WFP

EVALUATION QUALITY ASSURANCE SYSTEM

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Measuring Results, Sharing Lessons

TERMS OF REFERENCE

UNITED REPUBLIC OF TANZANIA: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2017 – 2021)

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1. Background

1.   These Terms of Reference (TOR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2.   The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. Introduction

3.   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 (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.

1.2. Context

General Overview

4.   Tanzania is a union formed in 1964 between Tanganyika, which achieved independence from the British in 1961, and Zanzibar. The latter remains semi-autonomous with its own president and parliament. Tanzania has a total population of 56.3 million, growing at 3.0 percent per annum (2018)[1]. In 2017 life expectancy at birth (2017) was 64 years (63 years for men) and (66 years for women).[2]

5.   The country is situated in the eastern part of Africa; occupying a total area of 945,087 square kilometres (364,900 square miles). Tanzania has a long coastline and shares borders with eight countries; Kenya and Uganda in the north, Rwanda, Burundi and the Democratic Republic of the Congo to the west, and Zambia, Malawi and Mozambique in the south. Its land is rich in biodiversity and natural resources, including sizable deposits of natural gas.

6.   Currently, Tanzania's population is very youthful, with a minor portion of the population economically active. Children aged 0 - 14 years comprise about 44 percent of the total population. Moreover, about 32 percent of the total population are youth between 10-24 years of age.[3] The high fertility rate is cited as posing a challenge to the Government's capacity to meet the demand for public infrastructure, housing, employment and social services, particularly in the areas of education, health and water supply.[4]

7.   Tanzania is classified as low-income country, ranking 159 out of 189 in the 2019 UNDP Human Development Index. Economic growth over the last decade averaged 6-7 percent. Real GDP growth was an estimated 6.8 percent in 2019, down from 7 percent in 2018.[5] Gross national income capita increased from USD 980 in 2015 to USD1,080 in 2019.[6]

8.   Agriculture is a prominent component of the Tanzanian economy, accounting for 28.7 percent of GDP (2017) [7] but during 2011-18 the agricultural sector contribution to GDP grew much slower than the rest of the economy averaging 4.4 percent a year[8] and the main contributor to GDP is now the service sector (39,3

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[1] World Bank. https://data.worldbank.org/country/tanzania (consulted 9 September 2019)
[2] Over the period from 2010 to 2017, life expectancy at birth increased by 6 years for both men (from 57 years to 63 years) and women (from 60 years to 66 years) https://data.worldbank.org/country/tanzania (consulted 9 September 2019)
[3] UNFPA. https://www.unfpa.org/data/world-population/TZ (Consulted 19 November 2020)
[4] DFID 2016: Briefing Note Regional Analysis of Youth Demographics - Tanzania
[5] https://www.afdb.org/en/countries-east-africa-tanzania/tanzania-economic-outlook (consulted on 14 October 2020)
[6] World Bank. https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=TZ (consulted 12 November 2020)
[7] World Bank. https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS (consulted 14 October 2020)
[8] World Bank 2020, Tanzania Economic Update- Addressing the impact of COVID-19, page 17

percent).[9] Despite impressive economic growth and large improvements in living standards over the past twenty years, the poverty incidence remains high. While national poverty rates have declined from 34.4 percent in 2007 to 28.2 in 2012, the poverty rate has recently stagnated and in 2018 stood at 26.4 percent.[10] Moreover, the reduction in poverty has been uneven geographically.

9.   Continuous growth during the last ten years has not benefitted all groups equally and has been characterized by widening inequality. Inequality as measured by the Gini coefficient improved only marginally from 0.35 in 2004/5 to 0.39 in 2018.[11]

10.   As of 6 October 2020 there were 509 confirmed cases and 21 deaths since the first case of Covid-19 was identified in country in March 2020.[12] Over the past months, the Government has closed schools, suspended international flights, banned large gatherings and provided guidance on the use of face masks and washing hands. Restrictions were lifted on 1 June and suspension on all Kenyan flights were lifted in September.

Food and Nutrition Security

11.   Food security remains a major economic and social problem in Tanzania. In the 2019 Global Hunger Index, Tanzania ranks 95th out of 117 qualifying countries. This score is classified as 'serious' in the index's severity scale. Between November 2019 and April 2020, nearly one million people, 20 percent out of a population of 4.8 million in 16 analyzed districts of Tanzania, were estimated to be experiencing severe food insecurity (IPC phase 3 and 4) (see figure 1 below). An estimated 224,700 people (5 percent) were classified in IPC Phase 4 (emergency) and around 760,600 people (16 percent) in IPC Phase 3 (crisis). Around 1,655,600 people (34 percent) were classified in IPC phase 2 (stress). Food insecurity was driven primarily by a prolonged dry spell, coupled with pest infestations and erratic rainfall in the 2018/19 planting season.[13]

Figure 1: Tanzania, Current Acute Food Insecurity situation November 2019 - April 2020 and Projected Acute Food Insecurity situation May - September 2020
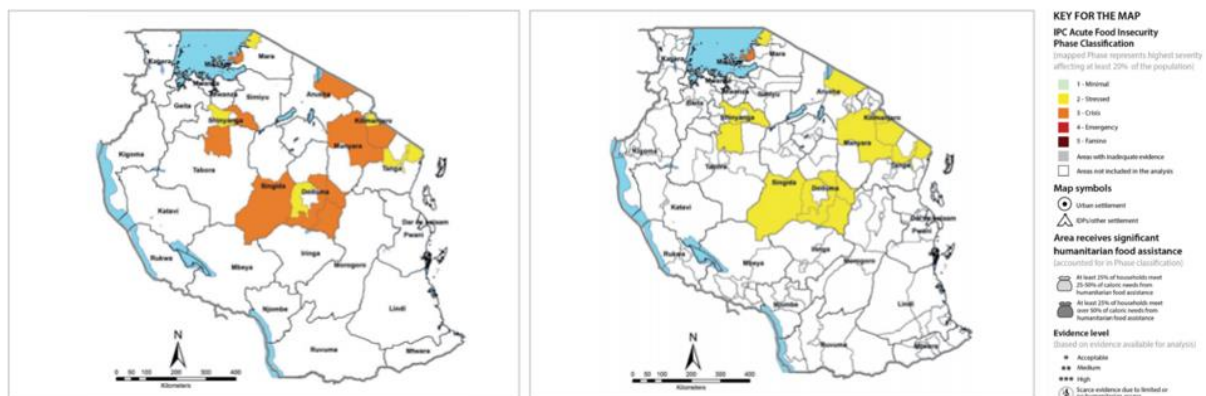
Source: IPC Technical Working Group (Date of extraction: 19.08.2020)

12.   Despite significant improvement in recent years, Tanzania has high level of malnutrition among children and women. It is estimated that more than 2,700,000 children under five years of age are stunted in 2019. At national level, 3.5 percent of young children were found to have Global Acute Malnutrition, 0.4 percent suffered from Severe Acute Malnutrition and 14.6 percent are underweight or too thin for their age while 2.8 percent are overweight or over nourished.[14]

[9] https://www.afdb.org/en/countries/east-africa/tanzania/tanzania-economic-outlook (consulted 27 August 2019)
[10] World Bank 2020, Tanzania Mainland Poverty Assessment, page 4
[11] WFP/ Prime Minister's Office 2016: Strategic Review, page xi
[12] WHO. https://covid19.who.int/region/afro/country/tz
[13] IPC Technical Working Group. http://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1152358/?iso3=TZA
[14] Government of Tanzania 2019: Tanzania national Nutrition Survey 2018, page xv

Figure 2: Percentage of children under age 5 classified as malnourished
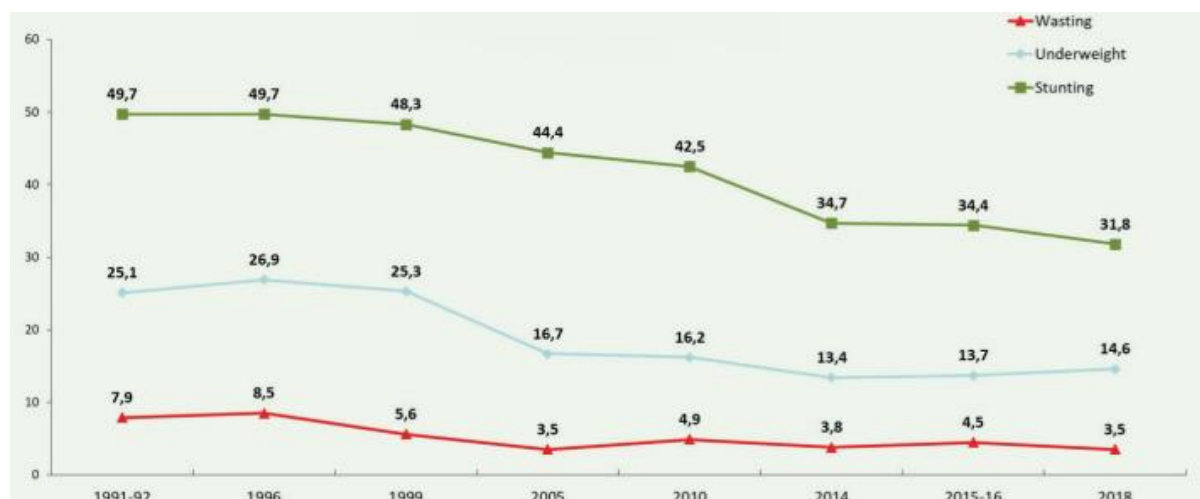
Source: Tanzania National Nutrition Survey conducted in 2018

13.   In adult women, the prevalence of underweight is about 7.3 percent and has remained virtually unchanged for several decades whereas the prevalence of overnutrition (overweight or obese) increased from 18 percent in 2004/5 to 31.7 in 2018.[15]

14.   Inequities in nutritional status continue to persist with children from the very poor households being three times more likely to be chronically malnourished as those from better off households. The high rates of chronic under nutrition among children is driven by poverty and food insecurity, but also largely by poor infant and young childcaring and feeding practices at the household level.

HIV/ AIDS

15.   The national HIV prevalence among adolescents and adults aged 15–49 years decreased slightly from 5.1 percent in 2014 to 4.8 percent in 2019. Prevalence among women is higher compared to men (6.2 percent versus 3.7 percent). The number of people living with HIV increased from 1.3 million in 2010 to 1.7 million in 2019, while deaths associated with AIDS decreased from 52,000 in 2010 to 27,000 in 2019.[16]

Agriculture

16.   Agriculture employs 65 percent of the workforce[17] and Tanzania has been able to secure sufficient food at the national level[18] and avoid famine in food-deprived and drought-affected parts of the country. However, the availability of food at the national level does not mean that food is accessible to all, especially to households located in rural areas and localized food deficits do occur. Tanzania's agriculture faces challenges from low adoption of new technologies, limited infrastructure and high transportation costs, a lack of adequate market access and high rates of taxation and non-tariff trade barriers.

17.   The food production system in Tanzania is dominated by small scale producers who cultivate between 1 to 3 hectares and practice limited irrigation. White maize is the most important cereal in Tanzania, accounting for about 70 percent of annual cereal production. The Tanzanian diet relies heavily on starchy staples with maize providing an estimated 32-51 percent of calories.[19]

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[15] ibid

[16] UNICEF. https://www.unicef.org/tanzania/what-we-do/hiv-aids (consulted on 26 October 2020)

[17] World Bank. https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=TZ (consulted 10 November 2020)

[18] Tanzania 's food self-sufficiency has ranged from 88 to 120 percent over the past 10 years.

[19] Famine Early Warning Systems network 2018:
https://fews.net/sites/default/files/documents/reports/Tanzania_MFR_Summary_Report_August_2018.pdf

Climate Change and Vulnerability

18.   Tanzania ranks 68th out of 135 on the Global Climate Risk Index 2018.[20] Rising temperatures, longer dry spells, more intense heavy rainfall and sea level rise make the country vulnerable to climate risks. Similarly to other Eastern African countries, temperature observations indicate that Tanzania has experienced a considerable increase in temperature over recent years, creating a long-term need to build climate resilience.[21] Droughts and floods are the main natural hazards experienced in Tanzania.

Education

19.   Education has played a vital role in Tanzania's development since independence. In 2014, the Government of Tanzania introduced a fee-free education policy. Since then, enrolment of primary school aged children has been increasing, after dropping for several years, and reaching 99 percent in 2019. Tanzania has achieved gender parity in primary and secondary enrolment rates. Nonetheless an estimated 1.4 million children between the ages of 7 and 13 years are out-of-school. Almost 70 percent of children aged 14–17 years are not enrolled in secondary education while a mere 3 percent are enrolled in tertiary education.[22]

20.   Equity and quality pose major challenges. Primary school-aged children from the poorest families are three times less likely to attend school than those from the wealthiest households. Furthermore, while it is estimated that 7.9 percent of Tanzanians are living with a disability, less than 1 percent of children in pre-primary, primary and secondary school have a disability.

21.   Early marriage and pregnancy keep girls out of school. Adolescent pregnancy led to almost 3,700 girls dropping out of primary and secondary education in 2016. More than one third of all girls are married by the age of 18, but girls from poor families are twice as likely to be married early than girls from wealthier homes.[23]

Gender

22.   Tanzania ranked 130th out of 160 countries on the Gender-related Development Index (GDI) for 2017[24] and 71 out of 149 in the Global Gender Gap report.[25] Disaggregated data on the GDI and the Gender Inequality Index shows that Tanzania is doing well in closing the gender gap, especially in life expectancy and access to primary and lower secondary education. Progress has also been made in increasing the representation of women in Parliament (37.2 percent of parliamentary seats are held by women), and increasing women's labour force participation. However, as measured by GDP per capita, women's standard of living still significantly lags their male counterparts in both Tanzania Mainland and Zanzibar.[26] There are also marked disparities for the proportion of women in decision-making positions at the regional and local government levels, and in senior and middle management occupations, where men account for 82.6 percent of the positions compared to 17.4 percent for women. Gender based inequalities also persist in access to and control of productive and financial resources, and time poverty remains a significant burden for most Tanzanian women.

