on main themes of focus, albeit to lesser extent CCS</p>
<p><b>Recommendation 3. Support government fiscal planning and optimization processes for school feeding and resilience building.</b></p>		
<p><b>Recommendation 4. Develop, in close consultation with the Government and other key stakeholders, a school feeding transition and handover plan for gradual transfer of direct implementation and oversight responsibility to national and subnational authorities and parent</b></p>	<p><b>Conclusion 3:</b> WFP output-level results ensuing from direct delivery of services (in SF, nutrition, DRR, the COVID-19 emergency response) have been positive and confirm the strength of WFP and its added value. However, the challenge is to ensure that investments across these thematic areas transform</p>	<p><b>Finding 11:</b> Introduction of digital registration and management for MAM treatment (SCOPE CODA) faced implementation challenges and there are concerns regarding its sustainability (Output 3)</p> <p><b>Finding 12:</b> WFP swiftly introduced temporary changes in food distribution frequency to prevent mass gatherings at PHCs during the COVID-19 pandemic</p> <p><b>Finding 13:</b> WFP relief support during and after crisis has had beneficial effects for targeted populations, but it had a small scope due to limited budget. As a result, the approach to enhancing beneficiaries' livelihoods and assets has</p>

<p><b>teacher associations. The plan should include priority objectives, time-bound targets, activities and responsibilities and should clearly define the scope and modalities of WFP assistance throughout the transition process and after handover.</b></p> <p><b>Recommendation 4.1</b> Phase 1: Assist the Government in finalizing the national school feeding policy/plan of action ensuring that this document address the following issues under the five SABER goal standards 1) stable funding mechanism (Goal 2); 2) oversight, management and coordination (Goal 3); 3) adoption of contextually relevant school feeding model(s) along well-defined criteria (Goal 4); 4) establishment of a monitoring and evaluation system (Goal 4); and 5) institutionalization of the role and contribution of communities and other stakeholders (Goal 5).</p> <p><b>Recommendation 4.2</b> Phase 2: Conduct an assessment of capacity gaps (see R.2.1) and develop a capacity strengthening strategy geared towards building national- and subnational-level management, resourcing and monitoring and evaluation of the school feeding programme along the SABER goals pathways and continue strengthening and systematizing the role of parent teacher associations, to ensure full and coherent empowerment of community members to contribute to local decision making.</p>	<p>into more sustainable outcome-level results</p>	<p>been moderately successful. Where implemented, interventions resulted in improvements in food consumption scores and coping strategies, along with the improvement of community infrastructure through constructing/rehabilitation of assets despite the negative socioeconomic impact of COVID-19. Sustainability of these results is fragile</p> <p><b>Finding 14:</b> Implementation of the Green Climate Fund project since 2020 envisages more focus on CCS, but such efforts are only emerging (see interlinked Finding 18 below)</p>
	<p><b>Conclusion 4:</b> The responsiveness of WFP to the needs of the most vulnerable population groups was broadly appropriate</p>	<p><b>Finding 25:</b> Implementation of the WFP mandate is primarily demand-driven and focused on filling in the gaps in service provision by government institutions, while its CCS interventions are still only emerging. This brings about positive output-level results (provided services, responded to immediate or unmet needs) but moderate sustainability prospects under nutrition and resilience building areas, while sustainability prospects of SF are more promising. Despite the fact that WFP engaged intensively with government institutions to set mechanisms for sustainability of SF, scaling up of this programme is still vulnerable to many factors, notably financial and human resource availability</p> <p><b>Finding 26:</b> Government ownership is relatively strong, but sustainability prospects are challenged by government resource (institutional, human and financial) limitations</p> <p><b>Finding 27:</b> The T-ICSP and CSP do not include explicit strategic linkages between humanitarian and development work, though these dimensions are targeted through efforts to integrate CCS efforts</p>
		<p><b>Finding 20:</b> WFP field operations were implemented in line with humanitarian principles</p> <p><b>Finding 21:</b> WFP applies the protection and AAP tools and mechanisms (such as consultations with local communities, and increasingly the community feedback mechanisms (CFM) in implementation of its activities, though some shortcomings in terms of the scope, depth and breathe of such consultations when it comes to engagement with affected populations are noted</p> <p><b>Finding 22:</b> Disability was not systematically considered</p> <p><b>Finding 23:</b> Gender principles and GEWE have been reflected in T-ICSP and CSP, with evidence of their mainstreaming also in implementation, though some limitations to the extent to which women are trained and empowered to participate in decision making on resilience and CC are noted</p> <p><b>Finding 24:</b> WFP has taken into consideration environmental aspects by undertaking</p>

		measures like environmental screenings for its asset creation activities; in-office energy and water saving and monitoring of greenhouse gasses emissions to decrease its environmental footprint
<p><b>Recommendation 5. Continue reorganizing office structure to optimize delivery of stronger, integrated results.</b></p> <p><b>Recommendation 5.1</b> Enhance country capacity strengthening expertise within the office by including specific country capacity strengthening-related positions to integrate this WFP corporate perspective into programme design and implementation. Consider providing further learning opportunities to existing staff and/or bringing in (or outsourcing) such expertise for the short to medium/long term.</p> <p><b>Recommendation 5.2</b> Reinforce country office structure to enable synergies and more coherent and holistic delivery of the programme. Further efforts to seek synergies and enhance coherence across thematic interventions will ensure that the programme maximizes its results within resource limitations and that the entire team is on-board with changing the WFP corporate focus (including country capacity strengthening).</p>	<p><b>Conclusion 6:</b> Programme efficiency was affected by funding shortages and delays, turnover of staff, and limitations in terms of soundness of the results framework and monitoring of higher-level results</p>	<p><b>Finding 30:</b> Disruptions in the supply chain resulted in delays and challenges in achievement of results</p> <p><b>Finding 31:</b> SF targeting and coverage have remained unchanged, so this cycle of support was not informed by a comprehensive situation analysis. Coverage of WFP support to nutrition and resilience has been limited due to resource constraints. The emergency response targeting and coverage was needs-based and rather ad-hoc</p> <p><b>Finding 32:</b> WFP activities were implemented relatively cost-efficiently. Varying disbursement rates between different activities are coherent with the nature of the activity, with actual costs per beneficiary being lower than planned</p> <p><b>Finding 33:</b> Alternative cost-effectiveness measures have been considered for MAM and SF</p> <p><b>Finding 40:</b> Internal hindering factors relate mostly to a large proportion of vacancies in key positions in the country office and the skills profile of staff, which has yet to be fully adapted to reflect and support changing priorities under the CSP</p>
<p><b>Recommendation 6.</b> Continue strengthening strategic and operational partnerships and efforts to diversify the donor base</p> <p><b>Recommendation 6.1 School feeding:</b> Undertake with different government sectors (e.g., the Ministry of Agriculture),<sup>7</sup> and United Nations agencies joint assessments to identify needs and design joint and/or complementary activities to</p>	<p><b>Conclusion 5:</b> WFP implemented a number of relevant and effective interventions in response to COVID-19</p>	<p><b>Finding 19:</b> The WFP humanitarian and COVID-19 response was appropriate and effective</p> <p><b>Finding 41:</b> Implementation of WFP activities was affected by COVID-19 and other external factors including donor resource availability and conditionality in terms of food procurement and contracting of service providers, government's absorption capacity, bureaucracy and varying level of commitment as well as wider external geopolitical factors</p>
	<p><b>Conclusion 7:</b> A collaborative and flexible programme approach helped WFP to</p>	<p><b>Finding 34:</b> WFP T-ICSP and CSP design, implementation and adaptation have been informed by WFP-lead studies and other analytical reports made available</p>

