



WFP EVALUATION



**World Food
Programme**

**SAVING
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Evaluation of Tanzania WFP Country Strategic Plan 2017-2021

Centralized Evaluation Report

Office of Evaluation
OEV/2020/007

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Executive Summary

Introduction

EVALUATION FEATURES

1. Country strategic plan (CSP) evaluations are the primary instrument for accountability and learning in accordance with the expectations of the WFP Executive Board and WFP management. They provide evidence of WFP's strategic positioning and results to inform the design of the next generation of CSPs and potentially contribute to the design of United Nations sustainable development cooperation frameworks.
2. The evaluation of the United Republic of Tanzania CSP for 2017–2021 was conducted between March and November 2021.¹ It covered WFP activities from 2015 to mid-2021. It assessed the nature and success of the CSP design process, the extent to which the CSP introduced strategic shifts and the implications of such shifts for performance and results. The primary users of the evaluation are the WFP country office and its internal and external stakeholders, including beneficiaries.
3. The evaluation adopted a mixed-methods approach using a variety of primary and secondary sources, including a desk review, key informant interviews and e-surveys. Findings were triangulated to avoid bias in evaluative judgment. Due to coronavirus disease 2019 (COVID-19) pandemic precautions and protocols, in-country work was not possible and the evaluation was conducted remotely. Findings, conclusions and recommendations were discussed with internal stakeholders during an online workshop in November 2021.

CONTEXT

4. The United Republic of Tanzania is a resource-rich, lower-middle-income country² with a population of 63.3 million³ that is predominantly rural (65 percent)⁴ and young, with children under 14 representing 43.4 percent of the population.
5. Food security is a major economic and social problem; with a Global Hunger Index score of 25 (2020), hunger in the country is classified as “serious”.⁵ The country is vulnerable to climate risks; droughts are frequent and have devastating impacts on the economy, agricultural output and food security.
6. The real gross domestic product growth rate fell from 5.8 percent in 2019 to 2 percent in 2020 due to the economic fallout of the COVID-19 pandemic. It was expected to recover to 4.5 percent in 2021, below its long-term potential of about 6 percent.⁶
7. The United Republic of Tanzania was host to 225,252 refugees and 27,788 asylum-seekers as of June 2021, the majority from Burundi (69 percent) and the Democratic Republic of the Congo (31 percent).⁷ In 2018 the Government withdrew from the comprehensive refugee response framework.

¹ In 2021 the CSP was extended one year to ensure alignment with the starting date of the new United Nations sustainable development cooperation framework, which is 1 July 2022.

² Serajuddin, Umar and N. Hamadeh. 2020. *New World Bank country classifications by income level: 2020–2021*.











³ United Nations Population Fund. *World Population Dashboard: Tanzania, United Republic of*.

⁴ World Bank Data. *Rural Population (% of total population) – Tanzania*.

⁵ *Global Hunger Index 2020: Tanzania*.

⁶ World Bank. *The World Bank in Tanzania*.

⁷ Office of the United Nations High Commissioner for Refugees. *Tanzania Refugee Population Update* as of 30 June 2021.

TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	Value	Year
	Population total (millions) (1)	63.3	2022
	Share of agriculture in gross domestic product (percentage) (2)	27	2020
	Human Development Index (rank) (3)	163 of 189 countries	2020
	Poverty headcount ratio at USD 1.90 a day (2011 purchasing power parity) (percentage) (2)	49.4	2018
	Global Hunger Index (score) (4)	25	2020
	Height-for-age (stunting – moderate and severe), prevalence for children under 5 (percentage) (5)	31.8	2018
	Global acute malnutrition, prevalence for children under 5 (percentage) (5)	3.5	2018
	Prevalence of HIV, total (percentage of population age 15–49) (6)	4.7	2020
	Gender Development Index (score) (3)	0.948	2019
	Enrolment of primary school children (percentage) (7)	81	2020

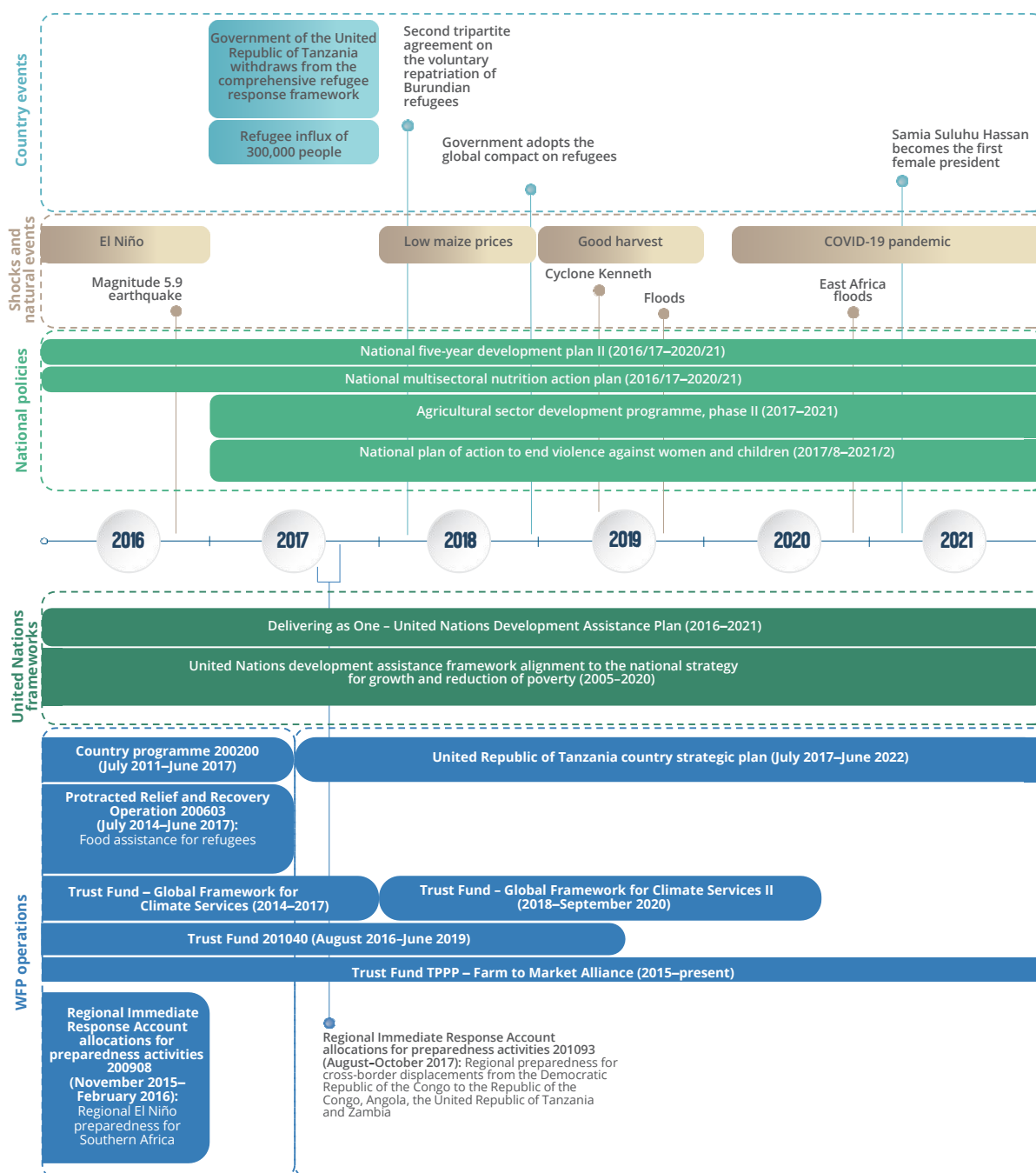
Sources: (1) United Nations Population Fund, [World Population Dashboard: Tanzania, United Republic of](#); (2) World Bank Data. 2020; (3) United Nations Development Programme. [Human Development Report 2020](#); (4) [Global Hunger Index 2020: Tanzania](#); (5) Government of the United Republic of Tanzania. [Tanzania National Nutrition Survey 2018: final report](#); (6) Joint United Nations Programme on HIV/AIDS. 2020. [United Republic of Tanzania Factsheet](#); (7) United Nations Children's Fund. 2020. [Tanzania: Education](#).

COUNTRY STRATEGIC PLAN

8. WFP has operated in the United Republic of Tanzania since 1963, focusing on emergency, recovery and development operations. Over the last decade, its strategy has shifted from addressing short-term humanitarian needs to increased technical assistance for Government-led programmes and processes.

9. The CSP for 2017–2021 was centred around five strategic outcomes and nine activities focusing on food assistance for refugees and food-insecure people, nutrition, access to agricultural markets, climate change, disaster risk reduction and social protection, supply chains and innovation. The CSP was developed with a goal of eventual exit and handover by 2030. Figure 1 illustrates the major changes in the country context, WFP's strategic focus and lines of activity and the United Nations development assistance framework.

Figure 1: Country context and WFP operational overview of the United Republic of Tanzania (2016–2021)

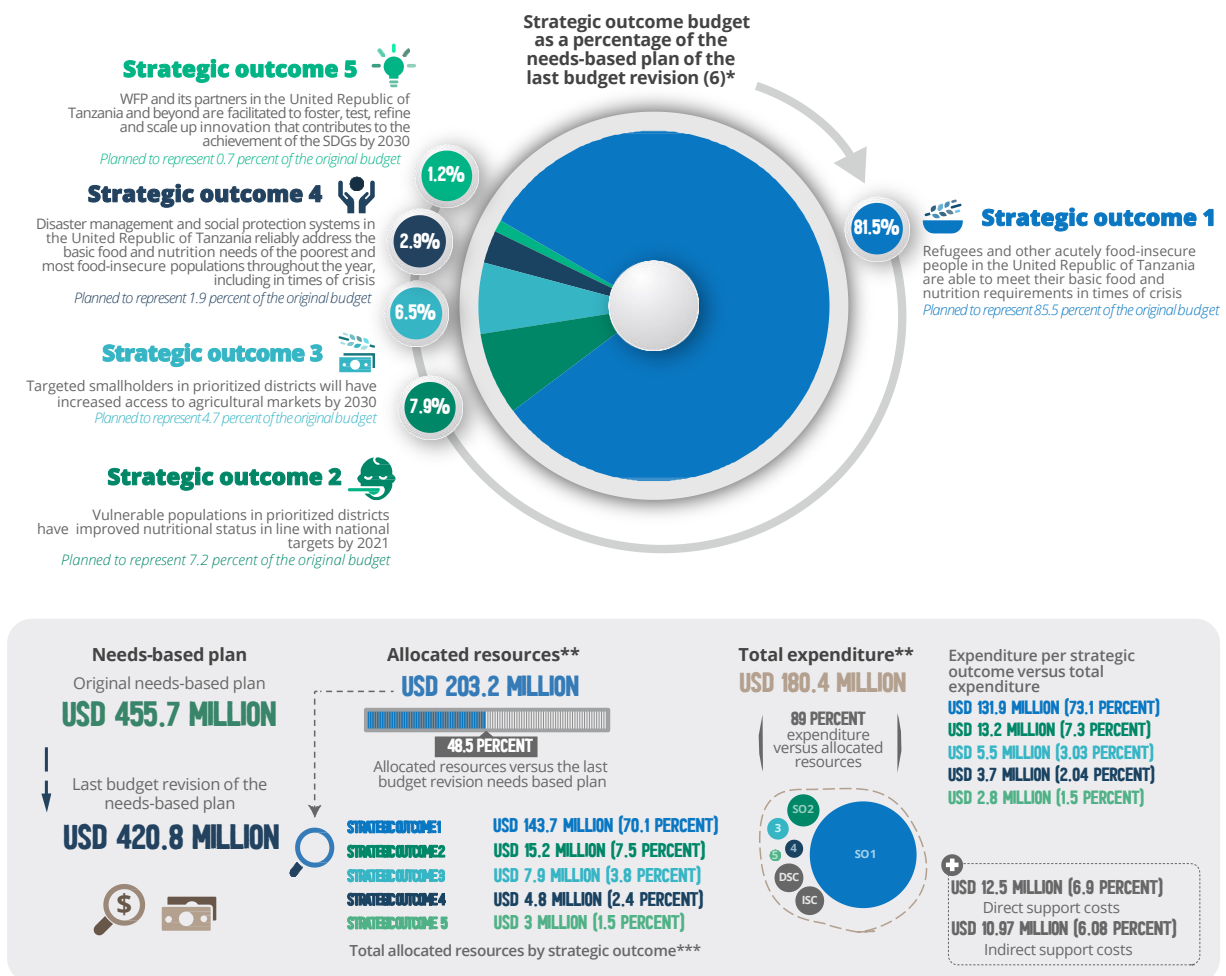


Abbreviation: TPPP = Trust fund for the Patient Procurement Platform.