Migration, Refugees and Internally Displaced People

23.   Civil strife and internal armed conflicts in neighbouring countries have resulted in a major influx of refugees from Burundi, Rwanda and the Democratic Republic of Congo (DRC) and traditionally Tanzania has been very welcoming to refugees. Tanzania was host to 276,046 refugees and asylum-seekers by 30 September 2020, mainly from Burundi (197,868) and DRC (77,713) from different nationalities (465).[27] The majority of refugees and asylum-seekers live in three refugee camps in north western Tanzania: Nyarugusu,

[20] Global Climate Risk Index 2020. https://reliefweb.int/sites/reliefweb.int/files/resources/20-2-01e%20Global%20Climate%20Risk%20Index%202020_10.pdf

[21] IFPRI 2017. https://www.ifpri.org/blog/el-ni%C3%B1o-la-ni%C3%B1a-and-climate-resilience-tanzania (Consulted 5 November 2020)

[22] World Bank. https://data.worldbank.org/indicator/SE.PRM.UNER?locations=TZ (consulted 14 October 2020)

[23] UNICEF. https://www.unicef.org/tanzania/what-we-do/education (consulted 14 October 2020)

[24] UNDP Human Development Report 2018.

[25] World Economic Forum, 2018, page 10.

[26] UNDP 2017: Human Development Report - Social Policy in the context of Economic Transformation

[27] UNHCR Operational Portal. https://data2.unhcr.org/en/country/tza (consulted 14 October 2020)

Nduta and Mtendeli. Tanzania has signalled it will prioritize returning refugees to their home countries over local integration and Tanzania has a strict encampment policy.[28]

24.   Recently, due to the escalating conflict and deteriorating food security situation in Cabo Delgado in Mozambique thousands of refugees have crossed into southern Tanzania.[29]

25.   Tanzania recently withdrew from the Comprehensive Refugee Response Framework (CRRF), an initiative aimed at finding solutions for refugees and improving the situation in refugee-hosting countries, including enabling refugees to integrate into the local economy. The withdrawal has contributed to massive underfunding of aid to refugees in the country.[30]

26.   The Ministry of Home Affairs is responsible for refugee issues in terms of the refugee Act of 1998 and the 2003 Refugee Policy.

Humanitarian Protection

27.   Due to the protracted refugee situation, restrictive policies and chronic underfunding, the refugee population in Tanzania remains highly dependent on humanitarian assistance, exposing many refugees and asylum seekers to a variety of protection risks. Women and children are particularly vulnerable and sexual and gender-based violence (SGBV) remains a significant concern. The ongoing voluntary repatriation exercise has also contributed to an increase in SGBV cases, resulting from split return decisions within families.[31]

28.   About 54 percent of refugees in Tanzania are under the age of 18 years. Refugee children face serious protection risks such as separation from families as a result of displacement, psychosocial distress, abuse and exploitation, including child labour and sexual exploitation.

National Policies and the SDGs

29.   The Government of Tanzania adopted the 2030 Agenda and Sustainable Development Goals on September 2015. The SDGs are being implemented in the framework of Tanzania Development Vision 2025 which seeks to transform Tanzania into a middle income and semi industrialized nation in 25 years.[32] The Tanzania's Long-Term Perspective Plan (LTPP) 2011/12-2025/26 was developed to ensure that resources in Mainland Tanzania are organized and used strategically to guarantee the realisation of the development aspirations of Tanzania Development Vision 2025. LTPP is implemented through three strategic five-year development plans (FYDPs) each with a theme that underpins its priority interventions. The first National Five-year Development Plan 2011/12-2015/2016 (FYDP I) had the theme of "Unleashing Tanzania's Latent Growth Potential". The current FYDP (II) (2016-2021) focuses on industrialization and human development and is grouped into four priority areas as illustrated in Figure 3. As FYDP II was developed at the time of the post 2015 consultations it offered an opportunity to fully embed the SDGs.[33] The FYDP II identifies alignment to the SDG, particularly in Goals 1,2,3,4,5 (human development); 6,7,9, (growth focused interventions such as utility supplies and industrialization); and goal 17 (strengthening implementation and creating and enabling environment).[34]

30.   The Ministry of Finance and Planning (MoFP), through the Planning Commission, is mandated to domesticate SDGs into national plans and to identify and mobilize resources for implementation of the national and global development goals and targets. Through MoFP, the National Bureau of Statistics is responsible for collecting data and for monitoring the implementation progress of SDGs at national level.

31.   Tanzania completed its first Voluntary National Review in 2019.[35] The report concludes that Tanzania is doing reasonably well on goals 2 (zero hunger), 3 (good health and well-being), 4 (quality education), 5 (gender equality), 6 (clean water and sanitation), 8 (decent work and economic growth), 10 (reducing inequality) and 16 (peace, justice and strong institutions). Goals 7 (clean energy), 9 (industry, innovation and

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[28] UNHCR 2019; Tanzania Country Refugee Response Plan January 2019-December 2020.

[29] Relief web 22 September 2020, press release WFP ' Escalating conflict in Mozambique forces hundreds of thousands to flee amidst worsening humanitarian crises."

[30] ibid

[31] ibid

[32] https://una.or.tz/how-are-the-sustainable-development-goals-implemented-in-tanzania/
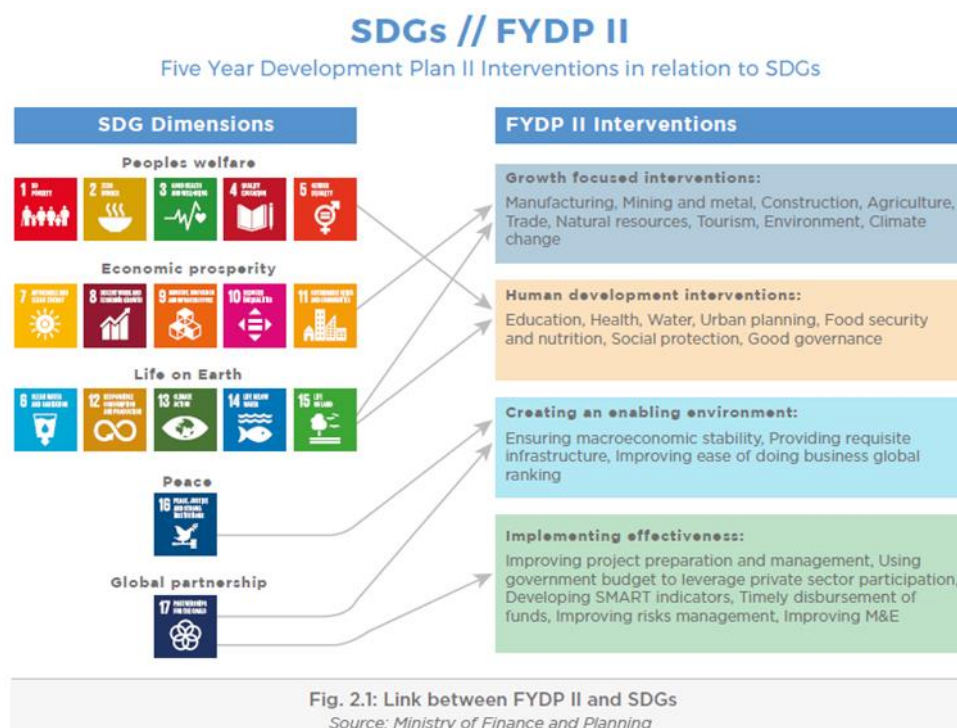
[33] Tanzania, Voluntary National Review (VNT) 2019, page 13.

[34] Tanzania and the Sustainable Development Goals: Has Tanzania prepared to roll-out and domesticate the health SDGs?

[35] Tanzania, Voluntary National Review (VNT) 2019.

infrastructure), 11 (sustainable cities), 12 (consumption and production) are likely to be achieved with stepped-up efforts. However, goals 1 (no poverty), 13 (climate action), 14 (life below water), 15 (life on land) 17 (partnerships) will need significant local efforts and international support to achieve.[36]

Figure 3: Tanzania Five Year Development Plan II Interventions in relations to SDGs

Fig. 2.1: Link between FYDP II and SDGs
Source: Ministry of Finance and Planning

Source: Tanzania 2019 -Voluntary National Review on the Sustainable Development Goals

32.   Tanzania does not have a strategy that is solely aimed at achieving SDG2, but rather its food and nutrition related strategies are fragmented and embedded in various national and regional development policies and programs.[37] In addition to the Tanzania Development Vision, the Long Term Perspective Plan and the three Five Year Development Plans (FYDPs I, II, & III) food production and distribution in Tanzania is guided by Tanzania's Agricultural Policy (2013); and a number of programs, strategies and plans geared towards achieving SDG2.[38] These national initiatives are linked to regional initiatives like the Malabo Declaration on CAADP (2014) (Comprehensive Africa Agriculture Development Program), a regional initiative for revamping agricultural development in Africa through the New Partnership for Africa's Development (NEPAD) and the declaration on Nutrition Security for Inclusive Economic Growth and Sustainable Development in Africa.

33.   The FYDPs address several issues related to SDG2 such as bottlenecks to infrastructure (in particular, rural roads) which helps address the problems of poor farm gate prices, markets and distribution; productivity and transformation of agriculture for food self-sufficiency and export; production cost minimization and the development of agro-processing industries.[39]

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[36]https://sustainabledevelopment.un.org/content/documents/22961Tanzania_MAIN_MESSAGES_FOR_THE_VOLUNTARY_ NATIONAL_REVIEW_2019_UNITED_REPUBLIC_OF_TANZANIA.pdf
[37] Africa Growth Initiative at Brookings 2017: Ending Rural Hunger - the Case of Tanzania, page 3.
[38] The Agricultural Sector Development Program (ASDP I&II), the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), the Business Environment Strengthening for Tanzania program (BEST, Feed the future programs like Tanzania Land Tenure Assistance (LTA), Tanzania Agriculture and Food security Investment Plan (TAFSIP), Land tenure Support Programme (LTSP),the National Multi-sectoral Nutrition Action Plan (NMNAP 2016-2021), the District Agricultural Development Plans (DADPs), the establishment of the Tanzania Agricultural Development Bank (TADB) and the Tanzania Land Bank Parcels (LBP), and projects to ensure low-interest, long-term loans in agriculture under the TIB (Tanzania Investment Bank) Development Bank.
[39] The Africa Growth Initiative at Brookings 2017: Ending Rural Hunger – the case of Tanzania.

34.   In order to bring a multi-stakeholder coordinating structure to the food and nutrition sector, Tanzania went through an institutional transformation in 2015-2016. As a result, the country now has an annual joint national multi-sectorial review to analyse the implementation of the national nutrition strategy; there is also a nutrition focal person hired by the council in every district or region for the purpose of monitoring the implementation of nutrition programs and related policies.

35.   To do away with the bottlenecks that were a constraint to meeting SDG2, the National Multisectoral Nutrition Action Plan (NMNAP 2016/17-2020/21) was developed to implement National Nutrition Policy (2016). The NMNAP therefore involves more groups dealing with food and nutrition and includes the implementation of SDG1 and SDG2.[40]

International Development Assistance

36.   During the period 2015-2020, Tanzania received a yearly average of US $ 73.02 million net Official Development Assistance.[41] The proportion of net ODA per Gross National Income decreased from 5.5 percent in 2015 to 4.36 percent in 2018.[42]

Figure 4: International Assistance to Tanzania in 2015-2020
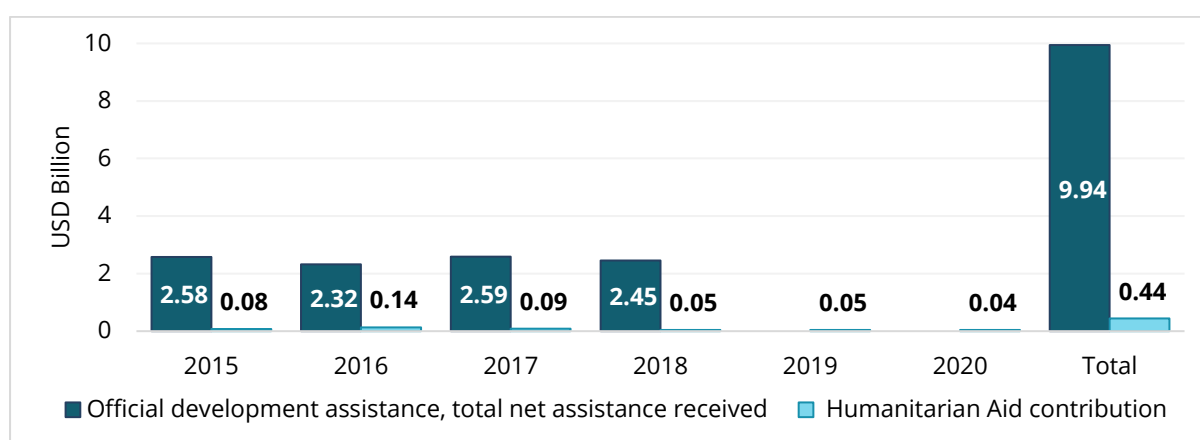
Note: No ODA data available for 2019 and 2020 as of August 2020
Source: OECD -DAC, UN OCHA -FTS (Date of Extraction: 19.08.2020)

37.   The average main ODA funding sources between 2017-2018 were the United States, International Development Association (World Bank), United Kingdom, African Development Fund and Global Fund, followed by EU Institutions, Sweden, Japan, Canada and Korea (Figure 5).[43]

Figure 5: Top Ten Donors of Gross ODA for Tanzania 2017 – 2018 average, USD million
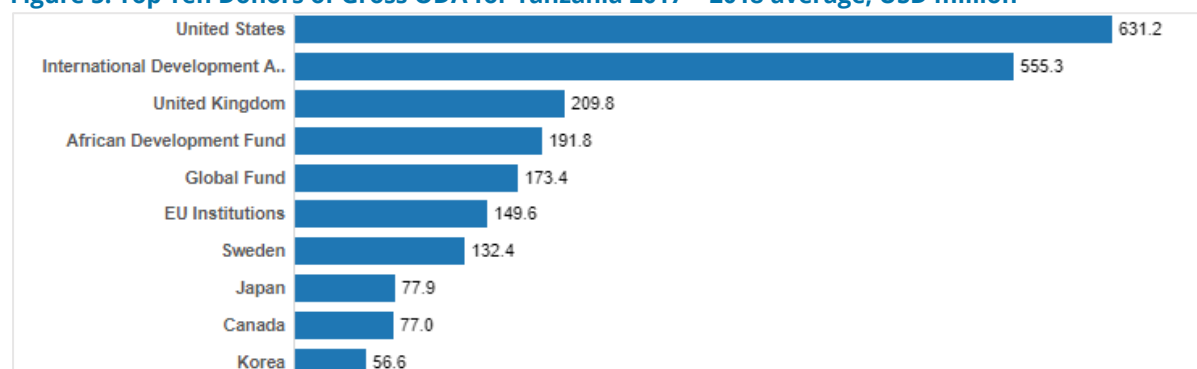
Source: OECD-DAC (Date of Extraction: 30.09.2020)

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[40] Ibid.