<sup>7</sup> In order to promote increased local production, adequate storage and processing of diverse and nutritious food, including access of e.g. horticultural farmers to local, institutional markets such as school feeding.

<p>safeguard and promote healthy school environments and access to nutritious, safe and affordable diets in schools.</p> <p><b>Recommendation 6.2.</b> Nutrition: Establish partnerships with United Nations agencies, cooperating and development partners and the private sector, in order to scale up malnutrition prevention and moderate acute malnutrition treatment in line with relevant national strategies (e.g. “First 1,000 days of a child’s life” and MPAN 2021-2025) and with the 2021 United Nations Strategic Framework for Nutrition.</p>	<p>maximize its potential, despite challenges with financial and country office human resources, varied interest from the Government to engage in and sustain results and weak government absorption capacity as well as general geopolitical and other challenges</p>	<p>over the reference period, despite the fact that WFP did not conduct needs assessments for CCS</p> <p><b>Finding 35:</b> Overreliance on a narrow donor base, particularly in the implementation of T-ICSP and early years of CSP has made WFP vulnerable to external and contextual donor resource issues. Since 2020, more diversification of donor funding is visible, in light of engagement with new donors, such as GCF and SDC</p> <p><b>Finding 36:</b> A significant share of allocated resources has been from multi-year contributions allowing the country office to plan activities adequately</p> <p><b>Finding 37:</b> WFP is a flexible and open partner to UN agencies, government and other development actors in Tajikistan, value that is positively assessed by all interviewed stakeholders. Partnership with Government, however, often happens in silos with limited intersectoral or engagement with different levels of government (national and subnational levels)</p>
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# **Annex XVI: Tajikistan Country Strategic Plan Evaluation Visual Summary of the Main Findings**

Two stakeholder workshops were held in January 2022 gathering WFP staff (internal workshop), and government counterparts and development partners (external workshop) to discuss the main findings, conclusions and recommendations derived through the evaluation process. The workshops served to reflect on the actions that can be taken in response to the recommendations and discuss also the contextual issues affecting the actionability of the recommendations of the evaluation. To facilitate the workshop process, visualization of main themes arising from the evaluation process have been produced as presented in Figures 51 and 52 below.