Source: Elaborated by the Office of Evaluation based on the evaluation report.

10. The CSP had an original budget of USD 455.67 million (figure 2) and aimed to reach 591,331 beneficiaries (for an overview of annual beneficiaries, see figure 3); however, it was revised six times (as of May 2021), resulting in a decrease of the budget to USD 420.79 million and a decrease in planned beneficiaries to 508,828. The CSP was 48.45 percent funded as of September 2021 (figure 2). The United States of America was the main donor, providing 41 percent of total CSP resources, followed by the United Kingdom of Great Britain and Northern Ireland (11 percent) and the European Commission (11 percent).

Figure 2: The United Republic of Tanzania country strategic plan (2017–2021) strategic outcomes, budget, funding and expenditures



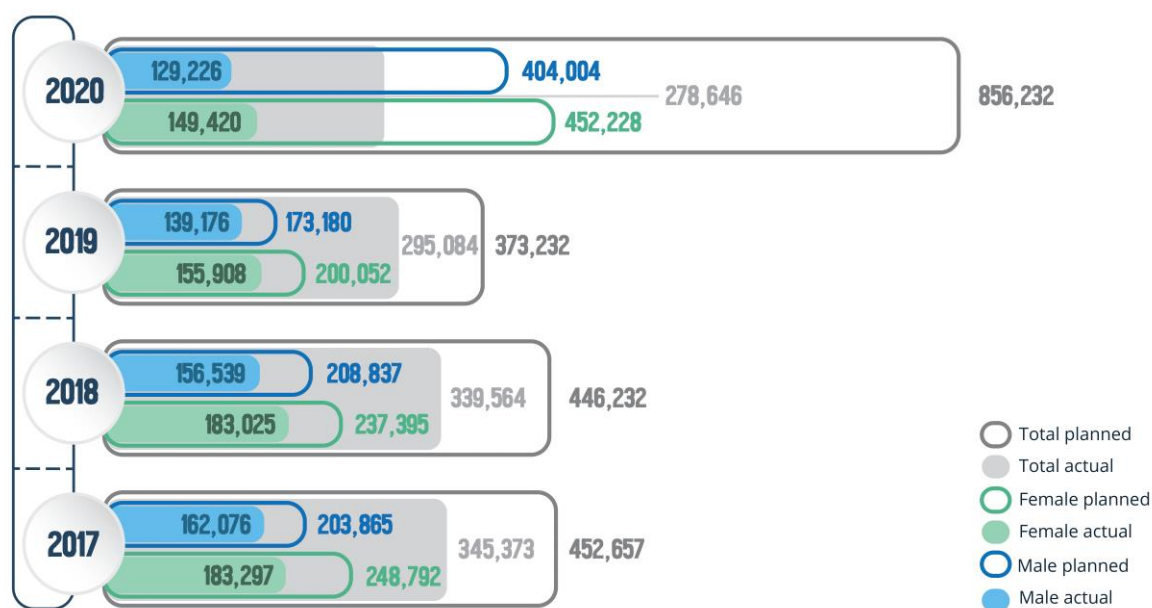
* The needs-based plan budget percentages by strategic outcome have been calculated at the grand total costs level, including direct support costs (USD 28.97 million) and indirect support costs (USD 25.9 million). These figures refer to budget revision 06; there was a budget revision 07 but it was not covered in the evaluation.

** Allocated resources and expenditures figures are cumulative, covering the period 2017–2 September 2021.

*** Allocated resources by strategic outcome do not add up to USD 203.2 million as resources were also allocated to non-strategic outcomes (USD 2.3 million), as well as to direct support costs (USD 15.4 million) and indirect support costs (USD 10.97 million).

Source: Country portfolio budget, revision 6 and Integrated Road Map analytics annual country report 1.

Figure 3: Annual overall actual versus planned beneficiaries by sex (2017–2020)



Source: Annual country reports 2017–2021.

Evaluation findings

To what extent are WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?

Relevance and alignment

11. WFP’s work with relevant ministries and institutions at the design stage ensured the CSP’s alignment with national policies, strategies and plans. Initially aligned with the national refugee policy, the government’s withdrawal from the comprehensive refugee response framework and its subsequent focus on repatriation constrained WFP’s food assistance and limited its options for working on livelihood activities.

12. The CSP identified gender-sensitive programming opportunities aligned with the national strategy for gender development. Actions to incorporate gender considerations were included across all strategic outcomes. Strategic outcomes 3 and 4 proposed gender-transformative action by, for instance, investing in technologies that empower women and addressing structural inequalities affecting women farmers (strategic outcome 3), given that the majority of smallholder farmers in the United Republic of Tanzania are women.⁸

Addressing the needs of the most vulnerable

13. Geographic targeting was broadly appropriate for resilience building, nutrition services and access-to-market activities, which focused on the most food-insecure areas, namely the central and northeast parts of the country.

14. The CSP design was informed by a 2015 zero hunger strategic review⁹ and other reviews and assessments; however, these analyses did not allow for an appropriate understanding of the underlying

⁸ “United Republic of Tanzania Country Strategic Plan (2017–2021)” (WFP/EB.A/2017/8-A/5).

⁹ Prime Minister’s Office, United Republic of Tanzania and WFP. 2016. *World Food Programme Strategic Review 2016: Framework for Food and Nutrition Security in Tanzania*.

causes of food and nutrition insecurity. As a result, WFP interventions at the subnational and district levels were not sufficiently tailored to meet the needs of the most vulnerable groups.

15. During the COVID-19 pandemic, adaptive measures were taken to support the most vulnerable groups in camps. For those with special needs, who had difficulty standing in line or might be more susceptible to contracting transmissible diseases at overcrowded distribution points, food distribution methodologies were adapted to ensure social distancing, and the distribution of pre-packaged food baskets eliminated the need for refugees to wait in long lines.

Strategic position and responsiveness to a dynamic context

16. During the course of the CSP, WFP grew as a strategic player and an important government partner in nutrition. It co-chairs the nutrition-sensitive technical working group and supported the development of the second national multisectoral nutrition action plan; however, a nutrition strategy early in the CSP could have provided the basis for WFP to position itself alongside other United Nations partners, such as the United Nations Children's Fund and the Food and Agriculture Organization of the United Nations, in a stronger position to clearly communicate its value proposition to government partners and to enhance collaboration.

17. In social protection, WFP's role in providing technical assistance to the Tanzania Social Action Fund was considered a good example of strategic positioning with Government and both sides intended to expand that collaboration, subject to the availability of funding.

18. WFP responded appropriately to COVID-19, including a new activity targeting people who were food-insecure as a result of the pandemic. At the operational level, WFP adjusted its standard operating procedures to enable activities to continue safely. For instance, distributions shifted from groups to individual households and from a four-week to a six-week cycle.

Coherence with other United Nations agencies

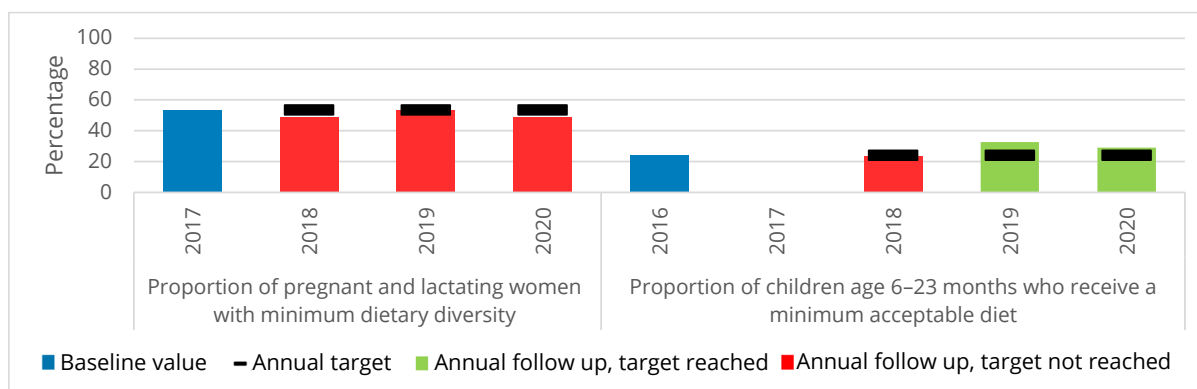
19. WFP worked with United Nations partners through the United Nations development assistance plan (UNDAP). WFP chairs the UNDAP resilience thematic results group and led both the United Nations emergency coordination group and the agriculture theme of the Kigoma Joint Programme. WFP's leadership of the emergency coordination group was welcomed, although it was challenging to engage all actors in disaster preparedness planning in advance of emergencies.

20. While its engagement in structured strategic planning beyond the UNDAP was initially limited, WFP has increased its strategic collaboration efforts since 2021, namely by signing a memorandum of agreement with the United Nations Children's Fund identifying priority areas of collaboration in nutrition and social protection.

What are the extent and quality of WFP's specific contribution to country strategic plan outcomes in the country?

21. Under strategic outcome 1, activities aimed at ensuring that refugees and other acutely food-insecure people were able to meet their basic food and nutrition requirements by providing cash and/or food transfers. Between June 2018 and May 2020, WFP delivered timely and predominantly full rations to refugees; following significant budget cuts in 2020, however, WFP began to reduce rations, leading to a 68 percent basket in December 2020. Minimum dietary diversity for women did not improve among refugee women and remained below target (figure 4), while targets for the minimum acceptable diet indicator for children age 6–23 months were exceeded overall, even though they fluctuated.