[41] UN OCHA -FTS. https://fts.unocha.org/countries/overview (consulted 19 August 2020)

[42] https://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS?locations=TZ (consulted 6 October 2020)

[43] OECD/DAC website. https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no (consulted 2 September 2019)

38.   ODA funding in the period 2017 – 2018 focused primarily on health and population (42 percent), followed by education (17 percent) and other social infrastructure and services (15 percent).

Figure 6: Bilateral ODA over the main aid sectors (2017-2018)
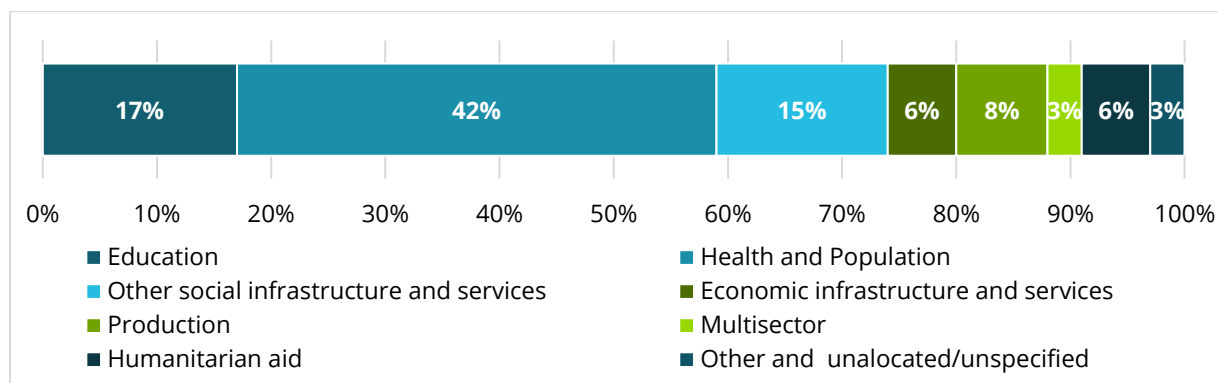
Source: OECD database (Date of Extraction: 19.08.2020)

United Nations Development Framework

39.   In 2007 the Government of Tanzania formally signalled its interest to become one of the eight countries to pilot Delivering as One (DaO). This resulted in eleven Joint Programmes under the United Nations Development Assistance Framework (UNDAF) 2007-2011.

40.   The UNDAF was aligned to the three pillars of Tanzania's 2005-2020 National Strategy for Growth and Reduction of Poverty (MKUKUTA) and its equivalent in Zanzibar (MKUZA). Notwithstanding the results achieved with the UNDAF the UN Country team found the UNDAF structure insufficiently focused and overly ambitious. As a result the UN Country team replaced the UNDAF with the United Nations Development Plan for the subsequent period 2011-2015 with the aim to have a single coherent business plan for all UN Funds, programmes and agencies in Tanzania in which each was responsible for delivery on a set of key actions that contributed to a shared result. This was to reduce duplication in planning requirements for UN agencies and national partners and enhance the focus on results.

41.   The current United Nations Development Assistance Plan (UNDAP II) covers the period 2016-2021.[44] Four thematic areas: i) inclusive growth, ii) a healthy nation, iii) resilience and democratic governance and iv) human rights and gender equality[45] have been identified as the framework for cooperation.

42.   WFP is currently the chair of the Resilience Thematic Results Group and leads the agriculture theme of the Kigoma Joint Programme, a United Nations led programme bringing together 16 different UN Agencies across seven thematic areas to address the root causes of under-development and poverty in the refugee-hosting region of Kigoma.

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[44] The Government of Tanzania and the UN Development Coordination Office agreed to a one year extension of the UNDAP to June 2022.
[45] WFP/EB.A/2017/8-A/5

2. Reasons for the Evaluation

2.1. Rationale

43.   Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: "under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO's new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in June 2022.

2.2. Objectives

44.   Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing WFP's future engagement in Tanzania and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholder Analysis

45.   The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFPs country office, regional Bureau of Johannesburg and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Tanzania, local and international NGOs and the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

46.   In the context of Tanzania, key national government partners comprise the Office of the Prime Minister, Tanzania Social Action Fund, Ministry of Agriculture, National Food Reserve Agency, Tanzania Food and Nutrition Centre (TFNC), the National Institute of Transport, the Ministry of Agriculture, Livestock and Fisheries, the Ministry of Health, the Ministry of Community Development, Gender and Children, the Regional Administration and Local Government Department of the Office of the President and the Tanzania Ports Authority. This CSPE should enable policymakers to sharpen their view of opportunities for synergies and coordination to support national strategies; and ensure that WFP's future contributions are best attuned to national needs and policy.

47.   WFP works closely with, UNHCR, United Nations Children's Fund (UNICEF) . The work on social protection also includes ILO and UN Women. In addition WFP works with FAO and the International Fund for Agricultural Development (IFAD) on food security and agricultural support.

48.   WFP has also collaborated with a wide range of partners to facilitate the implementation of activities. These are primarily national and international NGOs (see Annex 4).

49.   WFP beneficiaries are the most important stakeholder group of all: comprising subgroups such as, children under five and pregnant and lactating women. In addition, WFP activities are intended to assist the government to deliver better services.

3. Subject of the Evaluation

3.1. Subject of the evaluation

Past WFP operations and evaluations

50.   WFP has been present in Tanzania since 1963 and support has focused on emergency, recovery and development operations.

51.   WFP's strategy 2011-2015 identified three priorities: 1) emergency humanitarian action; 2) food security and nutrition support; and 3) community investments in food security support. Guided by the country strategy the portfolio comprised three protracted relief and recovery operations (PRROs) and one country programme. A country portfolio evaluation was conducted in 2015. It found that WFP was using a weak theory of change to demonstrate linkages between activities and outcomes and that a lack of focus undermined the effectiveness and sustainability of results. The CPE included six recommendations to which management prepared a response (Annex 5).

52.   Between 2015-2017 WFP continued to support Tanzania through the Country Programme (2012-2017) and the Protracted Relief and Recovery Operation (2014-2017).

53.   In addition to the above projects there were also a number of short-term projects such as the Emergency Food Assistance project to Burundian Refugees (May – August 2015), the Regional Preparedness for Cross -Border Displacements from DRC to Republic of Congo, Angola, Tanzania and Zambia (August – October 2017) and the regional El Nino preparedness project for southern Africa (November 2015 – February 2016).

54.   In addition, WFP was part of the Patient Procurement Platform (PPP) (2015-2018), a consortium of eight global public and private sector partners including Bayer, Grow Africa, the International Finance Corporation (IFC), Rabobank, Syngenta, Yara International, the Alliance for a Green Revolution in Africa (AGRA) and WFP. The platform aimed to create demand -led value chains for food crops based on multiyear relationships with the market to boost farmer incomes and build long-term resilience.

55.   WFP was also part of the Global Framework for Climate Services which provides a worldwide mechanism for coordinated actions to enhance the quality, quantity and application of climate services. The focus of WFP activities under the initiatives is on strengthening national food security information, whilst at the community level, the project establishes tailored climate services to build the resilience of WFP beneficiaries.

Current CSP

56.   WFP and the Government conducted a Zero Hunger Strategic review of the food security and nutrition situation in Tanzania in 2015/16. The document identified a number of challenges to eliminating hunger as well as solutions such as the need to enhance national systems and adopt and integrated approach to food security.[46] Thematic areas of focus in the CSP are: smallholder farmers, nutrition, social protection, climate change, disaster risk reduction and supply chain. The CSP was developed with a goal towards eventual exit and handover by 2030.

57.   Specially, the CSP (2017-2021) centres around five Strategic Outcomes and associated activities, presented in the below table.

Table 1: Overview of Focus Areas, Strategic Outcomes, Activities and Modalities of Intervention

Focus Area	Strategic Outcome	Activity	Modality
Crisis Respon	***Strategic outcome 1:*** *Refugees and other acutely food insecure people in Tanzania are able to meet their basic*	**Activity 01.** (URT01): Provide cash and/or food based transfers to refugees living in official camps	Food/CBT, Capacity strengthening

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[46] Prime Minister's Office /WFP 2016 Strategic Review 2016.

	food and nutrition requirements in times of crisis	**Activity 02.** (CSI02): Provide evidence to the government and engage in policy dialogue	Capacity Strengthening
		Activity 10. (URT10): Provide cash and/or food based transfers to food insecure people as a result of the COVID-19 pandemic	Food/CBT
Root Causes	**Strategic outcome 2:** *Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021*	**Activity 03.** (NPA03): Provide nutrition services to at risk populations in targeted districts	Food transfers and capacity strengthening
		Activity 04. (CSI04): Provide capacity strengthening to government entities involved in nutrition programming	Capacity Strengthening
Root Causes	**Strategic outcome 3:** *Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030*	**Activity 05.** (SMS05): Provide value-chain support to smallholder farmers	Capacity Strengthening
		Activity 06. (SMS06): Promote climate-smart agriculture and crop diversification amongst smallholder farmers	Capacity Strengthening
Resilience Building	**Strategic outcome 4:** *Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis*	**Activity 07.** (CSI07): Provide capacity support to government food security institutions	Capacity strengthening, food/CBTs
		Activity 08. (CPA08): Provide supply chain and IT capacity, expertise and services to partners	Capacity Strengthening
Resilience Building	**Strategic outcome 5:** *WFP and its partners in Tanzania and beyond are facilitated to foster, test, refine and scale up innovation that contributes to the achievement of the SDGs by 2030*	**Activity 09.** (CPA09): Provide innovation-focused support to partners and targeted population	Capacity Strengthening and service delivery

Source: OEV, based on CSP Data Port

58.	These five strategic Outcomes are interlinked and aligned with the WFP Strategic results, the Sustainable Development Goals, and government priorities and targets. Each strategic Outcome is achieved through distinct activities. Cross-cutting issues of gender and accountability to affected populations are mainstreamed throughout, and WFP assistance is provided in a manner that promotes equality and empowerment.

59.	Under the CSP, WFP planned to implement a gradual shift from direct assistance as part of WFP projects to increase technical assistance to Government -led programmes and processes. As a result, some activities previously implemented under the CP and PRRO were discontinued or modified to reflect this shift. School meals assistance, operating under the CP on a sustainability model with increased involvement of local government and school administrations, was discontinued under the CSP and handed over to local government. Under SO4 (disaster management and social protection), some residual food-for asset activities planned to finish in December 2017, were maintained in the CSP for year 1 and discontinued thereafter. On nutrition, the main direct assistance under Mother and Child Health and Nutrition (MCHN) was integrated with a strong community and household agriculture component with an aim to guarantee durable and sustainable result upon the end of WFP direct interventions. In 2021 the CSP was extended one year to ensure alignment with the UNDAP.

60.	A Mid-Term Review (MTR) of the CSP was conducted in December 2020. The MTR recommended to conduct a decentralised evaluation on "WFP's contributions to and opportunities for improving Tanzania's food systems". This theme has been incorporated into a thematic regional evaluation which covers five other countries. The preliminary findings of this regional thematic evaluation are expected to be available mid-March. A synthesis of agency evaluations and key recommendations emerging from the UNDAP II Mid-Term

Review 2019-2020 is also planned but subject to further approval. The MTR of the CSP and other reviews and evaluative products will provide additional inputs to the CSPE (Annex 11 and 12).

Funding

61.	The Country Portfolio Budget (CPB) of the Tanzania CSP approved by the Executive Board was USD 455.67 million for a total of 591.3 thousand beneficiaries[47]. It was spread across the main budget items and outcome areas as illustrated below.

Table 2: Country Portfolio Budget by focus area and strategic outcome (USD)

Focus Area	SO 1 Crisis response	SO 2 Root causes	SO 3 Root causes	SO 4 Resilience building	SO 5 Resilience building	Total
Transfer	327,728,398	26,817,415	14,374,334	6,784,736	1,800,255	**377,505,139**
Implementation	16,451,503	1,990,441	4,506,935	937,844	1,077,744	**24,964,467**
Direct Support Costs	19,993,885	1,647 394	1,144,308	442,864	166,763	**23,395,214**
Subtotal	364,173,786	30,455,250	20,025,577	8,165,444	3,044,762	**425,864,820**
Indirect support costs (6.5%)	25,492,165	2 131 868	1,401,790	571,581	213,133	**29,810,537**
Total	**389,665,952**	**32,587,118**	**21,427,368**	**8,737,025**	**3,257,895**	455,675,358
Share of each SO over total CPB)	**86%**	**7%**	**5%**	**2%**	**0.7%**	**100.7%***

*Any discrepancies in figures are due to rounding up.
Source: *Tanzania Country Strategic Plan (2017 – 2021).*

62.	The CSP went through five budget revisions (BR) three of which led to reductions; one had no budget implications and one led to a slight increase in the budget. The last budget revision (BR 5) took place in August 2020, in order to cater for the Covid-19 response. The BR increased the overall budget to USD 356.75 million and total planned beneficiaries to 1.118 million. The budget revision consisted in a reduction of the budget under SO2 (USD 2.89 million), and an increase under SO1 (USD 14.32 million) and SO4 (USD 2.09 million).[48]

Table 3: Tanzania CSP (2017 – 2021) Budget revisions

Budget Revesion	Date	Rational for BR
Budget Revision 1	Unknown	• Technical revision accounting for the corporate-wide reduction in the indirect cost rate from 7 to 6.5%.
Budget Revision 2	August 2018	• The BR reflects changes in the country's operational environment that affect some of the assumptions made by WFP during the initial programme design phase, as well as some new developments that have occurred since the start of implementation. The overall budget decreased to USD 343,236,881.