Figure 28: Internal stakeholder workshop visual summary

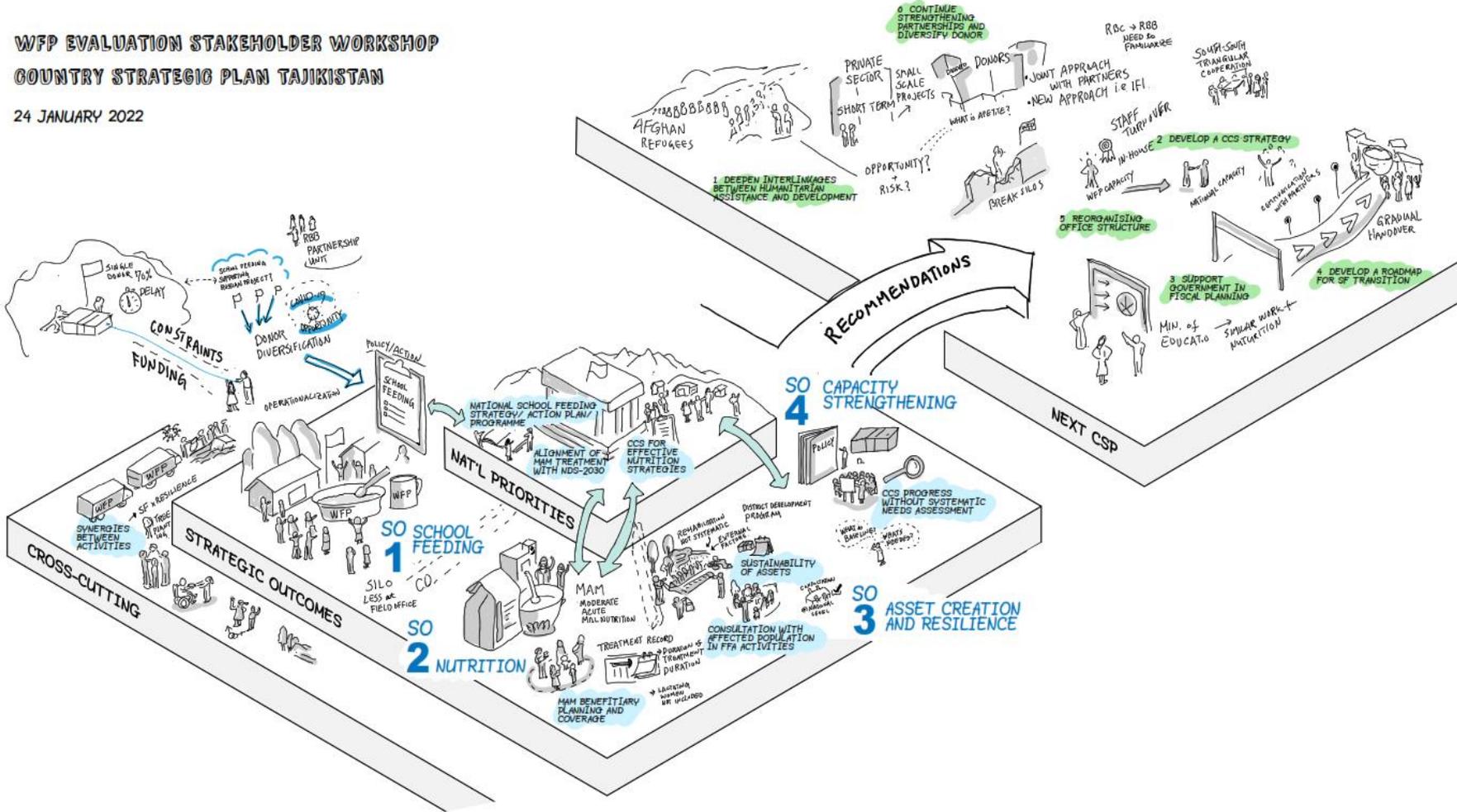
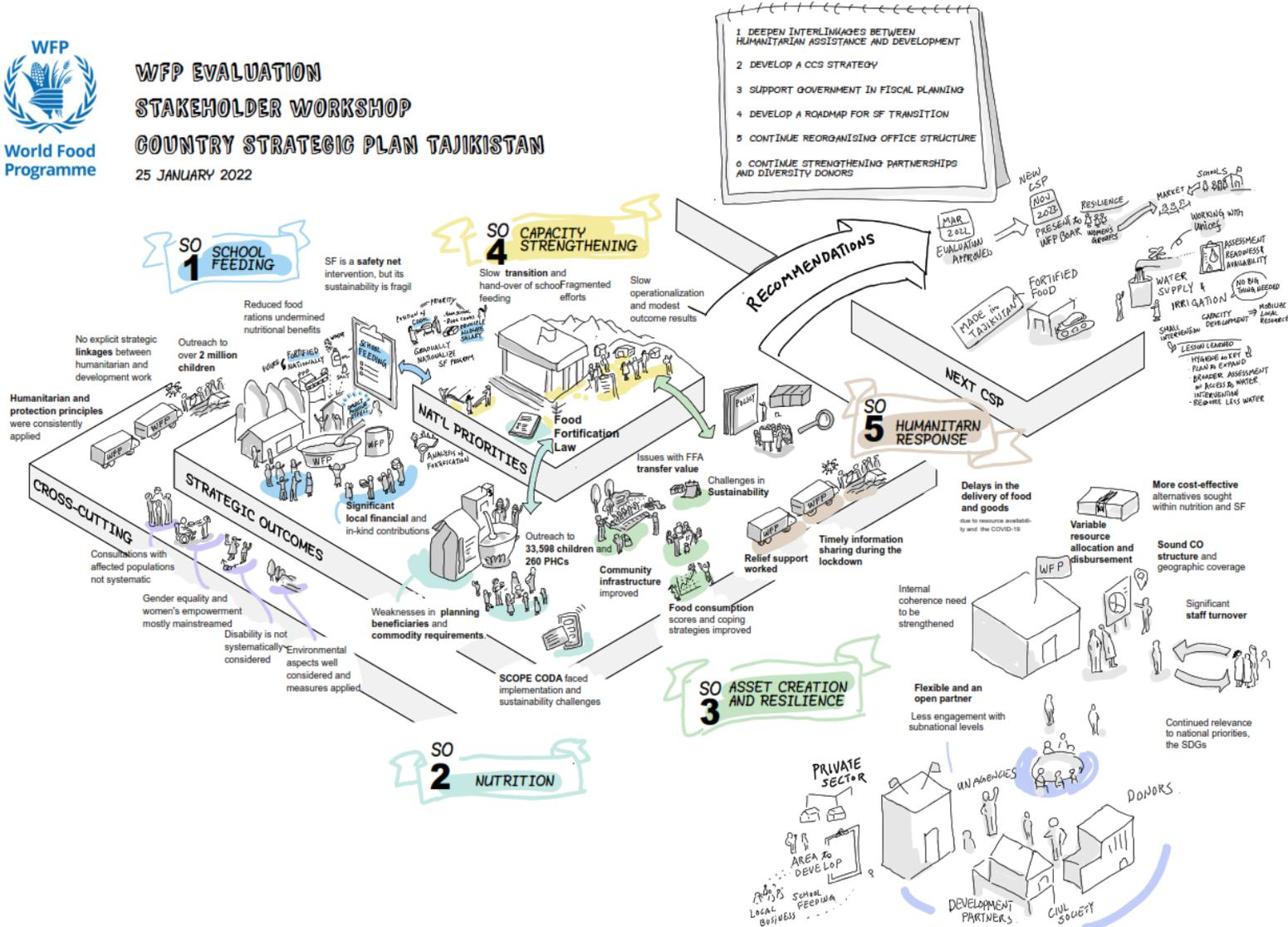