Figure 4: Progress towards selected nutrition outcome targets for strategic outcome 1 (2016–2020)

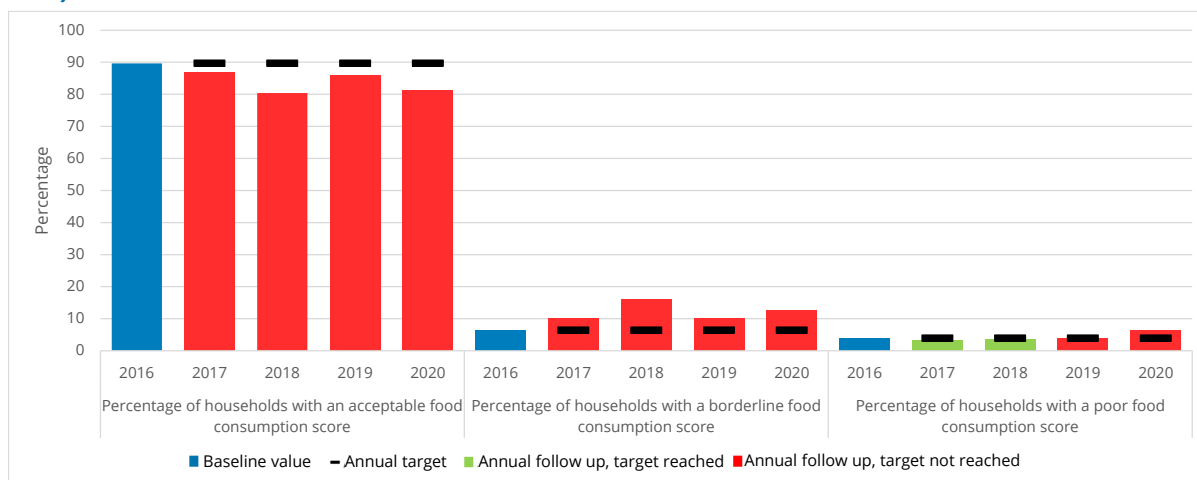


Note: Baseline data for women with minimum dietary diversity collected in 2017. No data were available for minimum acceptable diet in 2017.

Source: WFP United Republic of Tanzania annual country reports for 2017–2020.

22. Most of the food consumption indicators were not met, and some even worsened in 2020 following ration cuts; however, it should be noted that around 80 percent of households in the refugee camps consistently reported an acceptable food consumption score, showing that WFP maintained a strong pipeline to the camps and maximized the efficiency and effectiveness of refugee feeding despite funding cuts and the inability to make progress with cash and livelihood activities due to the Government’s increased focus on repatriation and imposed limitations.

Figure 5: Progress toward food security outcome targets for strategic outcome 1 (2016–2020)

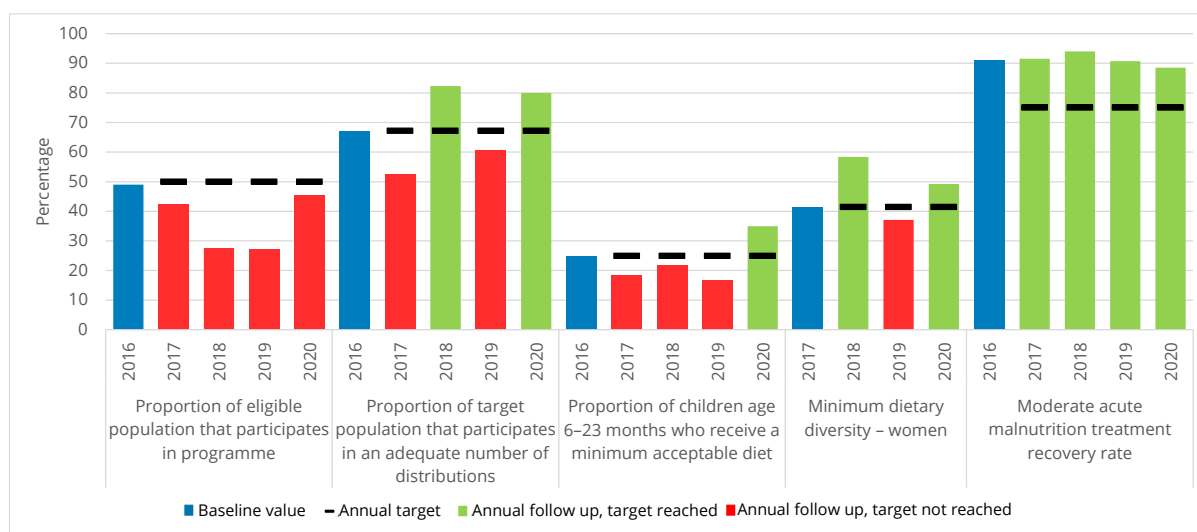


Source: WFP United Republic of Tanzania annual country reports for 2017–2020.

23. Under strategic outcome 2, WFP aimed to improve nutrition status in prioritized districts in line with national targets by 2021. WFP supported a range of nutrition interventions for at-risk populations and provided capacity strengthening to government entities involved in nutrition programming. The evidence shows increases in the diversity of crops grown and livestock reared, and external stakeholders confirmed a change of mindset of targeted communities on using locally available foods through nutrition-sensitive agriculture practices. As indicated in figure 6, certain indicator targets were met or exceeded (e.g., moderate acute malnutrition treatment) while others, such as minimum dietary diversity and minimum acceptable diet, fluctuated over the implementation period. The reasons behind the fluctuations were impossible to assess because there was no adequate analysis of drivers or trends of the seasonal fluctuations in the indicators. Targets for the proportion of the eligible population that participated in the

programme were not achieved due to a slow programme start, delays in seed distribution and challenges coordinating with the main cooperating partner.

Figure 6: Progress toward nutrition-sensitive and nutrition outcome targets for strategic outcome 2 (2016–2020)



Note: Baseline data for women with minimum dietary diversity was collected in 2017.

Source: WFP United Republic of Tanzania annual country reports for 2017–2020.

24. Under strategic outcome 3, WFP aimed to increase smallholder access to well-functioning markets by supporting value chains and promoting climate-smart agriculture and crop diversification. Despite consistent underfunding of this outcome, post-harvest losses decreased considerably and there was improvement in the volume purchased and sold. Through the Kigoma Joint Programme, WFP supported smallholder farmers in refugee-hosting communities and directly implemented activities aimed at improving post-harvest management practices, leading to a post-harvest equipment adoption rate of 74 percent.

25. The operations of the Farm to Market Alliance, a global consortium of eight global public and private sector partners, were downsized from 17,000 to 1,300 beneficiaries due to programmatic and funding challenges. Despite those difficulties, WFP built on partnerships with private sector actors to connect farmers in the Kigoma Joint Programme and Climate-smart Agriculture Project¹⁰ with post-harvest loss prevention equipment providers.

26. Under strategic outcome 4, WFP aimed to strengthen disaster management and social protection systems to ensure that they addressed the basic food and nutrition needs of the poorest and most food-insecure populations.

27. Outcome indicators for this strategic outcome were established but not monitored. Nevertheless, there were indications of positive change. One of WFP’s strengths was observed in the support provided to the Government through the Tanzania Social Action Fund partnership. WFP channelled support through, among other things, resilience building activities, including training on planning, implementation, coordination and monitoring of community asset creation.

28. Supply chain strengthening was a focus under outcome 4, and WFP invested in strengthening transport infrastructure through the rehabilitation of railroad cars to augment its regional food distribution capacity. This was considered a key success.

29. Under strategic outcome 5 WFP aimed to facilitate, test, refine and scale up innovations that contributed to the achievement of the Sustainable Development Goals (SDGs) by 2030 through a variety of

¹⁰ [United Republic of Tanzania Annual Country Report 2020 – Country Strategic Plan 2017–2021](#).

projects, including solar-charged tablets for children in remote villages and the use of artificial intelligence to improve the income and productivity of women smallholder farmers. Activities demonstrated the potential relevance of technology-specific innovations but were not sufficiently integrated with activities in the rest of the portfolio to advance or support existing programme interventions.

30. WFP engaged in capacity strengthening by facilitating government processes and working with partners on conducting training, an important example being the work with the Tanzania Food and Nutrition Centre to develop a new multisectoral nutrition action plan; however, the CSP lacked outcome indicators for properly monitoring such work.

Gender and protection

31. The CSP incorporated a strong commitment to gender and to providing assistance in ways that promoted equality and empowerment.

32. There were positive examples of individual initiatives aimed at, for instance, engaging men in childcare, guiding social and behaviour change communication, training truck drivers on HIV, nutrition, gender and child protection and reducing violence against women. More needs to be done to improve gender analysis and move beyond a focus on male/female participation in terms of quantitative data alone, however; hence, the country office has recently signed on to the WFP Gender Transformation Programme.

33. Analysis aimed at better understanding the vulnerabilities and drivers of protection has been undertaken but has not yet led to differentiated approaches to managing ration cuts that might enhance protection of the most vulnerable groups or individuals. Sexual and gender-based violence in and around refugee camps remains a challenge.

Accountability to affected populations

34. Consultation and provision of information were largely effective in the camps. Since the start of the CSP, there were improvements to the complaint and feedback mechanisms following specific recommendations (e.g., making WFP staff available and accessible during distributions so that feedback was brought to their attention immediately and engaging social workers to assist refugees who cannot write or gain access to the help desks). Issues with equitable access to the mechanism and ensuring that feedback was adequately captured remained, however, both in and outside the camps.

Sustainability

35. Some CSP results show potential for sustainability. For instance, there are strong indications that capacity strengthening activities in areas such as nutrition-sensitive agriculture at the community level may continue where they are showing good results and people have learned new practices; however, as these activities were implemented in a limited way, their scalability and funding remain a concern.

36. Activities focused on social protection and innovation had an experimental focus and sustainability was not central to their design. Even so, the benefit streams of the Tanzania Social Action Fund have a high likelihood of being sustained because the systems supported by WFP were institutionalized.

Humanitarian–development–peace nexus

37. Examples of positive advances in self-reliance, stability and fragility emerged through the Kigoma Joint Programme, which is seen as a leading practice in peacebuilding and, specifically, in reducing natural resource management tensions between refugees and host communities. Local purchase of food for refugee food assistance for the programme was a particularly good example of how WFP combined elements of the humanitarian-development–peace nexus.

38. While humanitarian, development and peace activities were reflected in the design and implementation of the CSP, there is limited evidence that this was intentional, and results have been limited.

39. WFP intended to give refugees greater freedom of choice with regard to food and to allow them to be relatively self-reliant; however, those plans were affected by the government's repatriation agenda, resistance to WFP's proposed introduction of cash-based transfers on the grounds that they might discourage repatriation, and the need for tighter controls on business activities in the camps, which limited livelihood activities.

TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

Timeliness

40. Outputs were not consistently achieved on schedule. Pipeline breaks in 2018 and 2019 and funding shortfalls in 2020 led to ration cuts. Despite this, acceptable food consumption scores for 80 percent of the refugees indicate that WFP was able to maximize the efficiency and effectiveness of refugee feeding.

41. The nutrition activities experienced delays due to challenges with the cooperating partner and WFP therefore began to work directly with local partners.

Coverage and targeting

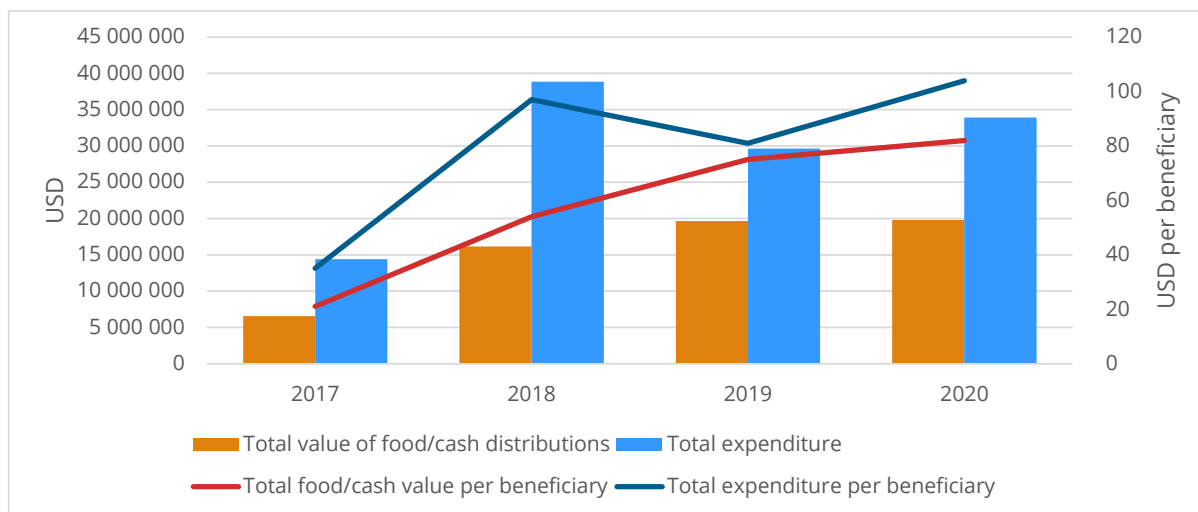
42. Nutrition activities were smaller scale in terms of coverage than similar programmes conducted by other United Nations entities and civil society organizations. When compared to the magnitude of the problem, the programme fell short of the CSP coverage target.