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[47] Tanzania Country Strategic Plan (2017 – 2021).
[48] Tanzania CSP Budget Revision 05.

			Changes cover the period of 1 April 2018 to 30 June 2021.
Budget Revision 3	Unknown	▪ Technical revision implemented at HQ level to ensure all CSPs transition to the simplified country portfolio budget structure.
Budget Revision 4	June 2020	▪ Activity 1 of the CSP assumes that WFP will provide food assistance to refugees through a combination of in-kind and CBT, with CBT gradually increasing over time. In August 2017, the Government of Tanzania requested the suspension of cash-based transfers and approval to re-start cash-based transfers has not been forthcoming. ▪ The BR seeks to convert food assistance from the CBT modality to in-kind modality from May 2020 to June 2021. ▪ The overall budget decreased to USD 340,587,592.
Budget Revision 5	August 2020	▪ The BR includes the first phase of a response to Covid-19, through the creation of Activity 10 (SO 1), adjustments for reduced refugee beneficiary numbers (SO 1, Activity 1) and program design and reduced beneficiary numbers in SO 2. The overall budget was increased to USD 356,755,759 (including implementation costs and DSC and IDS costs) ▪ This first phase of the COVID-19 response will have a duration of six months.

* Budget revision 03 had no consequences on the overall budget.

Source: OEV, based on CSPE budget revision documents.

63.   Table 2: Country Portfolio Budget by focus area and strategic outcome (USD)As of October 2020, the funding level over the total CSP budget was 46.47 [60] percent funded, with a total of USD 165,777,615 allocated contributions compared to a NBP of USD 356,755,759. However, if one considers only the requirements for 2017-2020 the funding level is 52 percent. Out of this amount SO1 was funded at 50 percent. SO 2 and 3 were funded at 56 and 37 percent respectively. Finally, requirements for SO 4 and 5 were funded at 55 and 83 percent respectively. Table 4: Available resources by Focus area and Strategic Outcome (USD) 07 October 2020 presents the level of funding of each outcome against the requirements for 2017-2020 and the relative weight of the resources available for each outcome over the total available so far.

Table 4: Available resources by Focus area and Strategic Outcome (USD) 07 October 2020

Focus Area	Strategic Outcome	Needs Based Plan (2017- 2020)	Available Resources as of % of 2017-2020 requirements	Relative weight on total available resources
Crisis Response	SO1. Refugees and other acutely food insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis	231,454,048	50%	80%
Root Causes	SO2. Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021	23,013,876	56%	9%
	Non SO Specific	0	-	0.4%
Root Causes	SO3. Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030	15,111,838	37%	4%

Resilience Building	SO4. Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis	7,892,522	55%	3%
Resilience Building	SO5. WFP and its partners in Tanzania and beyond are facilitated to foster, test, refine and scale up innovation that contributes to the achievement of the SDGs by 2030	3,433,350	83%	2%
	Non SO Specific	0	-	2%
	Total Direct Operational Costs	**280,905,635**	**52%**	**100%**

Note: Totals only include Total Direct Operational Costs, excluding Direct Support Cost (DSC) and Indirect Support Cost (ISC)
Source: IRM Analytics (07.10.2020)

64.   As illustrated in figure 7, so far the top donors of WFP's operations are USA, United Kingdom, the European Union, which together account for 65 percent of the total CSP's resources.[49]

Figure 7: Tanzania CSP (2017-2021)'s Top 5 Donors as of 14 October 2020
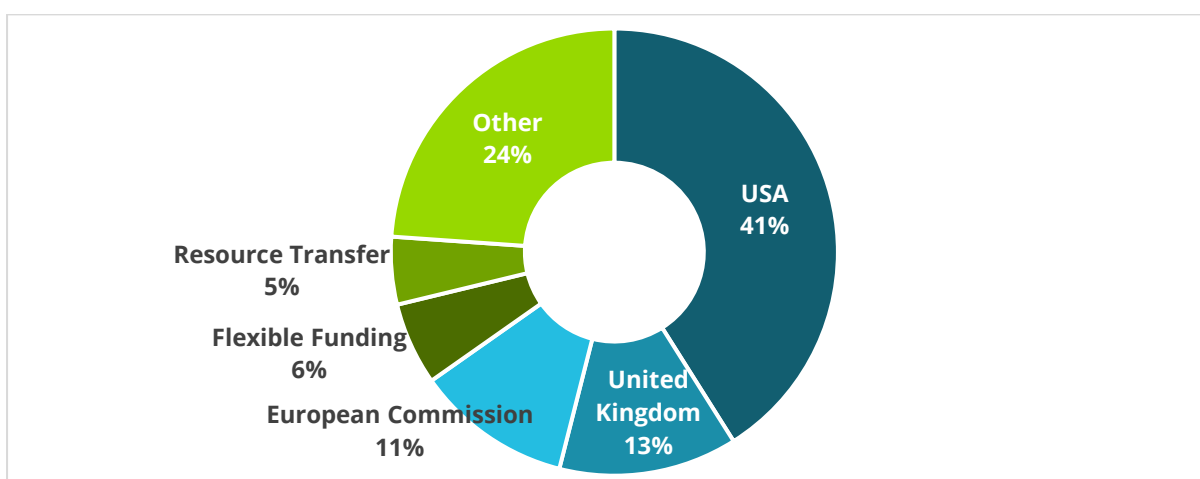
Source: FACTory, Resource situation Report (Date of Extraction: 14.10.2020)

65.   Funding is marked by low flexibility, with around 147.4 million of confirmed contributions being allocated almost exclusively at activity level (97.2 percent) (Table 5: Tanzania CPB (2017 - 2021) Summary by donor allocation level).

Table 5: Tanzania CPB (2017 - 2021) Summary by donor allocation level

Donor Earmarking level	Confirmed Contributions (USD)	% of Total Contributions
Country Level	2,539,535	1.7%
Strategic Result Level	558,713	0.4%
Strategic Outcome Level	1,206,144	0.8%
Activity Level	147,434,712	97.2%
Sum	**151,739,105**	**100%**

Note: Confirmed contributions' values do not include Indirect Support Cost (ISC).
Source: IRM Analytics (Date of Extraction: 14.10.2020)

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[49] Factory. (consulted 14 October 2020)

Staffing

66.   As of 13 August 2020, the Country Office had approximately 182 staff, 45 percent female and 55 percent male. About 71 percent of staff are general service staff and 29 percent are professional staff. The distribution between short term and fixed terms staff is 45 and 55 percent respectively. In addition to the Country Office in Dar es Salaam, WFP operates two port offices and one logistics hub in Dar es Salaam, Kigoma and Isaka, respectively. Most of staff are based in Dar-es-Salaam (59 percent), this is followed by staff based in Dodoma (14 percent), Kibondo (11 percent), Kasulu (8 percent), Isaka (6 percent), and Kigoma (2 percent). None of the staff working in the sub offices are international staff.

3.2. Scope of the Evaluation

67.   The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2015-mid 2021. The reason for a longer time frame (beyond the CSP) is twofold. Firstly, it enables the evaluation to assess key changes in the approach. Secondly, it allows for an assessment of the country programme since the last CPE. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and what are the consequences. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Ex. Board, as well as any subsequent approved budget revisions.

68.   In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

69.   The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the covid-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

4. Evaluation Approach, Methodology and Ethical Considerations

4.1. Evaluation questions and criteria

70.   The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub questions as relevant and appropriate to the CSP and country context, including as relates to assessing the response to the COVID crisis.

	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?
1.1	*To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?*
1.2	*To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?*
1.3	*To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?*
1.4	*To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?*
	EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Country X?
2.1	*To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?*
2.2	*To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?*
2.3	*To what extent are the achievements of the CSP likely to be sustainable?*
2.4	*In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?*
	EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?
3.1	*To what extent were outputs delivered within the intended timeframe?*
3.2	*To what extent was coverage and targeting of interventions appropriate?*
3.3	*To what extent were WFP's activities cost-efficient in delivery of its assistance?*
3.4	*To what extent were alternative, more cost-effective measures considered?*

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?
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 CSP?

71.   The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, sustainability as well as connectedness and coverage as applicable.[50] Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

72.   In line with the request of the UN Resident Coordinator in Tanzania this CSPE will pay due attention to interagency collaboration which is usually covered in evaluation question 1.4 and 4.3. of the CSPE. Specific suggestions regarding sub questions will be further considered in dialogue with the CO at the inception stage.

73.   During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning to the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

4.2. Evaluation approach and methodology

74.   The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

75.   In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

76.   The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any

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[50] http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

77.	To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

78.	During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

79.	A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

80.	This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

•	the quality of the gender analysis that was undertaken before the CSP was designed.

•	whether the results of the gender analysis were properly integrated into the CSP implementation.

81.	The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.

82.	The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

83.	In view of the COVID 19 Pandemic, OEV decided to adopt a remote evaluation approach, whereby primary data collection will be done through remote interviews and focus groups and, eventually, through an electronic survey. The evaluation will draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and available monitoring data. Depending on how the country and global contexts evolve, the remote approach might be revised, and primary data might be collected through in-country missions, as it would normally be the case. Therefore, the technical and financial offers for this evaluation should consider two scenarios: a) full evaluation approach with inception and main mission conducted virtually and the learning workshop in country[51]; b) a mixed approach, where the

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[51] Assuming the by Q3 2021 the situation will allow.

inception mission is conducted virtually but the main data collection mission and learning workshop would be in country.

4.3. Evaluability assessment

> **Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

84.   Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

•   Relatively vague definitions of the expected outcomes, or outputs;

•   The validity and measurability of indicators;

•   The absence of baselines and or limited availability of monitoring data;

•   The security situation of the country and its implications for the coverage of field visits during the main mission;

•   The time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

85.   During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

86.   The Tanzania CSP includes over 60 output indicators and 26 outcome indicators to be reported on five outcomes and three cross cutting results. A rapid analysis of outcome indicators[52] show that while use of some indicators have continued from projects prior to the CSP into the CSP (e.g. indicators on moderate and acute malnutrition) other outcome indicators have changed. Also, some indicators listed in the logical framework of the CSP have not been reported on in the Annual Country Reports 2017, 2018 and 2019 (e.g. strategic outcome 4 and 5 referring to disaster management and social protection measures for addressing nutrition needs and fostering and scaling up innovation).

87.   The rapid review, conducted as part of this evaluability assessment, shows that most indicators are conceptually reasonably clear with established definitions and methods of computation. Certain outcome indicators on capacity development of national institutions are not being collected. This is according to the CO due to a lack of a corporate methodology. Data on gender inequality and women empowerment, protection issues, efficiency and sustainability of WFP is not systematically collected and may also prove challenging. Complete and consistent baseline and yearly trend data sets on these areas since 2015 are not available.

88.   The evaluation team should take the different results frameworks during the evaluation period into consideration. While CP 200200, PRRO 200603 and IR-EMOP 200853 were built on the Strategic Plan 2014 - 2017 the CSP TZ01 is grounded in WFP Strategic Plan (2017 - 2021).

National data

89.   The National Audit Office of Tanzania conducted a performance audit of Tanzania's preparedness for implementation of sustainable development goals in 2018. The report highlighted the inadequate data collection capacity and the lack of coordination between the national bureau of statistics and Ministries,

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[52] See annex 6.

Departments and Agencies. Insufficient and inadequate data quality was also identified as challenges.[53] Deficiencies in data availability (quantity and quality) are also recognized in the recently published National Voluntary Review (2019).[54]

90.   The Voluntary National Report includes an assessment of data availability of all SDGs of which those of particular relevance to this evaluation are mentioned below.

91.   Data for tracking SDG2 indicators are generated periodically through the Tanzania Demographic Health Survey Data (the most recent survey is from 2015/16). However, data is available for only 23 percent of the indicators.

92.   Baseline data for SDG 5 exist in the TDHS-MIS 2015/16 and data is considered available for 57 percent of the indicators.

93.   Data collection on SDG 17 is challenging, with only 24 percent of the data available for indicators for this SDG. Indicators that can be reported on are on financing (e.g. on tax revenue).

94.   Additional relevant data sources are available in the table below.

Table 6: Key SDG Data collection instruments

Survey	Authority	Frequency	Last conducted
Population and Housing Census	Tanzania Government	Ten Years	2012
National Nutrition Survey	Tanzania Government	Four Years	2014
Evaluation of Tanzania UNDAP 2011-2016	Government of Tanzania and the UN Country Team in Tanzania		2015
Demographic & Health Survey	Tanzania Government	Five years	2015-2016
Integrated Labour Force Survey	Tanzania Government/ ILO/ UNICEF	Ten Years	2016
Household Budget Surveys	Tanzania Government	Five years	2019
Child Poverty in Tanzania	Tanzania Government/ UNICEF	Three years	2019
National Nutrition Survey	Tanzania Government/UNICEF	Four Years	2019
Tanzania Mainland Poverty Assessment Report	World Bank	Five Years	2020

4.4. Ethical considerations

95.   Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. 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 do no harm to participants or their communities.

96.   The team and EM will not have been involved in the design, implementation or monitoring of the Tanzania CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights

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[53] National Audit Office of Tanzania 2018: Performance Audit on Preparedness for implementation of Sustainable Development Goals, page v
[54] Tanzania 2019, Voluntary national Review (VNR), page 104.

and Gender Equality in Evaluations. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, Internet and Data Security Statement.