Figure 29: External stakeholder workshop visual summary



**WFP EVALUATION  
STAKEHOLDER WORKSHOP  
COUNTRY STRATEGIC PLAN TAJIKISTAN  
25 JANUARY 2022**



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<b>2.01 Tajikistan Country Strategic Plan (CSP)</b>		
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	WFP	Country Strategic Plan Revision.pdf
	WFP	Country Portfolio Budgeting Explanation Final.docx
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	WFP	Line of Sight Final.pptx
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2016,06	WFP	Food Security Monitoring Bulletin.pdf
2017,02	WFP	Food Security Monitoring Bulletin.pdf
2017,07	WFP	Food Security Monitoring Bulletin.pdf
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2.05 Press release		
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2018	WFP	2018-07-18 WFP supports the Tajik government in emergency preparedness and response.pdf
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2020	WFP	2020-06-16 Russia contributes more than US\$21 million to support Tajikistan's school feeding programme.pdf
2020	WFP	2020-07-07 WFP and Tajik Committee for environmental protection launch a climate change adaptation project.pdf
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2.06 Country office maps		
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2.07 Partners and partnership related documents		
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2020	CO	Bi-annual Nutrition Report Oct 2020-Sep 2021
2021	CO	Report to MFA for Jan-June 2021 WFP Operation final ENG 20210622
2020	CO	Proposal WFP Response to COVID-19 Pandemic Impact on Food Security (May 20 2020)
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2.08 Country office human resources		
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2.09 Monitoring and reporting		
Baseline reports or data		
Country and Internal Situation Reports		
Annual Country Reports		
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2020		2020-09 Impact of COVID-19 in the Middle East North Africa Central Asia and Eastern Europe Update #5.pdf
2020		2020-10 Impact of COVID-19 in the Middle East North Africa Central Asia and Eastern Europe Update #6.pdf
2020		2020-11 Regional Bureau Cairo For Middle East, North Africa, Central Asia And Eastern Europe-Operational Overview-COVID-19 External Dashboard.pdf
2020		2020-11-12 COVID-19 Level 3 Emergency External Situation Report #16.pdf
2020		2020-11-23 Tajikistan COVID-19 Internal Situation Report # 19 - INTERNAL USE ONLY.pdf
2020		2020-12 Impact of COVID-19 in the Middle East North Africa Central Asia and Eastern Europe Update #7.pdf
2020		2020-12-09 COVID-19 Emergency Internal Situation Report #19.pdf
2020		2020-22Oct-26Nov Regional Bureau Cairo For Middle East North Africa Central Asia And Eastern Europe Situation Update #19 COVID-19.pdf
2020		2020-23Oct-26Nov Regional Bureau Cairo COVID-19 Weekly Internal Situation Report # 21 - INTERNAL USE ONLY.pdf
Output and outcome monitoring reports or data		
COMET data		
2021		CM-A003 Actuals - Beneficiaries - Detailed (monthly) v3.4 extracted on 04.06.2021.xlsx
2021		CM-C007 Summary Comparison by Gender and transfer modalities v1.2 extracted on 04.06.2021.xlsx
2021		CM-C008 Summary comparison Actuals vs NBP, Partnership and FRN v2.0 extracted on 04.06.2021.xlsx
2021		CM-L005 CSP Detailed Logframe v1.05 extracted on 04.06.2021.xlsx
2021		CM-L010 Detailed Logframe in table v1.04 extracted on 04.06.2021.xlsx
2021		CM-P003 Monthly Beneficiaries - Source - Detailed and Needs Based Plan v2.0 extracted on 04.06.2021.xlsx
2021		CM-P013 CSP beneficiary table1 by SO Activity and Modality v2.0 extracted on 04.06.2021.xlsx
2021		CM-R001b - Annual Country Beneficiaries (CSP) v1.4 extracted 04.06.2021.xlsx
		CM-R002b - Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) v1.1 (2).xlsx
2018		CM-R007 - Annual Distribution (CSP) - v1.3 2018.xlsx
2019		CM-R007 - Annual Distribution (CSP) - v1.3 2019.xlsx
2020		CM-R007 - Annual Distribution (CSP) - v1.3 2020.xlsx
2021		CM-R007 - Annual Distribution (CSP) - v1.3 2021 extracted on 04.06.2021.xlsx
2018		CM-R008 - Output Indicators (CSP) v2.0 2018.xlsx
2019		CM-R008 - Output Indicators (CSP) v2.0 2019.xlsx
2020		CM-R008 - Output Indicators (CSP) v2.0 2020.xlsx
2018		CM-R009b - Cross-cutting indicators (CSP) v1.0 2018.xlsx
2019		CM-R009b - Cross-cutting indicators (CSP) v1.0 2019.xlsx
2020		CM-R009b - Cross-cutting indicators (CSP) v1.0 2020.xlsx
2018		CM-R010b - Outcome indicators (CSP) v1.1 2018.xlsx
2019		CM-R010b - Outcome indicators (CSP) v1.1 2019.xlsx
2020		CM-R010b - Outcome indicators (CSP) v1.1 2020.xlsx
2021		CM-R020 - AdjPars & Bens by Act Tag, Ben Grp, Gender, Age Grp v1.1 extracted on 04.06.2021.xlsx
		WFP Beneficiaries and Transfers.pptx
Funding and budget data		
2021		Country Portfolio Budgeting Tajikistan Annual Resource Situation Report extracted on 04.06.2021.xlsx
2021		CSP Tajikistan ACR1-A - Standard Country Report v33 extracted on 04.06.2021.xlsx
2021		T-ICSP Tajikistan ACR1-A - Standard Country Report v33 extracted on 04.06.2021.xlsx

WFP Tajikistan country briefs		
2016-2021	314	WFP Tajikistan Country Brief.pdf (various files)
Other		
2021	CO	WFP SUGH Programme Overview July 2021 - Shared by CO (Khujand FO)
	CO	50 Pilot schools programme action plan EN 2018 - shared by CO (School Meals)
	CO	50 Pilot schools programme action plan RU 2018 - shared by CO (School Meals)
Country office research assessment and monitoring		
2020	FAO WFP	CFSAM to Tajikistan
16.02.2021	CO	Tajikistan CotD Plus -version 3
28.02.2021	CO	Tajikistan CotD Plus
2021	CO	PDM survey questionnaire - SMP 2021
	CO	Questionnaire 2.1. WFP FFA process monitoring
	CO	Questionnaire 2.2. WFP Nutrition process monitoring
2020	CO	SMP-THR PDM Report 12. Dec.2020
2020	CO	Tajikistan Household Food Security Situational Monitoring 12.8.2020
2020		WFP Review of MAM (Eng)
2.10 Evaluations, reviews, audits, operational research		
2016		Internal Audit of WFPs Country Capacity Strengthening.pdf
2014,06		Operation Evaluation Tajikistan Protracted Relief and Recovery Operation PRRO 200122 Restoring Unsustainable Livelihoods for Food Insecure People October 2010- December 2014.pdf
2006		OpEv Tajikistan 2006.pdf
	RBB	20210326 Tajikistan Policy Analysis for School Health and Nutrition SHARED
	RBB	DRAFT Tajikistan Country Profile on School Feeding - 290920
	RBB	20210519 Tajikistan Concept Note
3. EXTERNAL DOCUMENTS		
3.1 United Nations		
2017.12.22		UNCT SWAP-Scorecard United Nations Country Team-Tajikistan-Final Report.pdf
2020.07.03		UN International Convention on the Elimination of All Forms of Racial Discrimination.pdf
2020.11.12		UN-Tajikistan Situation Report #18.pdf
2021		OCHA Services Tajikistan.pdf
3.2 UNICEF		
2020		UNICEF IYCF-Programming- COVID-19-Brief.pdf
2020		UNICEF ECARO COVID-19 Situation Report No 15 reporting period 22 Oct - 25 Nov 2020.pdf
3.3 UNDP		
2020		UNDP-Global Multidimensional Poverty Index.pdf
2020		UNDP-Human Development Report.pdf
2020		UNDP-Tajikistan Human Development Report Briefing note.pdf
3.4 UNHCR		