43. Partners working on refugee activities petitioned WFP to conduct nutrition needs assessments of marginalized groups to properly understand their needs and include them in supplementary feeding programmes. This could have targeting implications, given that post-distribution monitoring (2020) shows that almost 30 percent of households include at least one disabled person.

Cost efficiency and effectiveness

44. The value of food and cash distributions and the amount of food distributed under strategic outcome 1 increased over the period of implementation, which led to an increase in per beneficiary benefits and expenditures (figure 7).¹¹

Figure 7: Strategic outcome 1 expenditures, activity 1: value of cash and food and associated beneficiaries, total and per beneficiary



Note: Cash was distributed in addition to food only in 2017.

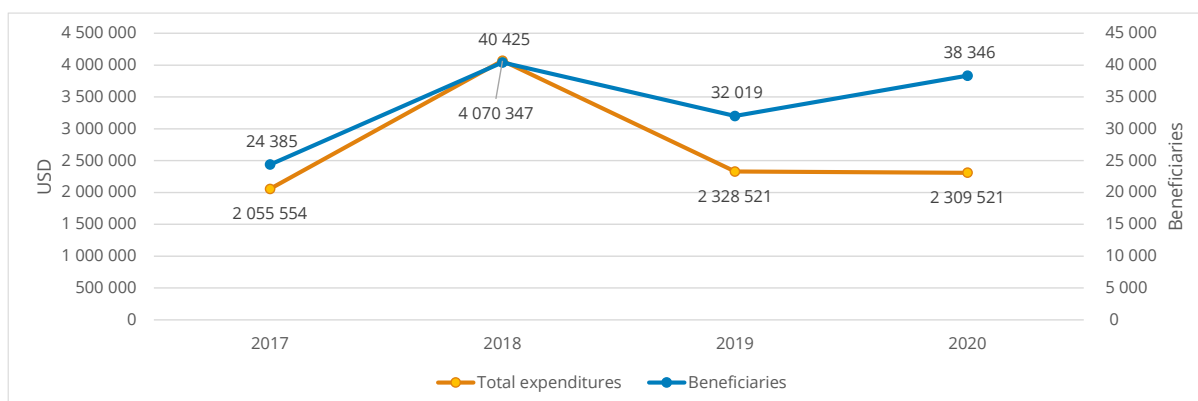
Sources: For beneficiary data: country office tool for managing effectively (COMET); for expenditure data: Integrated Road Map Analytics annual country reports 2017–2020; for food/cash distributions data: WFP Information Network and Global System (WINGS) data provided by country office; per-beneficiary values computed by evaluation team.

45. As shown in figure 8, for outcome 2 expenditures and beneficiary numbers for nutrition activities increased in 2018 before achieving enhanced efficiency in 2019 and 2020. These efficiency gains are illustrated by a three-fold increase in the amount of food distributed from 2017 to 2018 with only a two-fold

¹¹ The increase in 2018 expenditures may be explained by the increase in nutrition and social and behaviour change communication training sessions in 2018.

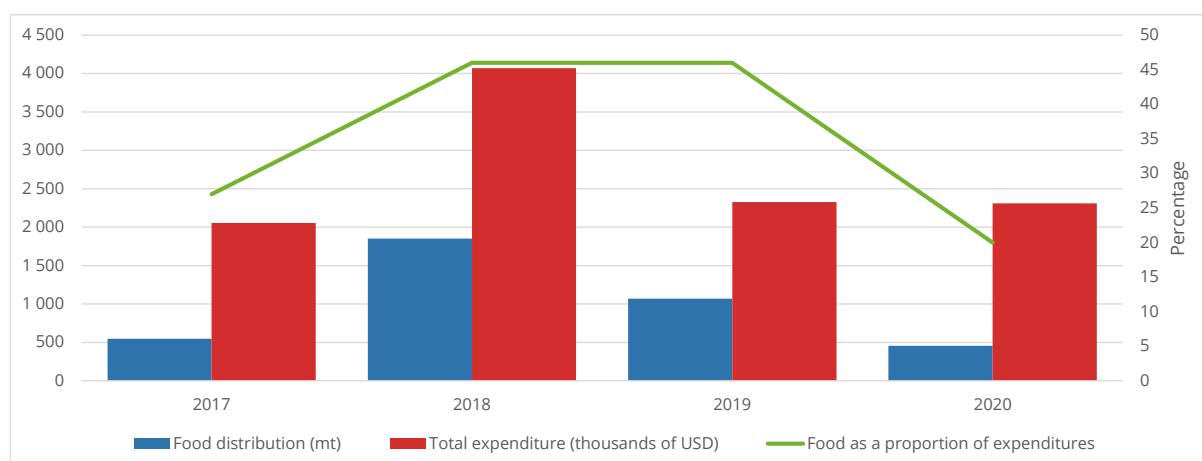
increase in total expenditures over the same period (figure 9). Cost efficiency for nutrition activities started to improve in 2019 largely due to WFP taking on the cooperating partner's role.

Figure 8: Strategic outcome 2: total expenditures and beneficiaries



Sources: For beneficiary data: COMET; for expenditure data: Integrated Road Map Analytics annual country reports 2017–2020.

Figure 9: Strategic outcome 2: food distribution and expenditure



Note: Left-hand axis for food distribution and total expenditure; right-hand axis for food as a proportion of expenditure.

Sources: For expenditure data: Integrated Road Map Analytics annual country reports for 2017–2020; for tonnage data: reports: 2021.03.23_CM-R007_-_Annual_Distribution (CSP).

WHAT FACTORS EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED UNDER THE COUNTRY STRATEGIC PLAN?

Resource mobilization

46. A challenging funding environment limited the ability to fund the CSP to the intended level. Over 70 percent of available funding was earmarked at the activity level, and shortfalls were experienced in all strategic outcomes. Fundraising for food distributions, nutrition and access to markets was difficult due to donor fatigue and competing priorities (including crises in other countries). Until 2019, WFP's engagement with donors did not satisfy some donors who had expressed the desire to think through strategic approaches and creative responses to funding challenges with management. Since then, the country office has strengthened engagement through regular briefings and consultations.

Staffing

47. Insufficient technical staffing, high turnover and reliance on short-term consultants affected CSP implementation and the ability of the country office to undertake analyses and generate essential learning.

48. While two nutrition positions were filled in 2017, more investment in the number and capacity of technical staff would have allowed for greater progress in the development of a strategic approach. Staff turnover also complicated fundraising efforts and limited coverage, continuity and consistency of approach and vision.

CSP design

49. The expected outputs of the CSP were too ambitious given country office capacity. The CSP called for too many new simultaneous activities and was not realistic about what could be achieved in a single CSP cycle. Furthermore, activities followed separate programmatic approaches, often in different geographic areas, and WFP only minimally developed the opportunity for synergies across strategic outcomes and cross-cutting issues.

Partnerships

50. Partnerships have proven instrumental across the CSP, and WFP is widely considered an approachable partner with proficiency in a wide range of sectors and issues.

51. Through its work on supply chains WFP strengthened its relationship with key government entities and provided a meaningful contribution to the development of the economic corridor around the railway. The highly visible nature of this direct support for public infrastructure greatly enhanced the standing of WFP.

52. WFP was considered a strong and supportive partner for non-governmental organizations on refugee activities but was slow to put in place changes in programmatic approaches, for example to address the specific nutritional needs of disabled and chronically ill refugees.

Monitoring

53. Monitoring was conducted regularly via mobile vulnerability analysis and mapping and post-distribution monitoring; however, rigorous examination of available monitoring data for programme improvements was not consistent across activities. In some instances, data were not actively used in a timely and responsive fashion to investigate potential discrepancies in activity implementation and subsequently adjust approaches as needed.

54. Gender differences went unnoticed in the CSP logical framework, from target-setting through to baseline data collection and annual results reporting. Where sex-disaggregated data are available, they frequently reveal large discrepancies (e.g., minimum acceptable diet data in strategic outcomes 1 and 2) but there is no discussion of that in WFP annual reporting and there was limited awareness and no response beyond questioning the integrity of the methodologies.

Conclusions

55. The CSP aligned with national objectives outlined in government policies, strategies and plans, as well as the SDGs. Several significant changes in context, national strategies and capacities and population needs took place over the CSP period, particularly in connection with the national refugee policy and the onset of the COVID-19 pandemic. WFP adapted its programming well to respond to these contextual changes. Outside of the UNDP, strategic alignment with WFP's sister agencies was initially limited, although WFP increased its strategic efforts in that regard in the final year of the CSP.

56. Gender considerations were evident across all strategic outcomes. In practice, however, gender-transformative elements were not fully developed.

57. Positive results were observed in areas in which WFP has an established position and credibility. WFP contributions were stronger at the activity level than at the systems level, including with regard to refugees, nutrition and agriculture. The effectiveness of support for refugees was hampered by shifting government policies but WFP effectively pivoted to continue providing food and assisting host

communities. Despite pipeline breaks in 2018 and 2019, WFP maintained strong supply chains to the camps, maximizing the efficiency and effectiveness of refugee feeding; indeed, supply chain management was consistently strong.

58. While WFP has positioned itself as a strategic player in nutrition through technical support, its ability to scale up operational activities was limited by funding constraints. Despite a slow start, the last two years started to see progress on nutrition. Agriculture activities saw progress with operational results and positioning, building on existing experience in livelihoods and agricultural productivity to gain small-scale but high-quality results.

59. Parts of the CSP were less effective due to a combination of internal and external factors. Disaster risk reduction, social protection and innovation were new initiatives, and were the areas in which WFP struggled most. Disaster risk reduction and social protection activities did not achieve the desired outcomes, and projects supported under the innovation strategic outcome were found to be insufficiently linked to the rest of the CSP. The latter activities were important initiatives to pilot but the next CSP will need to show proof of scalability.

60. Opportunities to strengthen performance measurement and analysis were not fully taken. While indicator- and target-setting followed minimum corporate standards, overall the targets set were not sufficiently ambitious to demonstrate true progress. The strategic outcomes for agriculture, disaster risk reduction, social protection and innovation all had limited performance datasets at the output and outcome levels, affecting the ability of the country office to reflect meaningfully on progress. Logic assumptions within and across strategic outcomes were not sufficiently reviewed and adapted until late in the CSP period. Staff turnover and regular loss of institutional memory made that more difficult.

61. Changes in government policy were a key external factor that hampered the country office in delivering on its humanitarian mandate to provide food assistance. Despite the difficult policy context and constraints, WFP adapted well. In terms of targeting, the needs of specific vulnerable populations require more attention, including more needs analysis and customization for women and people with disabilities.

