

OPERATION EVALUATION

Tajikistan, Protracted Relief and Recovery Operation
200122: Restoring sustainable livelihoods for food
insecure people

October 2010- December 2014



World Food Programme

wfp.org

Management response cleared by:

Country Director: Nicolas Oberlin on 5 August 2014

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1:</p> <p>The CO, with input from RB and HQ as appropriate, should create a country strategy to articulate the direction of programming for the next six years, to 2020. The strategy should clearly outline the priorities of WFP in Tajikistan and could help inform the UNDAF. The strategy should build on the lessons and capacities from the PRRO and the DEV programmes. Resource implications and priority activities should be clearly articulated and fund raising efforts aligned accordingly. The document should also include activities and contingency plans</p>	<p>Accepted</p>	<p>The CO is in the process of drafting a concept note (reflecting the country strategy) to be followed by a new Country Programme (CP) for the period 2016-2020. The new CP will be aligned with the new UNDAF (2016-2020) which will be finalized by the end of 2015. Lessons learned from the development projects and PRRO currently implemented will be taken into consideration. The PRRO evaluation report and recommendations are critical to inform the drafting of the new CP.</p> <p>The concept note and CP will be informed by an integrated context analysis (ICA) currently being initiated by the CO - which will include an analysis of food security trends, climatic shocks and other risk factors. In addition, a thorough</p>	<p>RB- CO Management and Programme Unit.</p>	<p>November 2014 (concept note)</p> <p>November 2015 (approved CP)</p>	<p>Y</p>

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framed by a broader context analysis (including climate risk and regional insecurity) beyond food insecurity to reflect the specific context of chronic vulnerability and recurrent shocks in the country.		<p>consultation process with government Ministries, UN agencies, NGOs and potential beneficiaries will be also carried out to agree on strategic focus of WFP forthcoming development assistance.</p> <p>The new CP will capture the activities currently implemented under the development projects as well as the activities implemented under the current PRRO. Contingency and emergency response component will be also part of the project.</p>			
<p>Recommendation 2:</p> <p>Food security monitoring should be continued until it can be institutionalized into the Government. The WFP food security monitoring tools have become an integral part of the operational design and targeting, and provide</p>	Accepted	WFP will continue to closely monitor the food security situation in the country, using FSMS and IPC, given that these tools provide timely and reliable data on the food security situation in Tajikistan and information is used both internally by WFP for the targeting of its programmes and other stakeholders for the design and implementation of their own projects. The process will	CO Programme Unit (VAM/food security Officer- M&E Focal point)	ongoing	Y

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<p>information that enhances the relevance of operations among WFP partners. Food security monitoring, together with programme outcome monitoring, will also alert WFP and partners as to whether acute malnutrition or food insecurity is increasing. Programme monitoring should be expanded to include relevant livelihood indicators such as household income, debt changes and coping strategies. Indicators monitoring government capacity to take over certain activities should also be improved and include targets. The current outcome indicator, National Capacity Index, is subjective and has no defined target. This needs to be addressed so that it can better inform the capacity building process.</p>		<p>be implemented in a coordinated manner with FAO and other partners including the Government with the future aim of integration of the main food security indicators into the national food security surveillance system. Particular attention will also be given to building Government capacity at central and regional levels for data monitoring and analysis.</p> <p>The CO is in the process of recruiting 2 additional staff to ensure the food security monitoring system is strengthened and more components, including Geographic Information System (GIS), risk analysis and Integrated Context Analysis are included.</p> <p>The CO is planning to strengthen its M&E system in 2014/2015 in line with new Strategic Results Framework. A new M&E monitoring and evaluation strategy will be developed with a focus</p>			

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		on outcome measurement and reporting. The National Capacity Index is a corporate outcome indicator that cannot be modified by the CO.			
Recommendation 3: The next WFP Tajikistan operation should include activities centred on reducing acute malnutrition (T-SFP), responding to emergencies (EMR), and rebuilding livelihoods (FFA). The operation should continue to be guided by the long-term goal of the government being responsible for the implementation. WFP assistance should be considered as a short-term solution until the government and key actors can fill the gap as per their mandates. To this end, it would also be helpful for the WFP CO to develop a more comprehensive capacity building plan.	Accepted	The CO is formulating a new Country Programme (2016-2020) aligned with the UNDAF cycle (2016-2020). It is expected that, based on nutrition and food security data and government priorities, the new CP will be centred on reducing acute malnutrition (T-SFP), responding to emergencies and building resilience (EMR, F/CFA) and supporting safety nets/social protection (school feeding and F/CFA) The Government will continue to play a central role in designing and implementing strategy and activities. It is expected that capacity building will be a significant component in the	CO/Management Programme Unit –	November 2015	Y