2020,11		UNHCR Tajikistan Fact Sheet.pdf
3.5 UN Women		
		Tajikistan Country Fact Sheet UN Women Data Hub.pdf
		Tajikistan UN Women-Europe and Central Asia.pdf
3.6 World Bank		
2012,04		World Bank Tajikistan Economic and Distributional Impact of Climate Change.pdf
2016		World Bank Poverty Mapping in Tajikistan Method and Key Findings.pdf
2018.10.17		World Bank Behind the slowing pace of poverty reduction in Tajikistan.pdf
2020,06		Tajikistan Economic and Social Impacts of COVID-19.pdf
2020.10.15		World Bank Poverty in Tajikistan 2020.pdf
2020		The Human Capital Index 2020 Update – Human Capital in the Time of COVID-19.pdf
3.7 Inter-agency coordination related documents		
2020		UNCT Tajikistan SE Response Framework en.pdf
2020,11		IOM WFP Populations at risk-Implications of COVID-19 for hunger, migration and displacement.pdf
3.8 Other		
2019		JICA Migration living conditions and skills Tajikistan Panel Study 2018.pdf
2020,02		Intersection of disabilities and violence against women and girls in Tajikistan.pdf
2020,03		Tajikistan Parliamentary Elections ODIHR Election Assessment Mission Final Report.pdf
2020		Tajikistan Macro Poverty Outlook.pdf
2020		World Economic Forum-Global Gender Gap.pdf
		Human Rights Watch Tajikistan Events of 2018.pdf
		OECD DAC Aid at a glance Tajikistan.png
4. WFP CORPORATE DOCUMENTS		
Analysis, assessment and monitoring activities		
2009	WFP	Comprehensive Food Security & Vulnerability Analysis Guidelines
	RBB	Regional Monitoring Strategy (2020-2023) v4
	RBB	VAM Strategy 24-07-2020
Annual Performance Reports		
2015	WFP	Annual Performance Report
2016	WFP	Annual Performance Report
2017	WFP	Annual Performance Report
2018	Beyond APR Snapshot Series AVI.pdf	
2018	Beyond APR Snapshot Series CCS.pdf	
2018	Beyond APR Snapshot Series PEACE.pdf	

2018	Beyond APR Snapshot Series SAMS.pdf	
2018	Beyond APR Snapshot Series SBP.pdf	
2018	WFP	Annual Performance Report
2019	B-1.PDF	
2019	Beyond APR Snapshot Series Digital.pdf	
2019	Beyond APR Snapshot Series QCPR.pdf	
2019	Beyond APR Snapshot Series SSTC.pdf	
2019	WFP	Annual Performance Report
Anti-fraud and anti-corruption		
2015	WFP	Policy on WFP anti-fraud and anti-corruption
Asset creation and livelihood support activities		
2016	WFP	FFA Annexes manual
2016	WFP	FFA core manual
2017	WFP	FFA Guidance Updates
2017	WFP	FFA Key Aspects to Consider when evaluating FFA Programmes
2017	WFP	Infobit - FFA women's empowerment and nutrition
2017	WFP	Pro-Smallholder Food Assistance Background Paper
2017	WFP	Pro-Smallholder Food Assistance Paper
2017	WFP	The potential of FFA to empower women and nutrition
2017	WFP	The potential of FFA to empower women and improve women's nutrition
2017	WFP	The potential of FFA to empower women and nutrition page summary
2019	OSZPR	Brief on 3PA - v150519
2019	OSZPR	Brief on FFA - v150519
2019	OSZPR	Brief on the CBPP - v150519
2019	OSZPR	Brief on the ICA - v150520
2019	OSZPR	Brief on the SLP - v150521
2019	OSZPR	Brief on resilience v150519
Climate adaptation and risk management activities		
2015	WFP	Climate Services report
2017	WFP	Policy Climate Change Policy
2018	OSZIR	Capacity Development Strategy 18 June
	WFP	CSP Guidance Note for Climate Change Adaptation & Disaster Risk Reduction
2021	WFP RBB	IRP Framework 16-04-2021-Final

COVID-19 related guidance and key documents		
2020	WFP	Cash-based transfers essential needs approach
2020	WFP	Climate change disaster risk reduction
2020	WFP	COVID-19 Response – Guidance to Country Offices on national engagement
2020	WFP	Gender and COVID-19
2020	WFP	General Guidelines for Food and Nutrition Assistance
2020	WFP	Guidance - targeting and prioritization
2020	WFP	Protection AAP disability conflict sensitivity
2020	WFP	Economic and Food Security Implications of COVID-19 Outbreak.pdf
2020	WFP	Economic and Food Security Implications of COVID-19 Outbreak.pdf
2020	WFP-IOM	Population at Risk - Implications of COVID-19 for Hunger Migration and Displacement.pdf
Emergency preparedness activities		
2003	WFP	Food aid and livelihoods in emergency strategies for WFP
2004	WFP	Transition from relief to development
2005	WFP	Definition of emergencies
2006	WFP	Targeting emergencies
2014	WFP	Exiting emergencies
2014	WFP	Operations Management Directive on Emergency Preparedness Package
2014	WFP	Emergency Preparedness Response Package Simulation Guidance Manual
2015	WFP	Lessons Learned Toolkit for L3 Emergency Response
2017	WFP	Emergency Preparedness Policy
2018	OED	Interim WFP Emergency Activation Protocol for Level 2 and Level 3 Emergencies
2020	OEV	Strategic Evaluation of WFP's Capacity to Respond to Emergencies V1
2020	OEV	Strategic Evaluation of WFP's Capacity to Respond to Emergencies V2
2020	WFP	Strategic Evaluation of WFP's Capacity to Respond to Emergencies MR
2021	WFP	Global Operational Response Plan 2021
Gender		
2009	WFP	WFP Gender Policy Corporate Action Plan
2009	WFP	Gender policy
2014	RBC	Gender Implementation Strategy
2015	RBD	Gender Implementation Strategy
2015	RBP	Gender Implementation Strategy
2015	RBJ	Gender Implementation Strategy
2015	RBN	Gender Implementation Strategy
2015	WFP	Gender Policy
2016	RBB	Gender Implementation Strategy
2016	WFP	WFP Gender Action Plan
2017	WFP	Gender & Evaluation quick guide
2017	WFP	Gender and Age Marker presentation