62. The use of resources was generally efficient given the challenging operational environment. The country office responded appropriately to circumstances beyond its control that affected resource availability and timeliness, such as pipeline breaks and a challenging funding environment. The CSP largely recovered from a slow start for nutrition activities with the correction of initial inefficiencies in management structure. However, those activities could not be scaled up due to funding shortfalls.

63. The agricultural productivity and nutrition knowledge transfer components of the CSP have the potential to be sustainable but the critical mass needed to drive change on a population or sector scale is lacking. The disaster risk reduction, social protection and innovation activities were largely experimental and new to the country office, and sustainability was not central to their design.

Recommendations

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority: high/medium	By when
1	<p>Focus on thematic areas where the country office has demonstrated that it can add value – refugees, nutrition and agriculture – and apply a long-term view.</p> <p>1.1 Ensure that new and experimental activities are linked to existing initiatives to enhance relevance, effectiveness and efficiency and thus their potential for success and stakeholder buy-in.</p> <p>1.2 Ensure appropriate balance in change pathways across a longer timeline than the individual country strategic plan, particularly for translating direct operational roles into government system implementation at scale. This can be done through:</p> <ul style="list-style-type: none"> • a parallel process of country strategic plan lifetime and annual planning; • a long-term theory of change that should – theoretically and practically (since theories of change typically cover a 10–15-year process) – inform several sequential country strategic plans. The first country strategic plan should be used as an incubator to conceptualize, test and validate new activities and assess their scalability before adopting them as strategic outcomes in a second country strategic plan. 	Strategic	Country office, with regional bureau support		High	June 2022
2	<p>Improve the definition of change pathways across the country strategic plan.</p> <p>2.1 Itemize in detail the assumptions underlying the envisaged change pathways – including internal and external risks and opportunities – to ensure that the country strategic plan has sufficient capacity for adaptive management, if necessary. This is especially needed when strategic outcomes focus on new workstreams that explore new areas of work and new organizational functions.</p> <p>2.2 Follow through on conceptual integration of the strategic outcomes through integrated stakeholder and/or geographic targeting.</p>	Strategic	Country office		Medium	June 2022

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority: high/medium	By when
	2.3 Reflect priority cross-cutting issues in pathways and target setting by, for instance, including meaningful gender targets that seek to ensure gender-responsive programming or ideally, where possible, gender-transformative outcomes.					
3	<p>Set up an operational framework for analysing performance data regularly in order to make effective adaptive management decisions using a structured approach.</p> <p>3.1 Identify and address data gaps and inconsistencies.</p> <p>3.2 Set up a monitoring system for analysing performance trends and apply learning from the analysis to adapt strategic and operational elements of the country strategic plan.</p> <p>3.3 Where information to inform decision making is insufficient, generate a learning agenda for addressing evidence gaps. A learning agenda that is linked to performance measurement and the management decision making system seems a natural fit for the country strategic plan cycle, where lessons from one cycle inform strategic repositioning and revisions to programmatic approaches between cycles. Specific areas for a learning agenda that arose in the first country strategic plan and that could be useful for the second country strategic plan are a gender assessment and investigation of the reasons for annual fluctuations in minimum dietary diversity and food consumption scores.</p>	Operational	Country office		Low	June 2023
4	<p>Assess operating model readiness in order to understand the risks and opportunities that should be reflected in programme design.</p> <p>4.1 Conduct a capacity gap analysis or operating model review as part of the country strategic plan design process in order to address operational challenges. By addressing issues at the preparedness state such a review would minimize the level and number of risks that need to be managed through the organizational risk register.</p> <p>4.2 Conduct a full readiness assessment with regard to operating model elements, including policies, processes, people, culture, partnerships and technology, before finalizing the design of the next country strategic plan.</p>	Operational	Country office		High	June 2022

1. Introduction

1.1. EVALUATION FEATURES

- Rationale for the evaluation.** This is an evaluation of the WFP United Republic of Tanzania Country Strategic Plan (CSP) (2017-2021)¹². The 2016 WFP policy on country strategic plans mandates that country strategic plan evaluations (CSPEs) be conducted toward the end of the country strategic plan implementation period "...to assess progress and results against intended CSP outcomes and objectives, including towards gender equality and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support." This evaluation fulfils that mandate and is intended to inform the design of the new country strategic plan scheduled for Executive Board consideration in June 2022. The CSPE was commissioned by the WFP Office of Evaluation and conducted by an outside firm to ensure an independent assessment of the WFP Tanzania country strategic plan's strategy and performance.
- Objectives and scope of the evaluation.** CSPEs serve the dual objectives of accountability and learning. As such, the CSPE is intended to provide evaluation evidence and learning on the performance of WFP for its country-level strategic decisions, and to provide accountability for results to WFP stakeholders. The evaluation covers all of WFP Tanzania's activities from 2015–mid-2021, extending back to before country strategic plan implementation in order to assess the nature and success of country strategic plan design decisions made based on previous activities. The unit of analysis is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs articulated in the country strategic plan document approved by the WFP Executive Board in June 2017, as well as its six budget revisions (BRs).
- The evaluation assesses WFP contributions to country strategic plan strategic outcomes (SOs) and seeks to identify plausible causal relations across activity outputs, the implementation process, the operational environment and outcome-level changes over time. The evaluation scope also includes an assessment of WFP Tanzania's response to the severe acute respiratory syndrome coronavirus 2 (COVID-19) pandemic, such as adaptations and their effects on ongoing interventions. Evaluation questions are structured and detailed using an evaluation matrix (Annex 1), which is the organizing principle for the findings presented.
- Stakeholders and users.** The evaluation is intended to inform the learning and accountability interests of WFP stakeholders at the national, regional and corporate levels; donors; governmental and non-governmental partners; and the communities and beneficiaries the country strategic plan is intended to serve. Within WFP, the main stakeholders of the CSPE are the WFP Tanzania country office, the regional bureau in Johannesburg, headquarters' technical divisions, the WFP Office of Evaluation, and the Executive Board. An important stakeholder category is government partners, including the Office of the Prime Minister (OPM); Tanzania Social Action Fund (TASAF); the Ministry of Agriculture; the National Food Reserve Agency; Tanzania Food and Nutrition Centre (TFNC); the National Institute of Transport; the Ministry of Health; Community Development, Gender, Elderly and Children (MoHCDGEC); the President's Office Regional Administration and Local Government Department (PO-RALG); and the Tanzania Ports Authority. Learning is also relevant for the United Nations Country Team in Tanzania, and for especially close country strategic plan partners including: United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD).
- Methodology.** The evaluation applied a mixed-methods approach using a variety of primary and secondary sources, including a desk review, key informant interviews and e-surveys. Findings were triangulated across different sources and methods in order to validate findings and avoid bias in the evaluative judgement. Further details on methodology are found in Section 1.4 and Annex 5.
- Evaluation activities.** The evaluation spanned nine months and included an inception phase March–May 2021, a data collection phase through August, and an analysis and reporting phase through November

¹² In 2021 the CSP was extended one year to ensure alignment with the starting date of the new United Nations sustainable development cooperation framework, which is 1 July 2022.

(see timeline in Annex 6). Due to pandemic precautions and protocols, in-country work was not possible; the evaluation was conducted exclusively in remote format (for example, via email, Microsoft Teams, Whatsapp, and e-surveys). Document review and interviews, primarily with WFP headquarters and regional staff, began in March 2021. An inception report¹³ was finalized in May, presenting an initial analysis of information gathered and a detailed methodology and workplan that laid the foundation and strategy for the evaluation phase. The latter phase expanded the named data collection activities and included e-surveys to external and internal stakeholders. Data collection ended mid-August, though the evaluation team continued to receive some documentation and communicate with the country office for clarifications thereafter. The evaluation team proceeded with data analysis and generated this evaluation report, which was subject to quality assurance by the Office of Evaluation as outlined in the WFP evaluation quality assurance system (EQAS) guidance. The draft report was presented at separate learning workshops on 2 and 3 November 2021 for internal and external audiences and finalized in December.

7. The core evaluation team comprised three international senior evaluators with extensive experience in strategic, operational and developmental evaluations of WFP and other United Nations agency programming, and two Tanzanian evaluators. Team members had complementary technical expertise and subject knowledge relevant to the main thematic areas of the country strategic plan, including food security and livelihood programming, nutrition, agriculture, climate change, refugee assistance, and protection, as well as country expertise. This team was supported by three researchers and a quality assurance manager internal to the evaluation company.

1.2. CONTEXT

General overview

8. **History.** The Republic of Tanzania is a union formed in 1964 between Tanganyika, which achieved independence from the British in 1961, and Zanzibar. Zanzibar remains semi-autonomous with its own president and parliament. The mainland president, President Samia Suluhu Hassan, took office in March 2021 after the death of her predecessor, making her the country's first woman president.

9. **Geography.** The country is situated in eastern 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 (DRC) to the west, and Zambia, Malawi and Mozambique in the south.

10. **Demography.** Tanzania has a population of 61.5 million (2021); the average annual rate of population change from 2015-2020 was 3 percent. The fertility rate is 4.7 births per woman (2021). Children 14 years and under comprise 43.3 percent of the total population (2021), while 32.5 percent are youth between 10-24 years of age (2021). The average life expectancy at birth is 64 years for men and 68 years for women (2021).¹⁴

11. **Economy.** As of July 2020, Tanzania is classified as a lower middle-income country,¹⁵ ranking 163 out of 189 countries in the 2020 United Nations Development Programme (UNDP) Human Development Index, and in the "low human development" category.¹⁶ Annual gross domestic product (GDP) growth averaged between 6-7 percent over the last decade. Real gross domestic product growth fell from 5.8 percent in 2019 to 2 percent in 2020 due to the economic fallout from the COVID-19 pandemic but is estimated to be back up to 4.5 percent in 2021.¹⁷ Gross national income per capita increased from United

¹³ WFP Tanzania. 2021. Evaluation of Tanzania WFP Country Strategic Plan. Inception Report. Prepared by TANGO International. June 21.

¹⁴ UNFPA. <https://www.unfpa.org/data/world-population/TZ> (consulted September 2021).

¹⁵ Serajuddin, Umar and Hamadeh, Nada. 2020. New World Bank country classifications by income level: 2020-2021. World Bank Blogs. <https://blogs.worldbank.org/opendata/new-world-bank-country-classifications-income-level-2020-2021>.

¹⁶ UNDP. 2020. Human Development Report 2020: *The Next Frontier Human Development and the Anthropocene*. <http://hdr.undp.org/en/countries/profiles/TZA>.

¹⁷ World Bank Group. 2021. *Global Economic Prospects, June 2021*. Washington, D.C. World Bank. doi:10.1596/978-1-4648-1665-9. <https://www.worldbank.org/en/publication/global-economic-prospects>.

States Dollars (USD) 980 in 2015 to USD 1,080 in 2020.¹⁸

12. Tanzania's economy depends primarily on the services sector, which constituted 36.3 percent of its gross domestic product in 2020, followed by industry (28.7 percent), agriculture (26.7 percent) and manufacturing (8.5 percent) (rounded figures).¹⁹ Despite impressive economic growth and large improvements in living standards over the past 20 years, 49.4 percent of the population lives below the international poverty line of USD 1.90 per day (2011 purchasing power parity (PPP)) (2017).²⁰ Not all groups benefitted equally from the country's continuous economic transformation over the last decade, as inequality continues to widen in the country. The three key drivers of inequality in Tanzania are disparities in income, geographical location (urban versus rural), and gender.²¹

National policies and the Sustainable Development Goals

13. **Overview.** The Government of Tanzania adopted the 2030 Agenda for Sustainable Development (2030 Agenda) and its Sustainable Development Goals (SDGs) in September 2015 and they are reflected in the framework of the Tanzania Development Vision 2025. The Long-Term Perspective Plan (LTPP) 2011/2012-2025/2026 was developed to ensure that resources are organized and used strategically to guarantee the realization of the Tanzania Development Vision 2025. The LTPP is implemented through three strategic five-year development plans (FYDPs), each with a theme that underpins its priority interventions. The current FYDP (II) (2016-2021) focuses on industrialization and human development. It is grouped into four priority areas – growth, human development, the enabling environment, and implementing effectiveness – and articulates alignment with the Sustainable Development Goals. As of June 2021, planning for FYDP III is underway.

