

Evaluation of Tajikistan WFP Country Strategic Plan 2023-2026

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

The WFP country strategic plan (CSP) for Tajikistan (2023 – 2026) centres around four strategic outcomes, and aims to support livelihoods, improve agricultural production, strengthen value chains, improve health, education, and nutrition outcomes, and strengthen national institutions and systems. Additionally, it maintains the capacity to provide on-demand logistics and procurement services for the Government and development partners if required.

The CSP was approved with an original Needs Based Plan of USD 91.9 million and was not subject to any budget revision. The majority of the budget is dedicated to school meals and nutrition activities (SO2), followed by SO1, which focuses on climate adaptation and resilience-building, including capacity strengthening for climate analysis.

Through the CSP, WFP planned to directly assist approximately 913,600 beneficiaries, with the majority reached through school meals and social behaviour change communication for malnutrition prevention (SO2).

The evaluation will focus on assessing progress towards the CSP expected outcomes and cross-cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning particularly as relates to relations with national governments and the international community.

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

Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected People, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.



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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 in Dushanbe 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 2026.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent and in what ways is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

The evaluation will assess if WFP was appropriately positioned within wider normative and strategic frameworks and priorities in the context; the extent to which the CSP was informed by existing evidence and grounded in realistic assumptions to ensure its relevance at design stage; the extent to which the CSP and its implementation defined and leveraged comparative advantage of WFP in the country. Furthermore, it will assess the extent to which WFP's strategic positioning remained relevant throughout the implementation of the CSP, taking into account changes in the context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in Tajikistan?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and the UNSDCF for 2023 – 2026, as well as any positive or negative unintended outcomes. It will also assess the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the adherence to humanitarian principles. Additionally, the evaluation will assess to what extent the

achievements of the CSP are likely to be sustainable, in particular from a financial, social and institutional and environmental perspective.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the extent to which the depth and breadth of coverage benefit the most vulnerable to food insecurity, the cost-efficiency of assistance delivery, and whether limited resources were optimized.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

The evaluation will assess the extent to which the CSP led to establishing and leveraging of strategic and operational partnerships; ensuring appropriate institutional arrangements in place, including staffing; monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance.

Scope, methodology and ethical considerations

The unit of analysis is the Tajikistan Country Strategic Plan, approved by the WFP Executive Board in November 2022.

The evaluation covers the period since the cut-off date of the data collection of the previous CSPE, September 2021: while the evaluation will focus primarily on the current CSP 2023-2026, the tail-end of the previous CSP will be covered through a focus on strategic shifts or elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2023-2026 design process (including use of evidence).

The evaluation will adopt a mixed methods approach using a mix of methods 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.

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 CSP (i.e. institutional capacity strengthening, school meals and nutrition, resilience building, and food security and social protection).

OEV EVALUATION MANAGER: The evaluation will be managed by Arianna Spacca, 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. Aboh Anyangwe, Research Analyst, will provide research and data analysis support. Second level quality assurance will be provided by Alexandra Chambel, 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 country stakeholder workshop will be held in November 2025 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: April – June 2025

Remote Data collection: June – July 2025

Remote Debriefing: August 2025

Reports: August 2025 – January 2026

Stakeholder Workshop: November 2025 (TBC)

Executive Board: November 2026