4.5. Quality assurance

97.	WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

98.	OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

99.	All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on WFP website alongside the final evaluation report.

5. Organization of the Evaluation

5.1. Phases and deliverables

100.   The evaluation is structured in five phases summarized in the table below. the evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 7: Summary timeline – key evaluation milestones

Main Phases	Timeline ADD KEY DATES	Tasks and Deliverables
1.Preparatory	29 January 2020 29 January 2021 26 February 2021	Final TOR Summary TOR Evaluation Team and/or firm selection & contract
2. Inception	15 - 19 March 22 - 26 March 2021 21 May 2021	HQ Briefing Inception Mission Inception report
3. Evaluation, including fieldwork	5 – 26 July 2021	Evaluation mission, data collection and exit debriefing
4. Reporting	27 July – 29 September 2021 30 September – 14 October 2021 25 – 27 October 2021 10 December January 2022 – March 2022	Report Drafting Comments Process Learning Workshop Final evaluation report Summary Evaluation Report Editing
5. Dissemination	May 2022 June-July 2022	Management Response and Executive Board Preparation Wider dissemination

5.2. Evaluation team composition

101.   The CSPE will be conducted by a gender balanced team of 3 International (including a researcher) and 1 national consultant with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Swahili) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

Table 8: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	▪ Team leadership, coordination, planning and management including the ability to resolve problems. ▪ Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities, partnership building and policy engagement as well as of evaluation in humanitarian and development contexts. ▪ Specialization in one of the following areas: food assistance, emergency preparedness, capacity strengthening, gender analysis; institution building. ▪ Relevant knowledge and experience in Tanzania or similar context and key players within and outside the UN System, evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.
Nutrition and Health Expert	▪ Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. ▪ Familiarity with the latest evidences in nutrition and with the Global Momentum (Sun Movement).
Agriculture / Food Security/Livelihoods and resilience	▪ Strong technical expertise in resilience, which is one of the key drivers of the new CSP, value chains and social protection. ▪ Strong familiarity with the humanitarian, development and peace nexus discourse. ▪ Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.
Research Assistance	▪ Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed by the team	▪ The additional areas of expertise requested are: - Programme efficiency calculations - Gender - Humanitarian Principles and Protection - Access - Accountability to Affected Populations ▪ *Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.*

5.3. Roles and responsibilities

102.   This evaluation is managed by the WFP Office of Evaluation (OEV). Catrina Perch has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation, will approve the final evaluation products. The Deputy Director of Evaluation Anne-Claire Luzot will present the CSPE to the WFP Executive Board for consideration in June 2022.

103.   An internal reference group composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Tanzania; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Matthieu Tockert has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Security considerations

104.   As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the Evaluation Manager will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. Communication

> *It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

105.   All evaluation products will be produced either in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget. A Communication and Knowledge Management Plan (see Annex 10) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.6. Budget

106.   The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Tanzania, Map with WFP Offices in 2020
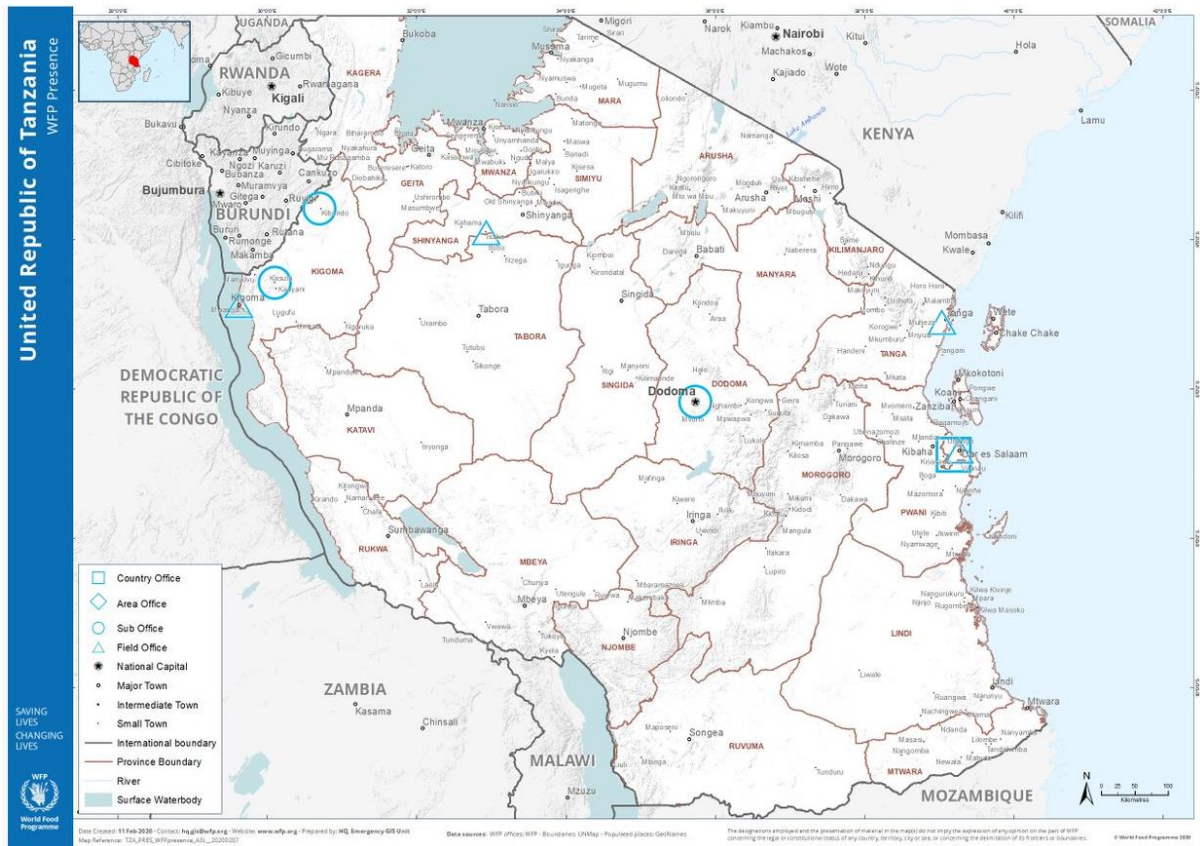
Source: WFP GIS unit

Annex 2: Tanzania Fact Sheet

	Parameter/(source)	2015	2019	Data source	Link
General					
1	Human Development Index (1)	0.519	no data for 2019 2018= 0.528	Human Development Data (1990-2018)	http://www.hdr.undp.org/en/data#
2	Total number of people of concern (Refugees, asylum seekers, others of concern)	105,820	295,595	UNHCR (data as of August 2020)	http://reporting.unhcr.org/tanzania
Demography					
3	Population total (millions) (2)	51	58	World Bank. WDI	https://data.worldbank.org/country
4	Population, female (% of total population) (2)	50.5	50	World Bank. WDI	https://data.worldbank.org/country
5	% of urban population (1)	31.6	no data for 2019 (2018 = 33.8)	Human Development Data (1990-2018)	http://www.hdr.undp.org/en/data#
6	Population ages 0-14 (% of total population) (2)	44.68%	43.84%	World Bank. WDI	https://data.worldbank.org/indicator/SP.POP.0014.TO.ZS?locations=TZ
7	Population ages 15 – 64 (%of total population) (2)	52.78%	53.53%	World Bank. WDI	https://data.worldbank.org/indicator/SP.POP.1564.TO.ZS?locations=TZ
Economy					
8	GDP per capita (current USD) (2)	947.9	no data	World Bank. WDI	https://data.worldbank.org/country
9	Income Gini Coefficient (1)	37.8	no data	UNDP Human Development Report – 2016, 2018 and 2019	http://www.hdr.undp.org/sites/default/files/hdr2019.pdf
10	Foreign direct investment net inflows (% of GDP) (2)	3.178702889	no data	World Bank. WDI	https://data.worldbank.org/country
11	Net official development assistance received (% of GNI) (4)	5.8	no data for 2019 (2018 = 4.4)	OECD/DAC	https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
12	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	0.81	no data	SDG Country Profile	https://country-profiles.unstatshub.org/tza#
13	Agriculture, forestry, and fishing, value added (% of GDP) (2)	27	no data	World Bank. WDI	https://data.worldbank.org/country

Poverty					
14	Population near multidimensional poverty (%) (1)	21.5	no data for 2019 (2018 = 24.2)	UNDP Human Development Report – 2016, 2018 and 2019	http://www.hdr.undp.org/sites/default/files/hdr2019.pdf
15	Population in severe multidimensional poverty (%) (1)	32.1	no data	UNDP Human Development Report – 2016, 2018 and 2019	http://www.hdr.undp.org/sites/default/files/hdr2019.pdf
Health					
16	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	44	36	UNICEF SOWC	https://www.unicef.org/sowc/
17	Healthy life expectancy at birth (2)	63	no data for 2019 (2018 = 65)	World Bank. WDI	https://data.worldbank.org/indicator/SP.DYN.LE00.IN?locations=TZ
18	Prevalence of HIV, total (% of population ages 15-49) (2)	4.8	no data for 2019 (2018 = 4.6)	World Bank. WDI	https://data.worldbank.org/country
Gender					
19	Gender Inequality Index (1)	0.544	no data for 2019 (2018 = 0.539)	Human Development Data (1990-2018)	http://www.hdr.undp.org/en/data#
20	Proportion of seats held by women in national parliaments (%) (2)	36	36.9	World Bank. WDI	https://data.worldbank.org/country
21	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	83.8	83.4	World Bank. WDI	https://data.worldbank.org/country
22	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	70.2	67.4	World Bank. WDI	https://data.worldbank.org/country
Nutrition					
23	Prevalence of moderate or severe food insecurity in the total population (%) (7)	no data	(2017 - 2019) 55%	The State of Food Security and Nutrition report 2020	http://www.fao.org/3/ca9692en/online/ca9692en.html
24	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	7	5	UNICEF SOWC	https://www.unicef.org/sowc/
25	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	35	34	UNICEF SOWC	https://www.unicef.org/sowc/
26	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	no data	4	UNICEF SOWC	https://www.unicef.org/sowc/

27	Mortality rate, under-5 (per 1,000 live births) (2)	59.1	no data for 2019 (2018 = 53)	World Bank. WDI	https://data.worldbank.org/country
Education					
28	Adult literacy rate (% ages 15 and older) (1)	77.9	no data	Human Development Data (1990-2018)	http://www.hdr.undp.org/en/data#
29	Population with at least secondary education (% ages 25 and older) (1)	13.4	no data for 2019 (2018 = 13.3)	Human Development Data (1990-2018)	http://www.hdr.undp.org/en/data#
30	Adjusted primary school enrolment, net percent of primary school-age children	No data	no data for 2019	UNFPA	https://www.unfpa.org/data/world-population-dashboard
31	Secondary school enrolment, net percent of secondary school-age children	No data	no data for 2019	UNFPA	https://www.unfpa.org/data/world-population-dashboard

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC: (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Phase 1 – Preparation				
	Draft TOR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	14 Dec 2020
	Comments on draft TOR received	CO	10 January
	Final revised TOR sent to WFP Stakeholders	EM	29 January 2020
	Proposal Deadline based on the Draft TOR	LTA	10 Jan 2020
	LTA Proposal Review	EM	11-25 Jan 2020
	Contracting evaluation team/firm	EM	26 Feb 2021
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	1-12 March 2021
	HQ & RB Inception Briefing	EM & Team	15 - 19 March 2021
	Inception Briefings	EM + TL	22 - 26 March 2021
	Submit draft Inception Report (IR)	TL	20 April 2021
	OEV quality assurance and feedback	EM/QA2	21-26 April 2021
	Submit revised IR	TL	5 May 2021
	IR Review and Clearance	EM/QA2/CO	6 – 14 May 2021
	IR Clearance	DDoE	17-21 May l 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	24 May 2021
Phase 3 – Data Collection, including Fieldwork [55]			
	In country / Remote Data Collection	Team	5 – 26 July 2021
	Exit Debrief (ppt)	TL	26 July 2021
	Preliminary Findings Debrief	Team	16 August 2021
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	30 August 2021
	OEV quality feedback sent to TL	EM/QA2	6 September 2021
Draft 1	Submit revised draft ER to OEV	TL	13 September 2021
	OEV quality check	EM/QA2	14 - 21 September 2021
	Seek clearance prior to circulating the ER to IRG	DDoE	22 - 29 September
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	30 September – 14 October 2021
	Learning workshop (in country or remote)	TL/EM/QA2	25 -27 October 2021
	Consolidate WFP comments and share with Team	EM	28 October- 1 November November2021
	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments.	ET	8 November 2021

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[55] Minimum 6 weeks should pass between the submission of the Inception report and the starting of the Data collection phase.

D r a ft 2	Review D2	EM/QA2	9 November – 16 November 2021
	Submit final draft ER to OEV	TL	23 November 2021
D r a ft 3	Review D3	EM/QA2	24 November - 2 December 2021
	Seek final approval by DDoE	DDoE	3 – 10 December 2021
S E R	Draft Summary Evaluation Report	EM	13 – 20 December 2022
	Seek DDoE clearance to send SER	DDoE	10 - 14 January 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	January 2022
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	February 2022
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	February - March 2022
	Presentation of Summary Evaluation Report to the EB	DDoE	June 2022
	Presentation of management response to the EB	D/CPP	June 2022

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation; DDoE = Deputy Director of Evaluation

Annex 4: Preliminary Stakeholder Analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal (WFP) stakeholders			
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	*Senior management, technical staff*
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Johannesburg (RBJ) have an interest in learning from the evaluation results because of the strategic and technical importance of Tanzania in the WFP corporate and regional plans and strategies.	RBJ staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	*Senior management, technical staff*
WFP Divisions	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, safety nets and social protection, partnerships, logistics	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in	*Senior management, technical staff*

	and governance have an interest in lessons relevant to their mandates.	improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Tanzania's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the June 2022 session to inform Board members about the performance and results of WFP activities in Tanzania.	*Technical and Policy staff*
External stakeholders			
Affected population / Beneficiary Groups disaggregated by gender and age groups (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP **SO 1**. Refugees and other acutely food insecure people (including ART clients, children, inpatients and pregnant and lactating women) meet their basic food and nutrition requirements in times of crisis. (Tier 1) **SO2** Vulnerable populations (Pregnant and Lactating women and children) benefit from strengthened government institutions and entities involved in nutrition programming and food security. Vulnerable Population benefits	As the ultimate recipients of food/ cash and other types of assistance, such as capacity development, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet children.	*To be further developed at inception*

from strengthen partners expertise in supply chain. (Tier 1 and 3) **SO3** Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030. (Tier 1) **SO4** Disaster management and social protection systems (through capacity support to Government) in Tanzania address basic food and nutrition needs of the poorest. (Tier 3)			
UN Country Team and Other International Organizations: (Resident Agencies) UNICEF, UNHCR, UNFPA, UNDP, FAO, ILO, UNWOMEN, WHO, UNESCO, IFAD, UNAIDS, UNCDF, UNIDO, IOM (Non-resident Agencies) UNEP, UNODC, UN Volunteers, UNCTAD, UN HABITAT, IAEA, UN Human Rights, International Trade Centre	UN agencies and other partners in Tanzania have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, nutrition etc.) The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners. Tanzania is a United Nations Delivering as One country and is implementing phase 2 of the United Nations Development Assistance Plan for 2016–2021 (UNDAP II) The REACH initiative supports the	The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development. The CO will keep UN partners, other international organizations informed of the evaluation's progress.	*Resident Coordinator, Technical and Policy staff and*