14. Tanzania completed its first voluntary national review (VNR) in 2019. Regarding the two main Sustainable Development Goals relevant to the WFP Tanzania country strategic plan line of sight, the voluntary national review concludes that Tanzania is doing “reasonably well” on SDG 2 (zero hunger) but achieving SDG 17 (partnerships for goals) “will require significant further effort and international support.”²² The latest Sustainable Development Report (2021) gives Tanzania a Sustainable Development Goal index score of 56.4 toward achieving all 17 Sustainable Development Goals, with “major challenges” for SDG 1 and “significant challenges” for SDG 17, both of which are stagnating.²³

15. **Zero hunger.** Food production and distribution in Tanzania to advance SDG 2 is guided by Tanzania's Agricultural Policy (2013) and other national initiatives.²⁴ The FYDPs address several issues related to SDG 2 such as: infrastructure, poor farm-gate prices, markets and distribution; productivity and transformation of agriculture for food self-sufficiency and export; and production cost minimization and the development of

¹⁸ World Bank. <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=TZ&view=chart> (consulted September 2021).

¹⁹ World Bank. Agriculture, forestry, and fishing, value added (% of GDP): <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS> (consulted August 2021).

²⁰ World Bank. Poverty headcount ratio at USD1.90 a day (2011 PPP) (% of population) - Tanzania: <https://data.worldbank.org/indicator/SI.POV.DDAY?locations=TZ> (consulted September 2021).

²¹ Economic and Social Research Foundation (ESRF). 2016. Tanzania Prime Minister's Office. World Food Programme (WFP) Strategic Review 2016: Framework for Food and Nutrition Security in Tanzania, page xi. <https://docs.wfp.org/api/documents/WFP-0000019748/download/>.

²² United Republic of Tanzania. 2019. Voluntary National Review (VNR) 2019: *Empowering People and Ensuring Inclusiveness and Equality*. https://www.nbs.go.tz/nbs/takwimu/SDGs/VNR_Report_Tanzania_2019.pdf.

²³ Sustainable Development Report website. <https://dashboards.sdindex.org/profiles/tanzania> (consulted September 2021). Website indicates that data are based on Sachs et. al (2021): *The Decade of Action for the Sustainable Development Goals. Sustainable Development Report 2021*. Cambridge University Press.

²⁴ For example, Agricultural Sector Development Program (ASDP I&II); Southern Agricultural Growth Corridor of Tanzania (SAGCOT); Business Environment Strengthening for Tanzania programme (BEST); Tanzania Land Tenure Assistance (LTA); Tanzania Agriculture and Food Security Investment Plan (TAFSIP); Land Tenure Support Programme (LTSP); National Multi-sectoral Nutrition Action Plan (NMNAP 2016-2021); District Agricultural Development Plans (DADPs); and the establishment of the Tanzania Agricultural Development Bank (TADB), Tanzania Land Bank Parcels (LBP), and projects to ensure low-interest, long-term loans in agriculture under the Tanzania Investment Bank.

agro-processing industries.²⁵ The National Multisectoral Nutrition Action Plan (NMNAP 2016/2017-2020/2021) was developed to implement the National Nutrition Policy (2016).²⁶ Preparations for the next NMNAP are underway.

16. **Social protection.** TASAF III targets about 6 million people including children, the elderly and unemployed able-bodied citizens. TASAF objectives are to increase income and consumption, improve the ability to cope with shocks, and enhance and protect the human capital of children among extremely poor populations.²⁷ TASAF III has four components: i) the Productive Social Safety Net (PSSN) – both unconditional and conditional cash transfers, and a public works subcomponent; ii) enhancement of livelihoods and increasing incomes, which involves community savings and investments and livelihood-enhancing grants; iii) targeted infrastructure development; and iv) capacity building to ensure adequate programme implementation by communities, local government authorities, and regional- and national-level players. PSSN II, which is under TASAF III, runs from December 2019–June 2023; it has been scaled up to 1.4 million poor and vulnerable households.

Food security, nutrition security and health

17. **Food security.** Food security remains a major economic and social problem in Tanzania. With a Global Hunger Index (GHI) score of 25 (2020), Tanzania is classified as having “serious” hunger severity and ranks 89th out of 107 countries.²⁸ Five million people in Tanzania – about 9 percent of the population – have insufficient food consumption (2021).²⁹

18. Contributing factors to chronic food insecurity include unsustainable livelihood strategies, high dependency on a single source of livelihood, low literacy rates, poor sanitation and unimproved infrastructure.³⁰ Figure 1 maps the historical trend in food insecurity, though it is to be noted that these data reflect chronic food insecurity from 2014/2015–2016/2017 and acute food security after that.

²⁵ Alphonse, Roselyne. 2017. *Ending Rural Hunger: The case of Tanzania*. October 2017. The Africa Growth Initiative at Brookings. <https://www.brookings.edu/wp-content/uploads/2017/10/erh-tanzania-case-study.pdf>.

²⁶ Ibid.

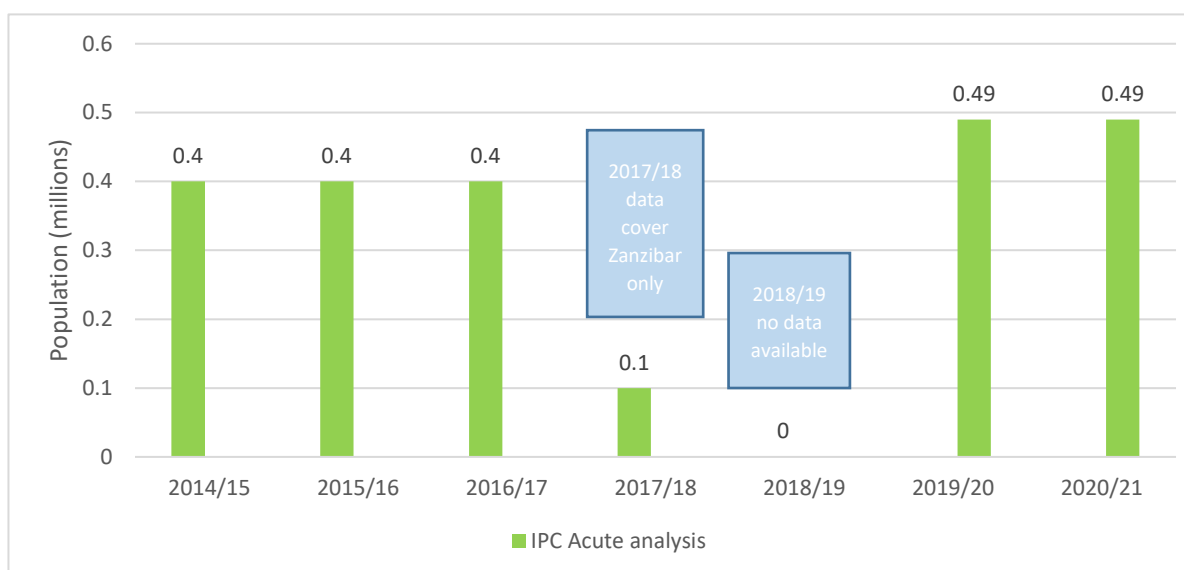
²⁷ Social Protection.org. 2021. <https://socialprotection.org/discover/programmes/tanzania-social-action-fund-tasaf-iii-productive-social-safety-net-pssn>, Website updated 13 April 2021.

²⁸ Global Hunger Index. 2020. Tanzania: <https://www.globalhungerindex.org/pdf/en/2020/Tanzania.pdf>.

²⁹ WFP. 2021. HungerMap LIVE. <https://hungermap.wfp.org/> 8 September 2021. “People with insufficient food consumption” refers to those with poor or borderline food consumption according to the Food Consumption Score (FCS).

³⁰ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2019. United Republic of Tanzania Vulnerability Assessment Committee Results 2019. SADC Regional Vulnerability Assessment & Analysis Programme. 31 July. https://reliefweb.int/sites/reliefweb.int/files/resources/SADC_Tanzania_snapshot_July2019.pdf.

Figure 1: Acute food-insecure population trend, Tanzania, 2014/2015–2020/2021



Source:
 2014/2015–2018/2019 figures: South African Development Community (SADC) Regional Vulnerability Assessment & Analysis Programme. 2019. *United Republic of Tanzania: Vulnerability Assessment Committee Results 2019 (31 July)*.
 2019/2020 figures: IPC Acute Food Insecurity Analysis: Tanzania.
 2020/21 figures: SADC Regional Vulnerability Assessment & Analysis Report 2021.

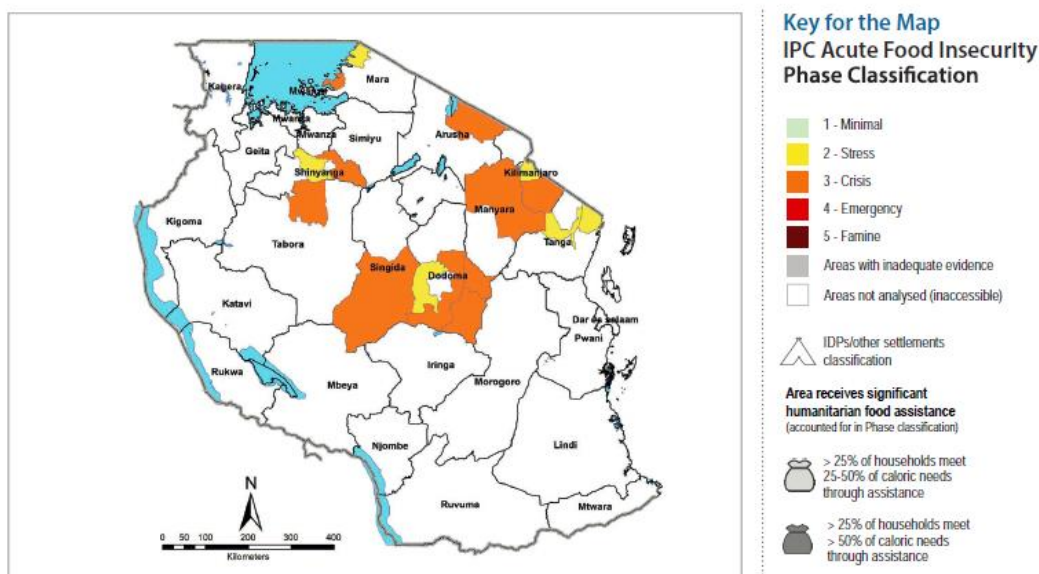
19. Between November 2019 and April 2020, the latest period for which Integrated Phase Classification (IPC) monitoring data are available, nearly 1 million people (20 percent of the population) were estimated to be experiencing severe food insecurity (IPC Phases 3 and 4) (Figure 2).^{31, 32} This was attributed to erratic rainfall and prolonged dry spells in some areas that affected the harvest and pasture and water for livestock.³³ The poor harvest also reduced casual labour opportunities on- and off-farm, decreasing food access for those livelihood groups.