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		new CP, to ensure sustainability and gradual ownership of programme implementation by national institutions.			
Recommendation 4 : It is recommended that WFP prolong its work on the prevention and treatment of acute malnutrition by continuing to support the MoH to implement T-SFP activities. Other activities such as nutrition monitoring and surveillance, IYCF, and complementary feeding that impact both acute and chronic malnutrition rates should also be considered. Given the funding challenges affecting the procurement of the appropriate food items for B-SFP and T-SFP, these interventions should only be undertaken if they can be implemented each year in a predictable manner. If implemented, outcome monitoring is required in order to	Accepted	The country office agrees that focus should remain on prevention and treatment of under nutrition (acute and chronic) aligning its activities with national strategies and priorities identified under the SUN initiative, in collaboration with the Government and the nutrition partners. Once these are defined at the national level, the country office will seek funding to increase its own technical capacity to support implementation and will identify where it can make a significant contribution to reduce the burden of undernutrition in Tajikistan. To avoid further pipeline breaks of specialized nutritious foods due to insufficient funding, the CO will take a proactive approach and seek other options (such as but not limited to exploring solutions for locally produced fortified foods). Since	CO/Programme Unit	Ongoing November 2015	Y

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evaluate the impact of the interventions.		monitoring of nutrition activities has been realigned corporately to look at performance instead of impact, the country office will make sure that the abovementioned nutrition technical staff will look into strengthening the monitoring of nutrition activities.			
Recommendation 5 (3.2): WFP should continue to implement FFA activities in food insecure locations after revising the current targeting criteria to ensure that the most vulnerable households can participate. This should include consistently offering light work options and considering allowing some households to participate for shorter working hours but for the same rate of daily payment. Options for unconditional transfers under FFA should also be considered. FFA household selection criteria should be fully contextualized to the local situation and agreed upon by local authorities, leaders and WFP. The criteria must also be regularly	Accepted	CO will continue to implement FFA activities, as part of its resilience-building approach in the most food-insecure districts in the country identified through WFP's food security monitoring system (FSMS). As already foreseen in the current PRRO WFP will continue to earmark food/cash for unconditional transfers to vulnerable households unable to participate in C/FFA activities. The CO will continue to work with the Ministry of Health and Social Protection in this regard to ensure accurate and fair targeting of assistance to the most vulnerable households.	CO/Programme Unit	November 2015	Y

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revised to ensure proper coverage and targeting of the food-insecure community members. The CO could also work more closely with the MoLSPP to ensure that the most vulnerable households receive other forms of assistance from the government as appropriate.					
Recommendation 6 (3.3): Women make up one of the major vulnerable groups in Tajikistan, increasingly taking up the roles of men, who have migrated in search of work. Greater gender sensitive approaches should be adopted and promoted throughout the WFP's CO operations. This could start with a more comprehensive analysis on how women could participate more in WFP activities. Some suggestions include providing women with cash-based approaches where appropriate as per their preference, actively ensuring the inclusion of women in project committees, and ensuring FFA activities support women's participation by aligning with women's skills, interests and availability.	Accepted	CO will ensure in its CP formulation and implementation that an enhanced gender sensitive approach is adopted, as per the recommendations.	CO/Programme Unit	November 2015	

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Recommendation 7 (3.4): WFP should expand on the success of the cash pilot project and implement cash-based responses in areas close to markets. This would be consistent with WFP's transition from food aid to food assistance and would also reflect beneficiary preference. Technical support to this process will be required from WFP HQ or RB.	Accepted	<p>The CO will use cash transfer modalities wherever cash transfers offer advantages, such as beneficiary choice, improved dietary diversity and the positive impact on the market and economy. The country has functioning and efficient markets and there are financial institutions for cash delivery and positive past experiences from cash transfer-based programmes from humanitarian and development agencies working in Tajikistan, including WFP.</p> <p>In June 2014 the CO carried out a C&V assessment to determine the feasibility to C&V activities in country, as well as the areas where C&V programme can be implemented in case of emergency and recovery operations. The anticipated mission report should inform the CO on costs-efficiency and cost-effectiveness issues for C&V interventions and help articulate rationale and comparative</p>	CO/Programme Unit	November 2015	Y

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		advantages for transfer modalities and delivery mechanisms.			
Recommendation 8: If adequate and predictable funding can be secured, it is recommended that a new development project should also be considered and aligned with existing projects under SO4: reduce chronic undernutrition and break the intergenerational cycle of hunger. This would enable a more comprehensive programme focused on preventing malnutrition and could include IYCF, complementary feeding, nutrition monitoring and surveillance and supporting micronutrient programmes for pregnant women and for children less than two years of age. This would be coherent with the government's new Nutrition and Food Safety strategy and should involve partnerships with the government and other nutrition actors such as the MoH, UNICEF and WHO.	Accepted	As per Recommendation 4.	CO/Programme Unit	December 2015	
Recommendation 9: With the growing national HIV caseload, WFP should	Partially accepted	While the country office recognizes that there is a growing HIV prevalence, the CO lacks proper information on the current services	CO/Programme Unit	December 2015	Y

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reconsider the inclusion of HIV patients in the TB DEV Project (200173) with an objective to “mitigate the effects of HIV and AIDS through sustainable safety nets” as per the WFP HIV/AIDS Policy. This support could start with a comprehensive situation analysis on HIV including on the availability of services. Support to HIV patients also aligns with the WFP HIV and AIDS Policy and the WFP Nutrition Policy statement of focusing nutrition activities on “vulnerable groups, including young children, pregnant and lactating women and people living with HIV.” ¹⁷ It would also be consistent with the government’s Programme to Combat the HIV/AIDS epidemic.		and gaps offered to the most vulnerable HIV affected people. If the CO has access to funding and adequate technical resources, it will explore the feasibility of doing a situation analysis which will then inform whether WFP has a comparative advantage in the area of HIV support.			