	Government in addressing undernutrition and achieving the Sustainable Development Goal (SDG) 2.2 targets.		
Donors USA, United Kingdom, Germany, European Commission, UN CERF, UN Expanded Window for Delivery as One, Japan, Republic of Korea, Canada, Private Donors, Belgium, Ireland, Denmark, Tanzania, Sweden, France, Italy, Switzerland	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.	*Technical and policy staff*
National Partners			
National government: Office of the Prime Minister, Ministry of Home Affairs, Tanzania Social Action Fund (TASAF), Disaster Management Department of the Office of the Prime Minister (DMD), National Food Reserve Agency (NFRA), the Ministry of Agriculture, Livestock and Fisheries, Tanzania Food and Nutrition Centre (TFNC), the National Institute of Transport, the Ministry of Agriculture, the Ministry of Health, the Ministry of Community Development, Gender and Children, the Regional Administration and Local Government Department of the Office of the President and the Tanzania Ports Authority.	In Tanzania the evaluation is expected to enhance collaboration and synergies with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	They will be interviewed and consulted during the inception mission and the field missions, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	*Technical and policy staff*
Regional government institutions	The evaluation is expected to help enhance and improve collaboration with WFP	They will be interviewed and consulted during the inception mission and the fieldwork.	*Technical and policy staff*

		Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	
Cooperating partners and NGOs Tanzania Red Cross, Farm Africa, Faida MaLi, Farm Radio Africa, Rudi, Britten, Save the children, SEMA, TAHEA, RECODA4H, (Adventist Development and Relief Agency (ADRA), Bill and Melinda Gates Foundation, CARITAS Kigoma, Children's Investment Fund Foundation (CIFF), Childreach Tanzania, Danish Refugee Council (DRC), Dubai Cares, Good Neighbors Tanzania, International Rescue Committee (IRC), Tanzania Water and Environment Sanitation, World Vision Tanzania	WFP's cooperating partners in screening and referring acutely malnourished children and PLW, managing refugees' general food distributions and supplementary feeding programmes in the camp; capacity strengthening of smallholder farmers and other value chain actors, developing of tools and guidelines, improving national capacity and performance and sustainability of the supply chain management system	Interviews with managers and owners of private businesses	*Technical and policy staff*
Private and public sector partners (Microsoft Philanthropies, Private Agricultural Sector Support, Rockefeller Foundation, Rural Urban Development Initiative (RUDI))	WFP partners in the commercial and private sectors		*Technical staff*
Academics Ardhi University	WFP partners to support government initiatives such as research. WFP has an MOU with ARDHI since 2019 focused on their support for the National ICA, the Seasonal Livelihood Programming and urban ICAs, and will support TASAF Public Work division.	Interviews with a focal point in academic organizations	*Technical staff*

Source: OEV

Annex 5: Overview of key recommendations and management response of the country portfolio evaluation

Recommendation	Management response
- Future food assistance to be delivered through the national social protection framework and system.	- Agreed - Management committed to review WFP's contribution to the national framework and to engage in the social protection working group within the United Nations Development Assistance Plan (UNDAP) framework.
- Flexibility in the design, resourcing and management of food assistance activities.	- Agreed - Management highlighted that as Tanzania was going to be a pilot for the CSP approach WFP's role and comparative advantage, including its budget structure, would be reviewed as part of this process.
- Shift from operations to advice in food assistance.	- Partially agreed - Management retained that WFP would continue to work on supply chain management including the Dar Es Salaam Corridor. - Management committed to providing more technical assistance particularly on cash-based transfers and social protection but made it clear that non-food interventions were not expected to replace all general food distribution and supplementary feeding.
- Need for reappraising and justifying WFPs role and comparative advantage in medium- and long-term food assistance and the possibility that WFP cease to engage in food assistance for medium and long-term refugees.	- Disagreed - The CO would await requests from Office of the United Nations High Commissioner for Refugees and continue to provide food and nutrition assistance to refugees, introducing cash-based transfers where possible.
- Need for optimizing the value of Delivering as One. - Need for prioritizing and resourcing the Gender policy implementation.	- Both agreed - Management committed to revaluate its engagement in the " Delivering as One" process and adhere to the UN-System Wide Action Plan standards for mainstreaming gender and to allocating resources to gender activities based on the revised management plan.

Source: OEV

Annex 6: Evaluability Assessment

Table 1: Tanzania CSP (2017 - 2021) logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 March 2017	**Total nr. of indicators**	**23**	**6**	**49**
v 2.0 April 2017	New indicators	-	-	-
	Discontinued indicators	-	-	-
	Total nr. of indicators	**23**	**6**	**49**
v 3.0 May 2018	New indicators	1	-	-
	Discontinued indicators	-	-	-
	Total nr. of indicators	**24**	**6**	**49**
v 4.0 April 2019	New indicators	3	3	12
	Discontinued indicators	1	-	-
	Total nr. of indicators	**26**	**9**	**61**
v 5.0 March 2020	New indicators	-	-	-
	Discontinued indicators	-	-	-
	Total nr. of indicators	**26**	**9**	**61**
v 6.0 May 2020	New indicators	-	-	3
	Discontinued indicators	-	-	-
	Total nr. of indicators	**26**	**9**	**64**
Total nr. of indicators that appear across all versions of the logframe:		**22**	**6**	**49**

Source: COMET report CM-L010 (Date of Extraction: 31.08.2020)

Table 2: Analysis of results reporting in Tanzania Annual Country Reports 2017, 2018 and 2019

		ACR 2017	ACR 2018	ACR 2019
Outcome indicators				
	Total number of indicators in applicable logframe	**23**	**24**	**26**
Baselines	Nr. of indicators with any baselines reported	**21**	**21**	**19**
	Total nr. of baselines reported	*73*	*73*	*48*
Year-end targets	Nr. of indicators with any year-end targets reported	**21**	**22**	**19**
	Total nr. of year-end targets reported	*73*	*76*	*48*
CSP-end targets	Nr. of indicators with any CSP-end targets reported	**11**	**22**	**19**
	Total nr. of CSP-end targets reported	*45*	*76*	*48*
Follow-up	Nr. of indicators with any follow-up values reported	**19**	**22**	**19**
	Total nr. of follow-up values reported	*73*	*76*	*48*
Cross-cutting indicators				
	Total number of indicators in applicable logframe	**6**	**6**	**9**
Baselines	Nr. of indicators with any baselines reported	**3**	**3**	**3**
	Total nr. of baselines reported	*18*	*18*	*15*
Year-end targets	Nr. of indicators with any year-end targets reported	**3**	**3**	**3**
	Total nr. of year-end targets reported	*12*	*18*	*15*
CSP-end targets	Nr. of indicators with any CSP-end targets reported	**0**	**3**	**3**
	Total nr. of CSP-end targets reported	*0*	*18*	*15*
Follow-up	Nr. of indicators with any follow-up values reported	**3**	**3**	**3**
	Total nr. of follow-up values reported	*9*	*18*	*15*
Output indicators				
	Total number of indicators in applicable logframe	**49**	**49**	**61**
Targets	Nr. of indicators with any targets reported	**12**	**16**	**16**
	Total nr. of targets reported	*12*	*16*	*54*
Actual values	Nr. of indicators with any actual values reported	**12**	**16**	**16**
	Total nr. of actual values reported	*12*	*16*	*54*

Source: ACR 2017, 2018 and 2019

Annex 7: WFP Tanzania presence in years pre-CSP

Operation	Time Frame	2015	2016	2017	2018	2019	2020	2021
External Events		El Niňo hits the Southern Africa Region / CCM party is re-elected New President is Dr. Magufuli			2nd tripartite agreement on the voluntary repatriation of Burundian refugees	Cyclone Kenneth / Ebola Virus Disease outbreak in DRC		
COUNTRY PROGRAMME 200200	July 2011 - June 2017	Operational Requirements (July 2011 - June 2017): USD 192,561,667 / Confirmed Resource: USD 70,538,852 / Funded: 36.6%						
PROTRACTED RELIEF AND RECOVERY OPERATION 200603	July 2014 - June 2017	Operational Requirements (July 2014 - June 2017): USD 137,164,753 / Confirmed Resource: USD 96,946,231 / Funded: 70.7%						
Trust Fund to In Kenya, Rwanda, Tanzania and Zambia (under OSZ leadership) TPPP - Farm to Market Aliance	2015 - onwards	In Kenya, Rwanda, Tanzania and Zambia (2015 - 2019) / Budget ceiling 2015 - 2019: USD 21 million / Beneficiaries: 250,000 smallholder farmers						
Single Country Immediate Response - EMERGENCY OPERATION 200853	May - Aug 2015	Approved Budget USD 883,866						
Regional Immediate Response - PREP 200908	Nov 2015 - Feb 2016		Regional Budget US$ 285,288					
Trust Fund 201040	Aug 2016 – June 2019			Total cost to WFP: USD 1,593,709				
Regional Immediate Response - PREP 201093	Aug - Oct 2017			Regional Budget: US$ 272,699				
Trust fund GFCS - Global Framework for Climate Services – Adaptation Project for Africa	2014 - 2017							
Trust fund GFCS II - Global Framework for Climate Services – Adaptation Project for Africa	2018 - Sept 2020				WFP allocated funding: USD 1,298,980			
Country Strategic Plan	July 2017 – June 2021				Needs Based Plan (July 2017-2021): 356,755,759 / Allocated Contributions (as of Aug 2020): 163,772,194 / Funded: 45.91%*			

LEGEND Funding Level

> 75 %	Between 50 % and 75 %	Less than 50%

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	2015	2016	2017	2018	2019	2020	2021
Tanzania Direct Expenditure (USD thousand)**	26,413	42,427	43,581	45,133	38,912		
% Direct Expenditure: Tanzania vs. WFP World**	0.56%	0.92%	0.81%	0.76%	0.54%		
Food Distributed (MT)**	34,287	51,671	25,147	55,170	55,243		
CBT and Commodity Voucher Distributed (USD)***	0	157,386	264,421	0	0		
Total of Beneficiaries (planned)***	n.a****	n.a****	452,635	446,232	373,232		
Total of Beneficiaries (actual)***	670,198	373,267	345,373	339,565	295,084		
% women beneficiaries (actual)***	52%	53%	53%	54%	53%		

Note: Allocated Contributions are resources that have been allocated to the Country Office and reflects the resources that the Country Office has available.

*Source: Tanzania CPB BR05

**Source: 2015 - 2016 SPR (CP, PRRO, Sincle country IR-EMOP); 2019 APR

***Source: 2015 - 2016 SPR, 2017 - 2019 ACR, and Comet

****Planned beneficiaries figures are only available at project level and not at country level. Not possible to remove beneficiaries overlap

Annex 8: Line of Sight

CSP Tanzania (2017 – 2021), Line of Sight

Line of sight - United Republic of Tanzania, CSP (TZ01), 2017				
Direct Operational Costs US$ 45,645,824 DSC US$ 2,212,182 ISC US$ 3,350,060 Total Country Strategic Plan US$ 51,208,067				
Strategic Goals	Support countries to achieve zero hunger (SDG 2) US$ 43,126,539		Partner to support implementation of the SDGs (SDG 17) US$ 2,519,285	
Strategic Objectives	End hunger by protecting access to food US$ 36,608,545	Improve nutrition US$ 4,192,333	Achieve food security US$ 2,325,660	Support SDG implementation US$ 2,056,785	Partner for SDG results US$ 462,499
Strategic Results	1 - Everyone has access to food US$ 36,608,545	2 - No one suffers from malnutrition US$ 4,192,333	3 - Smallholders have improved food security and nutrition US$ 2,325,660	5 - Countries have strengthened capacity to implement the SDGs US$ 2,056,785	8 - Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs US$ 462,499
Focus Areas	CRISIS RESPONSE US$ 36,608,545	ROOT CAUSES US$ 4,192,333	ROOT CAUSES US$ 2,325,660	RESILIENCE BUILDING US$ 2,056,785	RESILIENCE BUILDING US$ 462,499
Strategic Outcomes	01 - Refugees and other acutely food insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis US$ 36,608,545	02 - Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021 US$ 4,192,333	03 - Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030 US$ 2,325,660	04 - Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis US$ 2,056,785	05 - WFP and its partners in Tanzania and beyond are facilitated to foster, test, refine and scale up innovation that contributes to the achievement of the SDGs by 2030 US$ 462,499
Activities	Act 02. Provide evidence to the government and engage in policy dialogue US$ 43,312 Act 01. Provide cash and/or food based transfers to refugees living in official camps US$ 36,565,233	Act 04. Provide capacity strengthening to government entities involved in nutrition programming US$ 246,708 Act 03. Provide nutrition services to at risk populations in targeted districts US$ 3,945,625	Act 05. Provide value-chain support to smallholder farmers US$ 1,986,887 Act 06. Promote climate-smart agriculture and crop diversification amongst smallholder farmers US$ 338,774	Act 08. Provide supply chain and IT capacity, expertise and services to partners US$ 552,457 Act 07. Provide capacity support to government food security institutions US$ 1,504,328	Act 09. Provide innovation-focused support to partners and targeted population US$ 462,499

Source: WFP SPA website

Annex 9: Key information on beneficiaries and transfers:

Figure 1: Actual versus planned beneficiaries by gender in Tanzania, 2017 – 2019
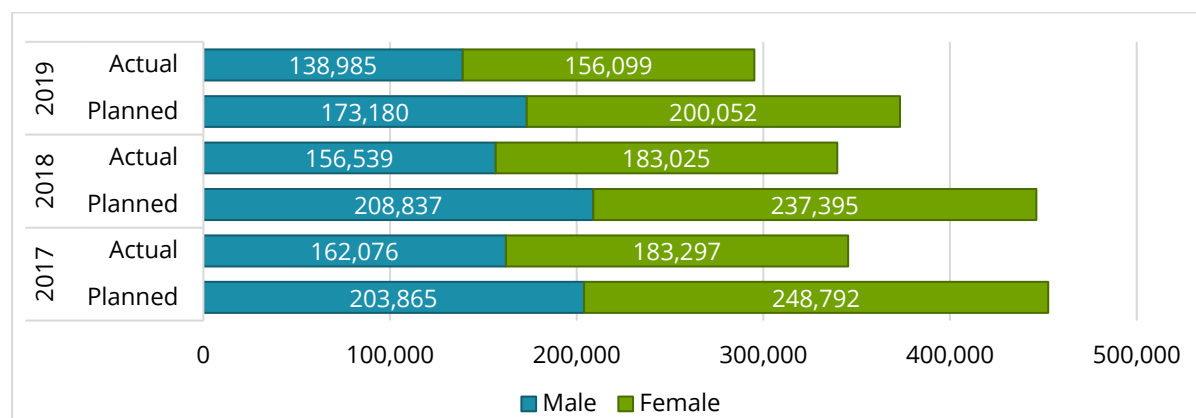
Source: COMET report CM-R001b (Date of Extraction: 28.08.2020)

Figure 2:Actual beneficiaries by residence status in Tanzania, 2017 – 2018
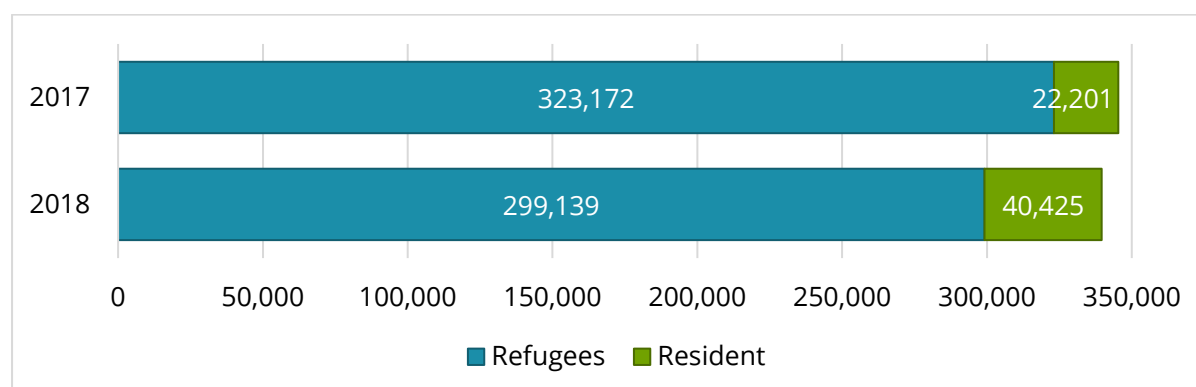
Note: 2019 data not available
Source: COMET report CM-R001b (Date of Extraction: 28.08.2020)

Figure 3: Actual number of beneficiaries by SO, Activity and transfer modality in Tanzania 2017-2018
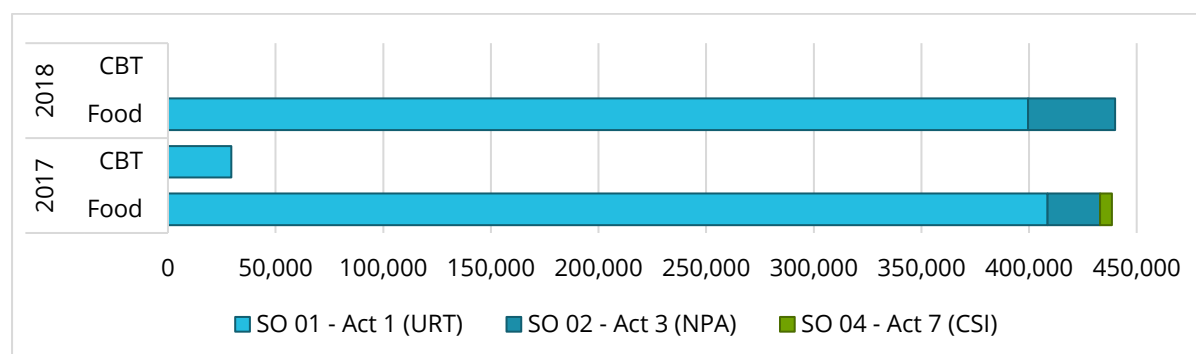
Source: COMET report CM-R001b (Date of Extraction: 28.08.2020)

Table 1: Actual beneficiaries (disaggregated by gender, age group and as a % of planned) in 2017 – 2019

Year	Boys	as % of planned	Girls	as % of planned	Men	as % of planned	Women	as % of planned	Total number of beneficiaries
2017	78,692	60%	80,419	58%	83,385	115%	102,878	93%	345,373
2018	90,664	75%	95,417	75%	65,875	75%	87,608	80%	339,564
2019	82,328	80%	84,689	80%	56,656	80%	71,410	76%	295,084

Source: COMET report CM-R001b (Date of Extraction: 28.08.2020)

Figure 4 8: Beneficiaries, planned and actual by year (2015- 2019)
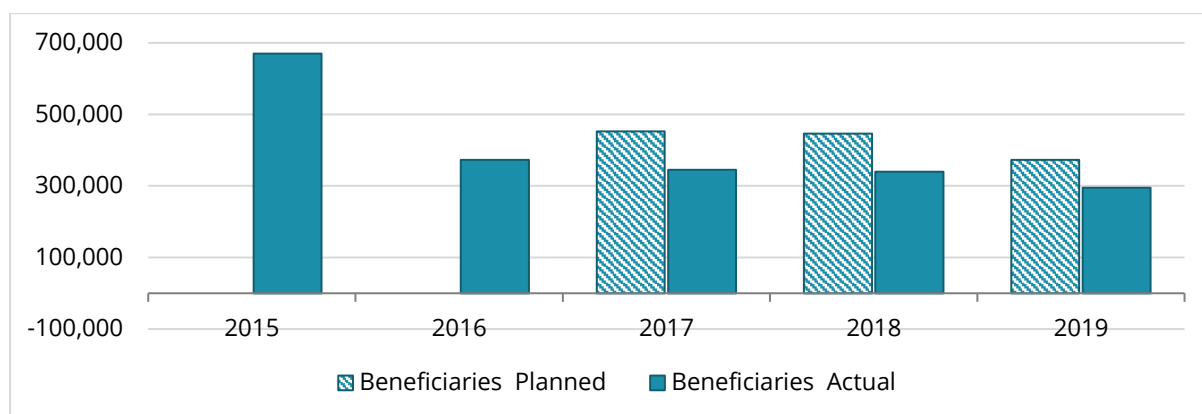
Source: 2015 - 2016 SPRs and 2017 - 2019 ACR

Figure 5: Food (Mt) and CBT and voucher (USD) distributed , planned and actual by year (2015- 2019)

Source: 2015 - 2016 SPRs and 2017 - 2019 ACR

Annex 10: Communication & Knowledge Management Plan

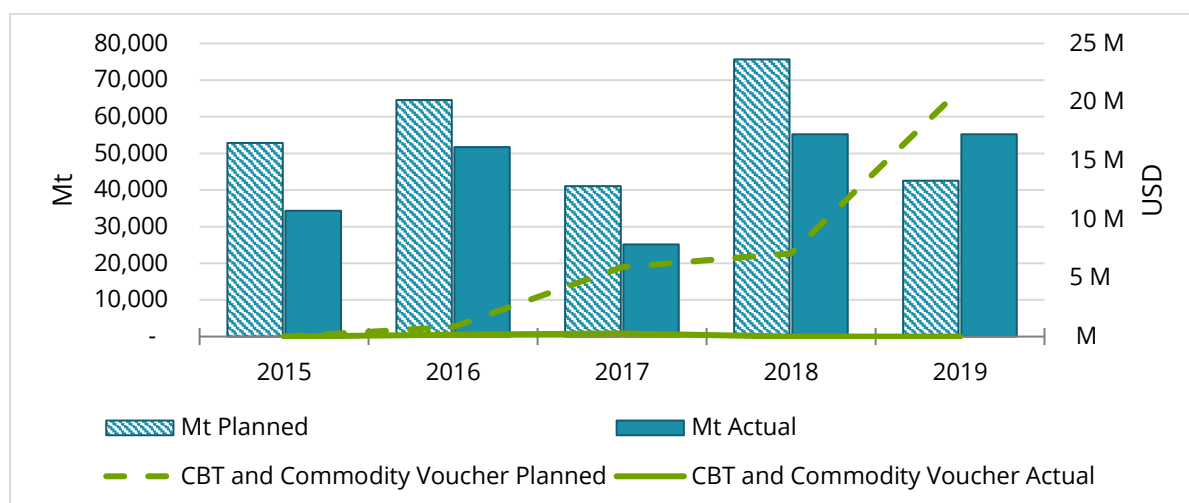| Phase Evaluation stage	What Communication product	Which Target audience	How & Where Channels	Who Creator lead	When Publication draft
Preparation	Comms in TOR	• Evaluation Team	• Email	Catrina Perch (EM)	Dec 2020
Preparation	Summary TOR and TOR	• WFP Technical Staff/Programmers/Practitioners • WFP country/regional office/local stakeholders	• Email • WFPgo; WFP.org	Catrina Perch (EM)	Jan 2021
Inception	Inception report	• WFP Technical Staff//Programmers Practitioners • WFP country/regional office/local stakeholders	• Email • WFPgo	Catrina Perch (EM)	April 2021
Reporting	Exit debrief	• CO staff & stakeholders	• PPT, meeting support	Catrina Perch (EM)/ET	June 2021
Reporting	Stakeholder workshop	• WFP Technical Staff//Programmers Practitioners • WFP country/regional office/local stakeholders	• Workshop, meeting • Piggyback on any CSP formulation workshop	Catrina Perch (EM)/ET	October 2021
Dissemination	Summary evaluation report	• WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP Technical Staff//Programmers Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Executive Board website (for SERs and MRs)	E Catrina Perch (EM)/EB	Feb 2022
Dissemination	Talking Points/Key messages	• WFP EB/Governance/ Management • WFP Technical Staff/Programmers /Practitioners • Donors/Countries	• Presentation	Catrina Perch (EM)	Feb/March 2022

Dissemination	PowerPoint presentation	• WFP EB/Governance/Management • WFP Technical Staff/Programmers /Practitioners • Donors/Countries	• Presentation	Catrina Perch (EM)	Feb/March 2022
Dissemination	Report communication	• Evaluation management Group (EMG) • Division Directors, Country Offices and evaluation specific stakeholders	• Email	Catrina Perch (EM)	Feb/March 2022
Dissemination	Newsflash	• WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Email	CM	Feb/March 2022
Dissemination	Business cards	• Evaluation community • Partners/Civil society /Peers/Networks	• Cards	CM	Feb/March 2022
Dissemination	Brief	• WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward)	Catrina Perch (EM)	Feb/March 2022
Dissemination	Evaluation report	• WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers/Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Network platforms (UNEG, ALNAP) • Newsflash	Catrina Perch (EM)	June 2022
Dissemination	Management response	• WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Web (WFP.org, WFPgo) • KM channels	EB	June 2022
Dissemination	ED Memorandum	• ED/WFP management	• Email	Catrina Perch (EM)	June 2022

Annex 11: Template for evaluation matrix

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
Evaluation 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?					
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	• Degree of matching between CSP strategic outcomes and national objectives outlined in Government policies, strategies and plans • Degree of matching of CSP activities and proposed interventions set out in Government policies, strategies and plans • Degree of involvement of Government in the preparation of the CSP • Perception of senior Government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans	• WFP CSP and consecutive Budget Revision documents • Zero Hunger Review • Government policies, plans and programmes including, among others: i) ... • ... Senior Government officials	Document review Semi-structured interviews	
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with	• Degree of matching between CSP strategic outcomes and national SDG goals and targets	• WFP CSP and consecutive Budget Revision documents	Document review	

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
	Government SDG goals and targets	• Explicit reference is made in CSP to national SDG Frameworks	• National SDG Framework		
1.1.1 Alignment of strategic objectives to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans	• Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational Government strategies and plans • Degree of matching of CSP activities and priority interventions set out in subnational Government strategies and plans • Degree of involvement of subnational Governments in the preparation of the CSP • Perception of senior subnational Government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans	• WFP CSP and consecutive Budget Revision documents • Zero Hunger Review • Subnational Government strategies, plans and programmes including, among others: i) … • … • Senior sub-national Government officials	Document review Semi-structured interviews	
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind					
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations?					
2.3 To what extent are the achievements of the CSP likely to be sustained					
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?					
4.1 To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?					
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?					

Annex 12: Key evaluations, reviews and studies covering WFP Tanzania CO

Centralized Evaluations:
- The United Republic of Tanzania: An evaluation of WFP's portfolio (2011– 2014)

Global Evaluations and Synthesis with Tanzania as case study:
- Joint Evaluation of Reach (Renewed Effort Against Child Hunger and Under-Nutrition) (2015)
- Strategic Evaluation of the Country Strategic Plans Pilots (2018)
- Evaluation of the WFP People Strategy 2014 – 2017 (2020)

Decentralized Evaluation:
- Mid-Term Evaluation "Support to Food Security and Nutrition in Tanzania (2019)

Other studies and assessments:
- Cash Based Transfer Response Options - Nyarugusu Refugee Camp, United Republic of Tanzania (2016)

Annex 13: Approved CSP document

https://docs.wfp.org/api/documents/WFP-0000073608/download/?_ga=2.38748517.718614884.1605513823-1666898341.1535006567

Annex 14: Terms of Reference for the CSPEs Internal Reference Group (IRG)

1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.

- *Ownership* and *Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.

- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase.

- Suggest key references and data sources in their area of expertise.

- Participate in field debriefings (optional).

- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.

- Participate in national learning workshops to validate findings and discuss recommendations.

- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaus. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at regional bureau level. Selected HQ staff may

also be included in the IRG, depending on the CSPE context and the availability of expertise at RB level[56] (where no technical lead is in post at RB level, HQ technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country Office	Regional Bureau	Head Quarters (optional as needed and relevant to country activities)
• Evaluation focal point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices)	107.Core Members: • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer 108.Other possible complementary members as relevant to country activities: • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer **Keep in copy: REO and RDD**	• Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters 109. A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol

5. Approach for engaging the IRG:

The OEV Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the Terms of Reference (ToR), the OEV Regional Unit Head and OEV Evaluation Manager will consult with the Regional Programme Advisor and

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[56] An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

the Regional Evaluation Officer at an early stage of ToR drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the CSP; c) humanitarian situation and d) key donors and other strategic partners.

Once the draft ToR are ready, the OEV Evaluation Manager will prepare a communication to be sent from Director OEV to the Country Director, with copy to the Regional Bureau, requesting comments to the ToR from the Country Office and proposing the composition of the IRG for transparency.

The final version of the CSPE TORs will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in section 3 of this ToR, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Annex 15: Proposed members of the Internal reference group members – Tanzania CSPE

Tanzania Country Office	
Country Director	Sarah GORDON-GIBSON
Deputy Country Director	Wendy BIGHAM
Head of Programme	Alessia DECATERINA
Head of M&E/VAM (Evaluation focal point)	Matthieu TOCKERT
Johannesburg Regional Bureau	
Senior Regional Programme Advisor	Brian BOGART
Regional Head of VAM	Andrew Odero
Regional Emergency and Preparedness Officer	Mauricio BURTET
Regional Supply Chain Officer	Christine MENDES
Regional Gender Adviser	Justine van Rooyen
Regional Humanitarian Policy Adviser	Tigest Sendaba
Regional Monitoring Officer	Caterina Kireeva
Senior Regional Nutrition & HIV Advisor	James Kingori
Regional Programme Officer, Resilience and Market Access Officer	Giovanni La Costa
Team Lead, Social Protection and CBT	Kai Roehm
Technical Assistance and Country Capacity Strengthening Service	Karen Rodrigue Gervais

Keep in Copy

Name	CO/RB/HQ	Title
Grace Igweta	RBJ	**Regional Evaluation Officer**
Margaret Malu	RBJ	**Deputy Regional Director**

Annex 16: Bibliography

Key documents relating to context, WFP Tanzania and WFP global

The table below includes the list of key documents that were consulted during the preparation of these TORs a more extensive e-library will be made available for the inception mission.

Folder name / File name	Author	Date
1. EVALUATION PROCESS		
Timeline & TOR	OEV	2019
2. WFP INTERVENTIONS IN - TANZANIA		
2.1 – Operations and Country Strategic Plan		
Project Documents, budget revisions, Annual Country Report/Standard Project Reports of: CP 200200, PRRO 200603, EMOP 200853, IR-PREP 200908, IR-PREP 201093, Trust fund project equipment, Trust fund Farmer to Market Alliance, Trust Fund Climate Smart Agriculture, CSP TZ01, Line of Sight, COMP	WFP	2011-2020
2.2 - VAM & Assessments Reports		
Comprehensive Food Security & Vulnerability Analysis (CFSVA), Tanzania	WFP	2012
Vulnerability Assessment Committee Results	OCHA	2015
Farm-Gate Price Monitoring in Selected Impact Countries Tanzania	WFP	2015
United Republic of Tanzania - Nyarugusu Refugee Camp: Market Assessment, May 2016	WFP	2016
El Niño: Undermining Resilience - Implications of El Niño in Southern Africa from a Food and Nutrition Security Perspective	WFP	2016
2.3 - Country briefs, factsheets, dashboards, situation reports		
Tanzania Country Briefs	WFP	2017 - 2019
Situation Reports (Tanzania, Burundian Refugees, El Nino)	WFP	2015 - 2017
2.4 - Evaluations, Reviews, Audits		
Tanzania Zero Hunger Strategic Review	Multi agencies	2016
CPE United Republic of Tanzania: An evaluation of WFP's Portfolio (2011–2014)	WFP	2015
2.5 Press Releases		
2.6 Maps		
United Republic of Tanzania - WFP Presence 2018	WFP	2018
2.7 Datasets		
Funding	WFP	2015-2017
HR Staffing	WFP	2019
2.8 Field level agreements		
2.9 NFR		
3 - WFP POLICIES & DOCS		
3.1 WFP Strategic Plan (2014-2017) and related docs		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013

2013 Strategic Results Framework (2014-2017) Indicator Compendium	WFP	2013
2014 Management Results Framework (2014-2017)	WFP	2014
2012 Fit for Purpose Organizational Design	WFP	2012
2016 Evaluability Assessment of SP 2014-2017	WFP	2016
3.2 WFP Strategic Plan 2017-2021 (IRM) and related docs		
2016 Strategic Plan 2017-2021	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Corporate Results Framework 2017–2021	WFP	2016
2018 Corporate Results Framework Indicator Compendium	WFP	2018
2019 Corporate Results Framework Indicator Compendium	WFP	2019
IRM briefs ans summaries	WFP	2016-17
CSP Guidance	WFP	2016
Examples of other CSPs	WFP	2018-22
3.3 WFP Management Plans		
Management Plans 2015- 2019	WFP	2015-2018
3.4 Annual Performance Reports		
Annual Performance Reports 2015- 2019	WFP	2015-2018
3.5 Monitoring systems and guidance		
COMET (Beneficiary counting; Design Modules - log frames design & results; Integrated Road Map Notes and PPT; COMET Map and integration with other systems)	WFP	2016
Third Party Monitoring Guidelines	WFP	2014/2017
SOPs for ME Final	WFP	2013
Beneficiaries, Targeting and Distribution Guidance	WFP	2005/2012
Counting Beneficiaries in WFP	WFP	2012
Monitoring and Evaluation Guidance	WFP	2018
Corporate Monitoring Strategy 2015-2017 & 2017-2021	WFP	2015-2021
Minimum Monitoring Requirements	WFP	2016
3.6 VAM Monitoring Assessments and Evaluations		
Comprehensive Food Security & Vulnerability Analysis (CFSVA) Guidelines	WFP	2009
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision Making	WFP	2011
VAM factsheet	WFP	2018
VAM Presentation FS Assessment Team	WFP	2016
3.7 Audit		
Audit reports (Capacity Development, Food Procurement, IRM, Country Capacity Strengthening)	WFP	2016 - 2018
Management response (IRM audit)	WFP	2018
3.8 COVID-19 related guidance and key documents		
COVID-19 Response – Guidance to Country Offices on national engagement	WFP	2020
WFP General Guidelines for Food and Nutrition Assistance	WFP	2020

3.9 Unconditional resource transfers to support access to food		
WFP Cash & voucher Policy and Policy update	WFP	2008 and 2011
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation	WFP	2014
Cash Based Transfers guidance and manuals	WFP	2009 - 2019
3.10 School meal activities		
Final Draft School Feeding Strategy	WFP	2019
School Feeding Policies	WFP	2009 and 2013
School Feeding guidance	WFP	2012 - 2017
3.11 Malnutrition prevention activities		
Nutrition Policy and Implementation Updates	WFP	2012 & 2017
Nutrition Guidance	WFP	2012 & 2017
Nutrition Monitoring and Evaluation Guidance	WFP	2017
Evaluation of Nutrition Policy and Management Response	WFP	2014
3.12 Smallholder agricultural market support activities		
Brochure Enhancing smallholder market access	WFP	2019
Local and regional food procurement policy	WFP	2019
3.13 Humanitarian Access & Principles		
WFP Humanitarian Principles	WFP	2004
3.14 Protection & AAP		
WFP Humanitarian Protection policy & update	WFP	2012 & 2014
Protection Guidance	WFP	2013-2016
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
2015 Guide to Personal Data Protection and Privacy	WFP	2015
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
3.15 Gender		
Gender policy & Update	WFP	2015 & 2017
Gender Transformation Programme	WFP	2017
RBJ Gender Implementation Strategy	WFP	2015
WFP Gender Toolkit	WFP	2015
3.16 Anti-fraud and anti-corruption		
Anti-fraud and anti-corruption Policies	WFP	2015
3.17 Partnerships		
How to Work with WFP Handbook	WFP	2005
Field Level Agreements templates	WFP	2018
Partnerships Yearly Key facts and figures	WFP	2010-2015

WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
3.18 Risk Management		
Corporate Risk register - Circular & Summary	WFP	2012/2016
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
3.19 Security		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
3.20 Resilience		
Building Resilience for Food Security and Nutrition policy	WFP	2015
Strategic Evaluation of WFP Support for Enhanced Resilience Vol I	WFP	2018
3.21 Safety Net		
WFP Guidelines	WFP	2014 and 2017
Update of WFP's Safety Nets Policy	WFP	2012
Evaluation of the Update of WFP's Safety Nets Policy	WFP	2019
3.22 Supply chain		
Capacity Enhancement Catalogue: Supply Chain Capacity Enhancement	WFP	2019
3.23 Country Capacity Strengthening		
Capacity Development Policy - An Update on Implementation	WFP	2009
Guidance on Capacity Strengthening of Civil Society	WFP	2017
Guidelines on Technical Assistance and Capacity Development	WFP	2015
National Capacity Index (NCI)	WFP	2014
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
4. External Documents		
4.1. – UN Agencies		
United Nations Development Assistance Framework (UNDAF, 2007-2010)	Multi agencies	2005
United Nations Development Assistance Plan (UNDAP, 2011–2015)	Multi agencies	2010
Tanzania poverty assessment 2015	WB	2015
Final UNDAP Evaluation Report	Multi agencies	2015
United Nations Development Assistance Plan (UNDAP II, 2016–2021)	Multi agencies	2016
The Sphere Handbook	Sphere Association	2018
UNDP Human Development Report 2018	UNDP	2019
UNICEF Tanzania-Annual-Report-2018	UNICEF	2019
UNICEF Tanzania Child Poverty Report	National Bureau of Statistics and UNICEF	2019

Tanzania Economic Update Human Capital the Real Wealth of Nations	WB	2019
Voluntary National Review	Multi agencies	2019
The United Republic of Tanzania Resilience Strategy 2019–2022	FAO	2019
World Food Programme/United Nations High Commissioner for Refugees Tanzania Joint Assessment Mission (Draft)	WFP/UNHCR	2020
4.2– National Strategies and policies		
Tanzania: Development Vision 2025	Gov	2000
Tanzania: National Strategy for Gender Development	Ministry of Community Development Gender and Children	2000
Tanzania Demographic and Health Survey 2010	National Bureau of Statistics	2010
Household Budget Survey Tanzania Mainland 2011/12	National Bureau of Statistics	2013
Tanzania National Nutrition Survey 2014	Ministry of Health and Social Welfare	2014
Tanzania Demographic and Health Survey and Malaria Indicator Survey 2015 - 2016	MOH and National Bureau of Statistics	2016
Tanzania: Agricultural Sector Development Programme Phase Two (ASDP II)	Gov	2016
Tanzania: National Five-Year Development Plan 2016 - 2021	Ministry of Finance and Planning	2016
National Guideline for Water, Sanitation and Hygiene for Tanzania Schools	Ministry of Education, Science and Technology	2016
United Republic of Tanzania Country strategic opportunities programme	IFAD	2016
Tanzania Comprehensive Food Security and Nutrition Assessment Report	Tanzania Food Security and Nutrition Analysis System	2017
Strategic Plan for Tanzania Meteorological Agency 2017/18-2021/22	MINISTRY OF WORKS, TRANSPORT AND COMMUNICATION	2017
Tanzania Performance Audit on Preparedness for Implementation of SDGs	Gov	2018
Women_and_Men Facts and Figures	Gov	2018
National Data Roadmap for Sustainable Development Lessons and Recommendations from 2016-2018	Gov	2018
Tanzania Key Indicators Report 2017-18 Household Budget Survey	National Bureau of	2019

	Statistics Ministry of Finance and Planning	
Tanzania National Food Balance Sheets Report (2014 - 2017)	National Bureau of Statistics	2019
4.3 - Others		
Tanzania Assessment for scaling up nutrition	Tanzania Food and Nutrition Centre	2012
Tanzania Steps Survey Report	Ministry of Health and Social Welfare and National Institute for Medical Research	2013
Perspective on Climate-Smart Agriculture from Across the Globe: Tanzania Case study	FANRPAN, EEAG and GACSA	2016
Evaluating the effectiveness of a community-managed conditional cash transfer program in Tanzania	WB and International Food Policy Research Institute	2016
Gender, Economic Transformation and Women's Economic Empowerment in Tanzania	Supporting Economic Transformation	2016
Systemic Scale-up of Nutrition Programming in Tanzania: A Report on FANTA Activities from 2010 to 2017	FANTA and USAID	2017
Gender equality in Tanzania: Uproar and perceived progress	AFRO Barometer	2018
Mapping women's economic exclusion in Tanzania	K4D	2018
The International Men and Gender Equality Survey (IMAGES) in Tanzania	Promundo	2018
Tanzania Disaster Risk Profile	CIMA Research Foundation	2018
Evaluation of the Private Agricultural Sector Support (PASS), Tanzania	Evaluation Department, Ministry of Foreign Affairs of Denmark	2019

Source: OEV

Annex 17: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APR	Annual Performance Report
CO	Country Office
CP	Country Programme
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAO	Delivering as One
DEV	Development Project
EB	Executive Board
EMOP	Emergency Operation
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEEW	Gender equality and the empowerment of women
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IR	Inception Report
M&E	Monitoring & Evaluation
MAM	Moderate Acute Malnutrition
MCHN	Mother and Child Health and Nutrition
MDGs	Millennium Development Goals
MoFP	Ministry of Finance and Planning
NBS	National Bureau of Statistics
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PLW	Pregnant and lactating women
RB	Regional Bureau
RBJ	Regional Bureau of Johannesburg
REO	Regional Evaluation Officer
SAM	Severe acute malnutrition
SDG	Sustainable Development Goal
SBGV	Sexual and Gender-Based Violence
SDP	Strategic Development Plan

SER	Summary Evaluation Report
SPR	Standard Project Report
TDHS	Tanzania Demographic Health Survey Report
TL	Team Leader
TOR	Terms of Reference
TSFP	Targeted Supplementary Feeding Programme
UN-SWAP	United Nations System Wide Action Plan
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN CERF	United Nations Central Emergency Response Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
UNPDF	United Nations Partnership for Development Framework
VAM	Vulnerability Assessment and Mapping
WFP	World Food Programme
WHO	World Health Organization