³¹ IPC Analysis Portal. 2020. Tanzania: Acute Food Insecurity Situation November 2019 - April 2020 and Projection for May - September 2020: <http://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1152358/?iso3=TZA>.

³² As of December 2017, FEWS NET no longer prepares regular food security reports on Tanzania. <https://fews.net/east-africa/tanzania> (consulted September 2021). The most recent projection was for May – September 2020, during which food security was expected to improve in most areas of the analyzed districts, corresponding with the harvest period and normal to above-normal rainfall projections. There are no further IPC updates to confirm this projection.

³³ FAO. 2020. *Tanzania Nearly 1 Million People Are Severely Food Insecure*. IPC Acute Food Insecurity Analysis. November 2019 – September 2020. Issued in February 2020. https://reliefweb.int/sites/reliefweb.int/files/resources/IPC_AcuteFoodInsec_Tanzania_2019Nov2020Sept.pdf.

Figure 2: IPC acute food insecurity situation, Tanzania (November 2019–April 2020)



Source: IPC Acute Food Insecurity Analysis: Tanzania.

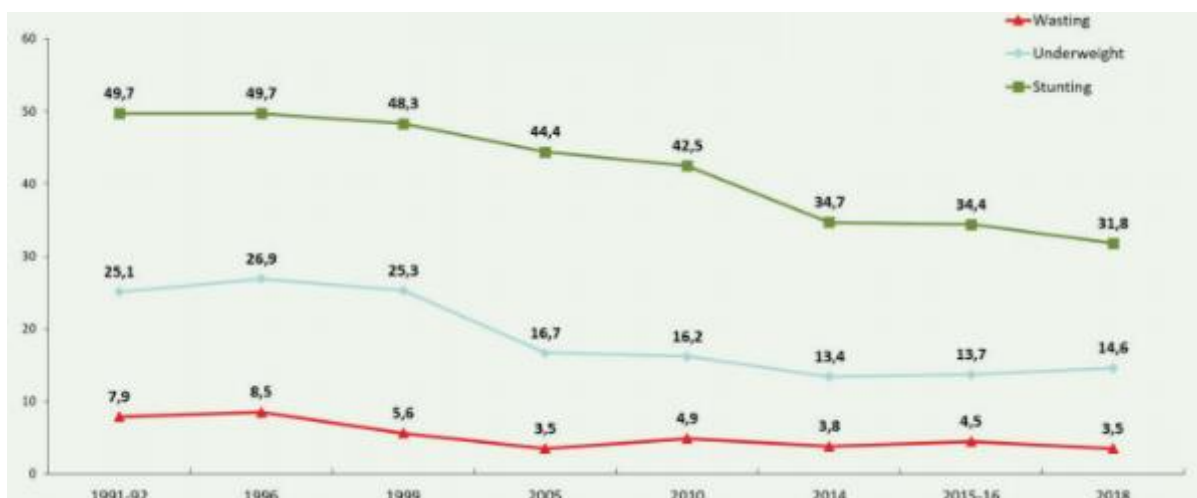
20. **Nutrition.** The second national nutrition survey (2018) showed an improvement in stunting rates among children under 5 (CU5) from 34.7 percent in 2014 to 31.8 percent in 2018, thereby meeting the mid-term target of the NMNAP of 32 percent. At the national level, 3.5 percent of children under 5 were found to have global acute malnutrition (GAM) in mainland Tanzania (4.0 percent of boys; 2.9 percent of girls) and 0.4 percent suffered from severe acute malnutrition (SAM). The prevalence of people who are overweight in mainland Tanzania is 2.8 percent.³⁴

21. Global acute malnutrition remains low in the refugee camps, ranging from 1.2 percent in Nyarugusu to 3.2 percent in Nduta with no significant differences between boys and girls. Stunting remains high across all camps, ranging from 42.7 percent in Nyarugusu to 52.1 percent in Nduta.³⁵

³⁴ MoHCDGEC, MoH, TFNC, NBS, OCGS, and UNICEF. 2019. Tanzania National Nutrition Survey 2018. Dar es Salaam, Tanzania, pp. 33-47.
<https://www.unicef.org/tanzania/media/2141/file/Tanzania%20National%20Nutrition%20Survey%202018.pdf>.

³⁵ UNHCR. 2019. Standardized Expanded Nutrition Survey (SENS) in Kigoma Refugee Camps (Nyarugusu, Nduta and Mtendeli). UNHCR's Microdata Library: <https://microdata.unhcr.org>.

Figure 3: Percentage of children under 5 classified as malnourished in mainland Tanzania



Source: Tanzania National Nutrition Survey conducted in 2018.

22. While wasting prevalence in children remains low, Figure 3 illustrates that progress in reducing stunting has been slow, though it is currently on track to meet national targets. The prevalence of overweight children is relatively low but risks escalation in a context where the prevalence of overweight women is rapidly increasing.³⁶

23. **HIV/AIDS.** National HIV prevalence among adolescents and adults aged 15–49 years is 4.7 percent (2020).³⁷ Prevalence among girl adolescents is higher than among boy adolescents (6.0 percent versus 3.3 percent). New HIV infections decreased by 35 percent from 2010 to 2020; AIDS-related deaths decreased by 49 percent in the same period.

24. **COVID-19.** As of 3 September 2021, there were 1,367 confirmed COVID-19 cases and 50 deaths in Tanzania.³⁸ Tanzania received its first batch of 1,058,400 doses of COVID-19 vaccines from the global COVAX initiative in July 2021.³⁹ As of 28 August 2021, a total of 310,101 vaccine doses had been administered.⁴⁰ The Oxford COVID-19 Government Stringency Index Scale ranks Tanzania at 11.11 (August 2021), indicating a low level of strictness in its policy response to COVID-19.⁴¹

³⁶ The prevalence of overnutrition (overweight or obese) women of reproductive age increased from 18 percent in 2004/2005 to 31.7 percent in 2018 in mainland Tanzania and 41.8 percent in Zanzibar. Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC), Ministry of Health, Tanzania Food and Nutrition Centre (TFNC), National Bureau of Statistics (NBS), Office of the Chief Government Statistician (OCGS), and UNICEF. 2019. Tanzania National Nutrition Survey 2018. Dar es Salaam, Tanzania.

<https://www.unicef.org/tanzania/media/2141/file/Tanzania%20National%20Nutrition%20Survey%202018.pdf>.

³⁷ UNAIDS. 2021. United Republic of Tanzania:

<https://www.unaids.org/en/regionscountries/countries/unitedrepublicoftanzania> (consulted September 2021).

³⁸ World Health Organization. COVID-19 Dashboard: <https://covid19.who.int/region/afro/country/tz> (consulted September 2021).

³⁹ WHO Africa 2021. *The United Republic of Tanzania receives the first COVAX shipment*. 24 July 2021.

<https://www.afro.who.int/news/united-republic-tanzania-receives-first-covax-shipment?country=880&name=United%20Republic%20of%20Tanzania>.

⁴⁰ World Health Organization. COVID-19 Dashboard: <https://covid19.who.int/region/afro/country/tz> (consulted September 2021).

⁴¹ University of Oxford. 2021. COVID-19: Stringency Index: <https://ourworldindata.org/grapher/covid-stringency-index?tab=chart®ion=Africa&country=~TZA> (consulted September 2021).

Agriculture

25. Agriculture employs 65 percent of the workforce (2019 figure).⁴² Tanzania has been able to secure sufficient food at the national level⁴³ and avoid severe food shortages in food-deprived and drought-affected parts of the country. However, the availability of food at the national level does not guarantee that food is accessible to all, and localized food deficits affect households, particularly in rural areas.

26. The food production system in Tanzania is dominated by small-scale producers who cultivate 1-3 hectares and practice limited irrigation. The major crops are maize, beans, cassava, potatoes, millet, sorghum, groundnuts, peas, lentils, rice, fruits and vegetables. Most households also own some form of livestock for meat, milk and eggs.⁴⁴

27. Tanzania is party to the African Union Malabo Declaration on Agriculture and Post-Harvest Losses, which aims to halve post-harvest losses by 2025.⁴⁵ Thus, the Government developed the National Post-Harvest Management Strategy (2019-2029)⁴⁶ and the Post-Harvest Management Strategy Implementation Plan (2019-2024) to guide the reduction of post-harvest losses.⁴⁷

28. Tanzania experiences various market system constraints to agricultural development such as inadequate access to and use of inputs and appropriate technology, human capital deficits and inhibitory rules and regulations, including gender norms.⁴⁸

Climate change and vulnerability

29. Climate stressors and climate risks to Tanzanian agriculture include rising temperatures, increased heat wave duration, increased frequency and intensity of rainfall and rising sea levels.⁴⁹ Droughts are frequent and have devastating impacts on the economy, agricultural output, food security and hydro-power generation. Regular flooding affects critical infrastructure including by destroying roads, bridges and buildings. Rising seas threaten coastal ecosystems, groundwater resources, and coastal infrastructure.⁵⁰

30. The National Adaptation Programme of Action (NAPA) (2007) identifies agriculture, water, health and energy as the sectors most vulnerable to climate change.⁵¹ The National Climate Change Strategy (NCCS) (2012) covers adaptation, mitigation and cross-cutting issues, with a focus on agriculture.⁵²

⁴² World Bank. 2021. Employment in Agriculture (% of total employment) – Tanzania.

<https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=TZ> (consulted September 2021; World Bank indicates data retrieved 29 January 2021).

⁴³ Tanzania 's food self-sufficiency has ranged from 88 to 120 percent over the past 10 years. This relates to the quantity of food to feed its population but does not imply an adequate nutritious diet for all.

⁴⁴ Economic and Social Research Foundation (ESRF). 2016. WFP/ Tanzania Prime Minister's Office. World Food Programme (WFP) Strategic Review 2016: Framework for Food and Nutrition Security in Tanzania. <https://docs.wfp.org/api/documents/WFP-0000019748/download/>, page 7.

⁴⁵ Agricultural Non State Actors Forum (ANSAF). 2021. <https://ansaf.or.tz/post-harvest-management/#:~:text=Tanzanian%20Experience,on%20the%20type%20of%20crop.>

⁴⁶ The strategy aims to improve post-harvest management by ensuring availability of appropriate post-harvest and value-addition practices and technologies, providing incentives for investment in marketing systems, and improving capacities and coordination of strategic interventions.

⁴⁷ Tanzania Ministry of Agriculture. 2019. Post-Harvest Management Strategy Implementation Plan-SIP (2019-2024). Dodoma: <https://ansaf.or.tz/wp-content/uploads/2019/10/IMPLEMENTATION-PLAN%E2%80%93SIP.pdf>.

⁴⁸ Cowan-Gore, Isaac. 2020. *Market Systems Development and a Just Transition: Learnings from an ILO Experience in Tanzania*. ILO. August 2020. https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_754472.pdf.

⁴⁹ USAID. 2018. Climate Risk Profile Tanzania Fact Sheet. June 30, 2018. <https://www.climatelinks.org/resources/climate-risk-profile-tanzania>.

⁵⁰ World Bank Group. Climate Change Knowledge Portal: Tanzania (Consulted September 2021) <https://climateknowledgeportal.worldbank.org/country/tanzania/vulnerability>.

⁵¹ UNDP. 2020. Human Development Report 2020: *The Next Frontier Human Development and the Anthropocene*. <http://hdr.undp.org/en/countries/profiles/TZA>.