2017	WFP	Gender and Evaluations full guide
2017	WFP	Gender Social Protection for zero hunger in RBP
2018		Gender and Age Marker guidance
		Evaluation of WFP Gender Policy (2015-2020).pdf
		Evaluation of WFP Gender Policy Summary Report.pdf
		WFP gender resources (useful links to guidances).pdf
	WFP	Cash and gender – Concepts evidence and gaps
	WFP	WFP's Gender Transformation Programme
	WFP	The Potential of Cash Based Interventions to Promote Gender Equality and Women's Empowerment 2018
	WFP RBB	Asia Pacific Gender Implementation Strategy (2015-2020)
Humanitarian access and principles		
2004	WFP	Policy on Humanitarian Principles
2006	WFP	Policy on Humanitarian Access and its Implications
2014	WFP	Humanitarian Protection Policy Update
2017	OSZPH	Humanitarian Access - Operational guidance manual
2018	OEV	Evaluation of WFP Policy on Humanitarian Protection Vol I
2018	OEV	Evaluation of WFP Policy on Humanitarian Protection Vol II
2018	OEV-OSZ	Humanitarian Principles WFP Decision-Making Case Studies
2018	WFP	Evaluation of WFP Policy on Humanitarian Protection MR
Individual capacity strengthening activities		
2009	WFP	Capacity Development Policy - An Update on Implementation
2010	WFP	Operational Guide to strengthen capacity of nations
2014	WFP	National Capacity Index (NCI)
2017	OEV	Evaluation of Capacity Development Policy
2017	WFP	Guidance on Capacity Strengthening of Civil Society
2015	WFP	Guidelines on Technical Assistance and Capacity Development
Malnutrition prevention activities		
2017	WFP	Malnutrition in all its forms Definition and WFP strategies
2018	WFP	Acute Malnutrition Time for a Fresh Approach
2018	WFP	WFP Specialized Nutritious Foods Sheet Treating MAM
2019	WFP	Fill the Nutrient Gap Flyer 2 pager
Monitoring and third-party monitoring		
2002	WFP	Guidance Note on Beneficiary Definition and Counting
2013	WFP	Beneficiary counting in COMET
2013	WFP	SOPs for project ME
2014	WFP	Corporate Monitoring Strategy 2015-2017
2014	WFP	Third Party Monitoring Guidelines
2016	WFP	Corporate Monitoring Strategy 2017-2021
2016	WFP	Minimum Monitoring Requirements

2019	WFP	Guidance Note on Estimating and Counting Beneficiaries
2020	WFP	COVID-19 Interim Guidance T2 and T3 Beneficiaries
COMET		
	WFP	COMET and Integrated Road Map PPT
	WFP	COMET Design Modules logframes design and results
	WFP	COMET Map and integration with other systems
Nutrition treatment activities		
2012	WFP	Nutrition Policy 2012
2016		Supporting national priorities on nutrition through multiple platforms in RBP
2017	WFP	Nutrition Policy
2017	WFP	Building the Blocks for Nutrition-Sensitive Social Protection systems in Asia
2017	WFP	Guidance for nutrition-sensitive programming
2017	WFP	Policy Note Improving Social Protection Targeting for Food Security and Nutrition An Asian Perspective
2018	WFP	Overarching CN Nutrition sensitive programmes
2019	OSN	Expanding WFP Nutrition engagement in SSTC Vision 2019-2021
2019	WFP	Nutrition in Numbers
	WFP	Scaling Up Rice Fortification in Latin America and the Caribbean
Mrz 21	WFP RBB	Vision paper Healthy diets final
2021	WFP RBB	RBB nut priorities final
Partnerships		
2014	WFP	Corporate Partnership Strategy (2014 - 2017)
2017	OEV	Evaluation of the WFP Corporate Partnership Strategy (2014-2017) Vol I
2017	OEV	Evaluation of the WFP Corporate Partnership Strategy (2014-2017) Vol II
2017	WFP	Evaluation of the WFP Corporate Partnership Strategy (2014-2017) MR
2019	PGG	Partnership Action Plan Lessons Learned Exercise - Evaluation Report and RECs
2019	PGG	Partnership Action Plan Lessons Learned Exercise
2019	PGG	Partnership Action Plans
Protection and accountability to affected populations		
2012	WFP	Protection Policy
2016		AAP Strategy
2016		Guide to Personal Data Protection and Privacy
2016	OSZPH	Protection Guidance Manual
2017	OSZPH	AAP Guidance Manual
2018	OEV	Evaluation of WFP Policy on Humanitarian Protection Vol I
2018	OEV	Evaluation of WFP Policy on Humanitarian Protection Vol II
2018	WFP	Evaluation of WFP Policy on Humanitarian Protection MR
2020	WFP	Protection and Accountability Policy
2020	WFP	Disability Inclusion Roadmap
Resilience		

2015	WFP	Building Resilience for Food Security and Nutrition policy
2018	OEV	Strategic Evaluation of WFP Support for Enhanced Resilience Vol I
2018	OEV	Strategic Evaluation of WFP Support for Enhanced Resilience Vol II
2018	WFP	Strategic Evaluation of WFP Support for Enhanced Resilience MR
Risk management		
2012	WFP	Circular on Corporate Risk register
2012	WFP	Paper Linking Risk Register and Emergency Preparedness and Response
2015	WFP	Risk management definitions
2015	WFP	Enterprise Risk Management Policy
2016	WFP	Circular Critical Incident & Crisis management
2016	WFP	Corporate WFP Risk register
2016	WFP	Global Risk Profile report
2016	WFP	Risk appetite statement
2016	WFP	EB PPT on Risk appetite statement
2017	WFP	Corporate Risk Register
2017	WFP	EB Informal Consultation PPT Enterprise Risk Management
Safety net and social protection		
2012	WFP	Update of WFP's Safety Nets Policy
2014	WFP	Guidelines
2014	WFP	Module A Safety Nets and Social Protection basics and concepts
2014	WFP	Module B Engagement with Government and Partners
2014	WFP	Module C Design and implementation
2014	WFP	WFP Safety Nets Guidelines - Annex B
2014	WFP	WFP Safety Nets Guidelines - Annex C
2014	WFP	WFP Safety Nets Guidelines - Annex D
2014	WFP	WFP Safety Nets Guidelines - Annex E
2014	WFP	WFP Safety Nets Guidelines - Annex F
2014	WFP	WFP Safety Nets Guidelines - Annex G
2014	WFP	WFP Safety Nets Guidelines - Annex I (Acronyms)
2014	WFP	WFP Safety Nets Guidelines - Annex J
2014	WFP	WFP Safety Nets Guidelines - Annex K (Key resources on SP)
2014	WFP	WFP Safety Nets Guidelines - Annex L (2)
2014	WFP	WFP Safety Nets Guidelines - Annex L
2016	WFP	Social Protection ToC
2016	WFP	WFP's Role in SP in LAC with Annex
2017	WFP	WFP and Social Protection - Options for Framing SP in CSPs
2017	WFP	Guidelines
2017	WFP	WFP Guidelines and Social Protection
2018	WFP	RB Work plan on SP
2018	WFP	RBP Social Protection Presentation

2019	OEV	Evaluation of the Update of WFP's Safety Nets Policy
	WFP	SP SSN draft regional concept paper
School meal activities		
2009	WFP	School Feeding Policy 2009
2012	WFP	Guidelines for developing national school feeding strategy
2013	WFP	School Feeding Revised Policy
2014	WFP	SABER School Feeding Brief
2014	WFP	SABER About and Methodology
2014	WFP	SABER
2016	WFP	School Meals
2017	WFP	Evidence of the Benefits of School meals
2017	WFP	School Meals Monitoring Framework and Guidance
	WFP	WFP Centre of Excellence's M&E Strategy
2020	WFP	School Feeding Strategy 2020-2030
2020	WFP	School Feeding Strategy 2020-2030 Executive Summary
2020	WFP RBB	RBIP Concept Note RBB School Feeding
2020	WFP RBC	RBC Regional Implementation Plan - SF Concept Note
2021	WFP RBC	RBC SF Regional Highlights
2021	WFP RBB	RBB School Feeding Evaluation Review - FINAL May 2021
2020	WFP RBB	20201220 RBIP RBB Annotated Outline SHARED
Security		
2011	WFP	Guidelines for Security Reporting
2015	WFP	UN Security Risk Management SRM Manual
2016	WFP	Brief Field Security
2017	WFP	EB Report WFP Field Security
Service provision and platforms activities		
Smallholder agricultural market support activities		
2016	WFP	Purchase for Progress (P4P) Supporting Smallholder Farmers' Access to Markets in LAC
2019	WFP	Brochure Enhancing smallholder market access
2019	WFP	Local and regional food procurement policy
Supply chain		
2019	WFP	Capacity Enhancement Catalogue
Unconditional resource transfers to support access to food		
2019	WFP	CBT glossary
	WFP	Cash-Based Transfers Frequently Asked Questions.pdf
2020	WFP	Cash Based Transfers Brief
2020	WFP	Guidance for CBTs in the Context of the COVID-19 Outbreak
2020	WFP	Setting the Transfer Value for Cash-Based Transfer Interventions (Guidance Note)
2020	WFP	Minimum Expenditure Baskets (Guidance Note)

2020	WFP	Essential Needs Assessment (Guidance Note)
WFP Regional Bureau in Bangkok		
	WFP RBB	Programme Priorities for Asia-Pacific 2021-2025
	WFP RBB	Evidence Position Paper
	WFP RBB	Evaluation Strategy Revised 04May18
	WFP RBB	Urban Strategy - Discussion Paper - 17 March 2021
WFP Management Plans		
2015	WFP	Management Plan 2016-2018
2016	WFP	Management Plan 2017-2019
2017	WFP	Management Plan 2018- 2020
2018	WFP	Management Plan 2019–2021
2019	WFP	Management Plan 2020-2022
WFP Strategic Plan (2014-2017) and related documents		
2012		Fit for Purpose - WFP's New Organizational Design.pdf
2013		Management Results Framework (2014-2017).pdf
2013		Strategic Plan (2014-2017).pdf
2013		Strategic Results Framework (2014-2017).pdf
2015		Indicator compendium 2014-2017.PDF
2015		WFP Orientation Guide.pdf
2016		Evaluability Assessment of WFP's Strategic Plan 2014-2017.pdf
2016		Mid-Term Review - Strategic Plan (2014–2017).PDF
2018		CRF Indicators' mapping and analysis.pdf
WFP Strategic Plan (2017-2021) (IRM) and related documents		
2016		Corporate Results Framework 2017-2021
2016		Financial Framework Review 2017-2021
2016	WFP	Policy on Country Strategic Plans
2016	WFP	Strategic Plan 2017-2021
2018		CRF Indicator Compendium
2018	WFP	Corporate Results Framework 2017–2021 Revised
2019	WFP	CRF Indicator Compendium Revised
2020	WFP	Country Portfolio Budgeting Guidelines
2020	WFP	Mid-Term Evaluation of WFP Strategic Framework (2017-2021)
WFP Strategic Plan (2022-2026)		
		Explanatory Note Theory of Change WFP Strategic Plan 09.04.2021 .pdf
		Schematic Theory of Change WFP Strategic Plan 09.04.2021.pdf
<b>5. EVALUATION PROCESS</b>		
00. Timeline		
		CSPE Tajikistan Timeline 20210603.xlsx
01. CSPE quality assurance guidance		
2020	OEV	2020 OEV Concise RA Guide 03.07.2020.pdf

2020	OEV	2020 OEV TN Communications and Knowledge Management Plan.docx
2020	OEV	2020 WFP editorial guidelines.pdf
	OEV	Gender TN-Checklist for Integration EN.docx
	OEV	Gender TN-Quick Guide EN.docx
		Link to CSPE Process and Content Guide.docx
2021	OEV	Supplementary Standards for Evaluation Reports March 2021 final.pdf
2020	OEV	TN Evaluation Matrix final Nov 2020.docx
2021	OEV	TN Evaluation Questions and Criteria Final Jan 2021.docx
2021	OEV	TN Evaluation Recommendations Final March 2021.docx
2021	OEV	TN Principles Norms and Standards for Evaluation Final EN Feb 2021.docx
2020	OEV	TN Stakeholder Analysis Final Nov 2020.docx
02. Examples of other recent completed CSPE		
		CSPE Zimbabwe - Inception Report - Clean 04.11.2020 .docx
03. Inception		
		Tajikistan Country Strategic Plan preparation kick-off workshop-20210517 091138-Meeting Recording.mp4
Recordings from previous evaluations		
		Algeria CSP Evaluation - Inception Briefing Protection.mp4
		Briefing on CCS & Social Protection (Gambia CSPE 23.06.2020).mp4
		CAR ICSP Evaluation meeting with Siti HALATI (HQ - Nutrition Division) 16.04.2021.mp4
		CAR ICSP Evaluation meeting with Zuzana KAZDOVA (HQ - Gender Division) 14.04.2021.mp4
		Introduction to WFP IRM (CSPE Gambia 11.06.2020).mp4
		Peru CSPE HQ RB remote inception briefings - Day 1 - OEV sessions.mp4
		Research Assessment and Monitoring Briefing - Laos and Gambia CSPEs 16.07.2020.mp4
		RMP Briefing - Laos and Gambia CSPEs 22.07.2020.mp4
		Tanzania CSPE - HQ Briefing - Protection 17.03.2021.mp4
		Tanzania CSPE - HQ Briefing - Triple Nexus 18.03.2021.mp4
		The Gambia CSPE - Briefing on Gender (HQ and RB) 18.06.2020.mp4

# Annex XVIII: Acronyms

<b>AAP</b>	Accountability to Affected Populations
<b>ACR</b>	Annual Country Report
<b>AKF</b>	Aga Khan Foundation
<b>AKAH</b>	Aga Khan Agency for Habitat
<b>BR</b>	Budget Revision
<b>CAR</b>	Central Asia Region
<b>CBT</b>	Cash-Based Transfer
<b>CC</b>	Climate Change
<b>CCS</b>	Country Capacity Strengthening
<b>CFM</b>	Community Feedback Mechanisms
<b>CFSAM</b>	Crop and Food Security Assessment Mission
<b>CO</b>	WFP Tajikistan Country Office
<b>CoD</b>	Cost of the Diet
<b>CoES</b>	Committee on Emergency Situations and Civil Defence
<b>CP</b>	Cooperating Partner
<b>CSO</b>	Civil Society Organization
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DDoE</b>	Deputy Director of Evaluation
<b>DHS</b>	Demographic and Health Survey
<b>DoE</b>	Director of Evaluation
<b>DRR</b>	Disaster Risk Reduction
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>EQ</b>	Evaluation Question
<b>ET</b>	Evaluation Team
<b>FAO</b>	Food and Agriculture Organization
<b>FDP</b>	Final Distribution Point
<b>FFA</b>	Food Assistance for Assets
<b>FGD</b>	Focus Group Discussion
<b>FLA</b>	Field-Level Agreement
<b>FNG</b>	Fill the Nutrient Gap
<b>FO</b>	Field Office
<b>GBAO</b>	Gorno-Badakhshan Autonomous Oblast
<b>GCF</b>	Green Climate Fund
<b>GDP</b>	Gross Domestic Product
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GLC</b>	Global Logistics Cluster
<b>HQ</b>	Headquarters
<b>HGSF</b>	Home Grown School Feeding
<b>IMAC</b>	Information Management and Analytical Centre
<b>IMAM</b>	Integrated Management of Acute Malnutrition
<b>IR</b>	Inception Report
<b>IRG</b>	Internal Reference Group
<b>KII</b>	Key Informant Interview
<b>MAM</b>	Moderate Acute Malnutrition
<b>MCH</b>	Maternal and Child Health

<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoES</b>	Ministry of Education and Science
<b>MoHSP</b>	Ministry of Health and Social Protection
<b>MoU</b>	Memorandum of Understanding
<b>MPAN</b>	Multisectoral Plan of Action for Nutrition
<b>MTDP</b>	Mid-Term Development Programme
<b>NBP</b>	Needs-Based Plan
<b>NDS</b>	National Development Strategy
<b>NGO</b>	Non-Governmental Organization
<b>NPAS</b>	Nutrition and Physical Activity Strategy
<b>NPO</b>	National Programme Officer
<b>NSED</b>	National Strategy for Education Development
<b>OEV</b>	WFP Office of Evaluation
<b>PDM</b>	Post-Distribution Monitoring
<b>PHC</b>	Primary Healthcare Centre
<b>PPE</b>	Personal Protective Equipment
<b>PRRO</b>	Protracted Relief and Recovery Operation
<b>PTA</b>	Parent Teacher Association
<b>RB</b>	Regional Bureau
<b>RBB</b>	Regional Bureau in Bangkok
<b>RBC</b>	Regional Bureau in Cairo
<b>REACT</b>	Rapid Emergency and Assessment Coordination
<b>SABER</b>	Systems Approach for Better Education Results
<b>SAM</b>	Severe Acute Malnutrition
<b>SBCC</b>	Social and Behaviour Change Communication
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>SDG</b>	Sustainable Development Goal
<b>SER</b>	Summary Evaluation Report
<b>SF</b>	School Feeding
<b>SIFI</b>	Social and Industrial Foodservice Institute
<b>SMP</b>	School Meals Programme
<b>SO</b>	Strategic Outcome
<b>SSDSM</b>	Strategy for Sustainable Development of School Meals
<b>SUN</b>	Scaling Up Nutrition
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>THR</b>	Take-Home Ration
<b>TJS</b>	Tajikistani Somoni
<b>TL</b>	Team Leader
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UN RCO</b>	United Nations Resident Coordinator's Office
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCC</b>	United Nations Framework Convention on Climate Change
<b>UNHAS</b>	United Nations Humanitarian Air Service

<b>UNICEF</b>	United Nations Children's Fund
<b>USAID</b>	United States Agency for International Development
<b>USD</b>	United States Dollar
<b>VNR</b>	Voluntary National Review
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WSS</b>	Water Supply and Sanitation

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