⁵² United Republic of Tanzania Vice President's Office. 2012. National Climate Change Strategy Division of Environment. <https://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/laws/1704.pdf>.

31. The Disaster Management Department (DMD) under the Office of the Prime Minister is responsible for disaster risk management activities. The Disaster Management Department is guided by the National Disaster Management Policy of 2004, the Disaster Management Act No. 7 of 2015, and the Disaster Management regulations of 2017. Due to inadequate resources, the Government has been unable to fulfil all the mandates of the act, including the operation of functional disaster management committees.⁵³

Education

32. In 2014, the Government introduced a no-fee education policy. Since then, enrolment of primary school children has increased, reaching 81 percent in 2020.⁵⁴ Nonetheless an estimated 1.4 million children between the ages of 7 and 13 are out of school.⁵⁵ Almost 70 percent of children aged 14–17 are not enrolled in secondary education while a mere 3 percent are enrolled in tertiary education.⁵⁶

33. Equity and equal access pose major challenges in education. Primary school-aged children from the poorest families are three times less likely to attend school than those from the wealthiest households. Furthermore, while an estimated 7.9 percent of Tanzanians live with a disability, less than 1 percent of children in pre-primary, primary and secondary school have a disability,⁵⁷ suggesting that many children with disabilities are not in school. While the Global Gender Gap report shows gains in the educational attainment score over the last decade,⁵⁸ a gender gap in education remains, with mean years of schooling for girls at 5.8 and for boys, 6.4.⁵⁹ Early marriage and pregnancy keep girls out of school.⁶⁰ Adolescent pregnancy led to almost 3,700 girls dropping out of primary and secondary education in Tanzania in 2016. Of women aged 20-24, 31 percent were married or in a union before the age of 18,⁶¹ with girls from poor families being twice as likely to be married early than girls from wealthier homes.⁶²

Gender and equity dimensions

34. The goal of Tanzania's National Strategy for Gender Development is to achieve gender equality and equity as stipulated in the national constitution and in the Women and Gender Development Policy (2000). Tanzania also has a National Plan of Action to End Violence against Women and Children (NPA-VAWC 2017/2018–2021/2022).

35. Tanzania scored 0.948 on the Gender Development Index and ranked 140 out of 162 countries on the Gender Inequality Index in 2019.⁶³ The 2021 Global Gender Gap Report ranked Tanzania 82nd out of 156 countries and indicated that economic participation and opportunity has decreased a full point since 2006, from 0.809 to 0.703 in 2021.⁶⁴

Migration, refugees, and internally displaced people

36. Civil strife and internal armed conflicts in neighbouring countries over the past decades have resulted

⁵³ UNDRR. 2020. Tanzania Country Report on Public Investment Planning for Disaster Risk Reduction. January 2020.

⁵⁴ UNICEF. 2021. <https://www.unicef.org/tanzania/what-we-do/education> (consulted August 2021).

⁵⁵ World Bank. 2020. Children out of school, primary – Tanzania: <https://data.worldbank.org/indicator/SE.PRM.UNER?locations=TZ> (consulted August 2021).

⁵⁶ UNICEF. 2021. <https://www.unicef.org/tanzania/what-we-do/education> (consulted August 2021).

⁵⁷ Ibid.

⁵⁸ World Economic Forum. 2021. *Global Gender Gap Report 2021: Insight Report*. (March 2021). http://www3.weforum.org/docs/WEF_GGGR_2021.pdf.

⁵⁹ UNDP. 2020. *Human Development Report 2020: The Next Frontier Human Development and the Anthropocene*. <http://hdr.undp.org/en/countries/profiles/TZA> (consulted September 2021).

⁶⁰ UNICEF. 2021. <https://www.unicef.org/tanzania/what-we-do/education> (consulted September 2021).

⁶¹ UNICEF. United Republic of Tanzania Country Profiles: <https://data.unicef.org/country/tza/> (consulted August 2021).

⁶² UNICEF. 2021. <https://www.unicef.org/tanzania/what-we-do/education> (consulted August 2021).

⁶³ UNDP. 2020. *Human Development Report 2020: The Next Frontier Human Development and the Anthropocene*. <http://hdr.undp.org/en/countries/profiles/TZA>.

⁶⁴ World Economic Forum. 2021. *Global Gender Gap Report 2021: Insight Report*. (March 2021). http://www3.weforum.org/docs/WEF_GGGR_2021.pdf.

in major influxes of refugees from Burundi, Rwanda, the Democratic Republic of the Congo and, more recently, from Mozambique.⁶⁵ Tanzania was a pilot country for the Comprehensive Refugee Response Framework (CRRF), and traditionally has been welcoming to refugees.⁶⁶ While Tanzania does not formally apply the CRRF, it supports the Global Compact on Refugees of 2018.⁶⁷ Voluntary repatriation is guided by the 2001 Tripartite Agreement between UNHCR, Tanzania, and Burundi. Tanzania was host to 225,252 refugees and 27,788 asylum-seekers as of June 2021, the majority from Burundi (69 percent) and the Democratic Republic of the Congo (31 percent).⁶⁸ The majority (84 percent) live in three refugee camps in northwestern Tanzania: Nyarugusu, Nduta and Mtendeli.

37. Since 2017, Government of Tanzania restrictions on access to territory and asylum have increased.⁶⁹ In 2017, initial recognition of Burundian asylum seekers was revoked, forcing asylum seekers to undergo refugee status determination. Since September 2017, the Tripartite Commission has facilitated the voluntary repatriation of Burundians. The commission acknowledged that while some refugees may opt to return, others may have well-founded reasons for remaining in Tanzania and will continue to need protection. In 2021, the commission reaffirmed commitments to voluntary repatriation for Burundian refugees, such as through “Go-and-See/Come-and-Tell” visits for Burundian refugees that do not prejudice their refugee status in Tanzania. Some 130,000 Burundians have returned voluntarily since 2017, with over 20,000 in 2021, though COVID-19 prevention measures have increased the cost and capacity of repatriation convoys.⁷⁰

38. The Ministry of Home Affairs is responsible for refugee issues in accordance with the Refugee Act of 1998 and the 2003 Refugee Policy. Additional government entities are involved via the United Nations Kigoma Joint Programme (KJP) (2017-2021), which is implemented by 16 United Nations agencies and works across sectors, with regional and district authorities on issues affecting refugees, migrants and host communities in the region.⁷¹ WFP leads the agriculture theme. One of the poorest regions in Tanzania, Kigoma, faces environmental and economic challenges related to the presence of the refugee population. Host communities are affected by deforestation, tree cutting and charcoal making, and a depletion of funds for environmental conservation, which raised tensions.⁷²

Humanitarian protection

39. Tanzania is party to the 1951 Convention Relating to the Status of Refugees and its optional protocol. Tanzania’s legal and policy foundations for humanitarian protection begin with the Refugees Act of 1998. 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

⁶⁵ Due to armed conflict and insecurity in the coastal city of Palma, thousands of Mozambicans have sought safety in Mozambique and Tanzania. As of June 2021, nearly 800,000 were estimated to have been displaced. More than 9,600 have been forcibly returned from Mozambique through the Negomano border point from January- June 2021. UNCHR. 2021. “Insecurity in northern Mozambique continues to forcibly displace thousands.” June 11. <https://www.unhcr.org/en-us/news/briefing/2021/6/60c312e94/insecurity-northern-mozambique-continues-forcibly-displace-thousands.html>.

⁶⁶ European Commission-ECHO. 2018. *Tanzania – Comprehensive Refugee Response Framework withdrawal*. ECHO Daily Flash, January 24. <https://erccportal.jrc.ec.europa.eu/ECHO-Products/Echo-Flash/ECHO-Flash-old/ECHO-Flash-List/yy/2018/mm/1>.

⁶⁷ UNHCR. 2019. Tanzania Country Refugee Response Plan (RRP) January 2019–December 2020. <https://data2.unhcr.org/en/documents/details/68448>.

⁶⁸ UNHCR. 2021. Tanzania Refugee Population Update as of 30 June 2021. <https://reporting.unhcr.org/sites/default/files/UNHCR%20Tanzania%20Refugee%20Population%20Dashboard%20-%20June%202021.pdf>.

⁶⁹ UNHCR. 2019. Tanzania Country Refugee Response Plan (RRP) January 2019–December 2020. <https://data2.unhcr.org/en/documents/details/68448>.

⁷⁰ UNHCR. 2021. Voluntary Repatriation of Burundian Refugees in Tanzania. January– June 2021. https://reporting.unhcr.org/sites/default/files/UNHCR%20Tanzania%20VOLREP%202021_Mid-Year12072021_Final.pdf.

⁷¹ United Nations Tanzania. 2019. Kigoma Joint Programme Fact Sheet. June. https://tanzania.un.org/sites/default/files/2019-12/Kigoma%20Joint%20Programme_Factsheet_June%202019.pdf.

⁷² Ministry of Home Affairs, WFP, and UNHCR. 2020. Joint Assessment Mission (JAM) November–December 2020.

exercise has also contributed to an increase in SGBV cases, resulting from split return decisions within families.⁷³

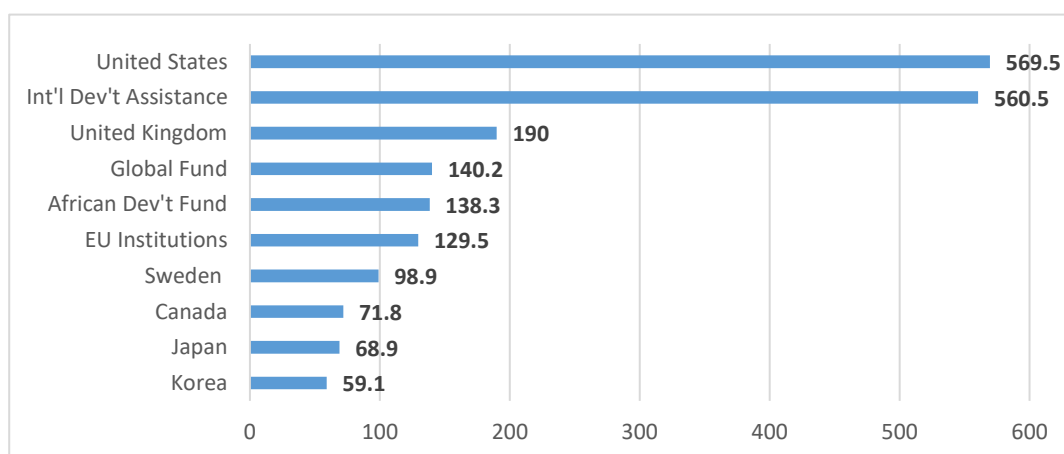
40. As of June 2021, 50 percent of refugees in Tanzania are women and girls and 55 percent are children (age 0-17 years).⁷⁴ The number of unaccompanied and separated children increased from 6,195 in the first quarter of 2020 to 6,661 at year-end.⁷⁵ Refugee children face serious protection risks such as separation from families because of displacement, psychosocial distress, abuse and exploitation, including child labour and sexual exploitation. Unaccompanied and orphaned youth are also at increased risk of being abused, trafficked or recruited into armed groups.

International development assistance

41. The amount of net official development assistance (ODA) and official aid Tanzania received decreased from USD 2.585 billion in 2015 to USD 2.153 billion in 2019.⁷⁶ Net official development assistance as a percentage of gross national income decreased from 5.6 percent in 2015 to 3.5 percent in 2019.⁷⁷

42. Figure 4 shows the top ten official development assistance funding sources between 2018-2019 (most recent figures available).⁷⁸

Figure 4: Top ten donors of gross official development assistance for Tanzania 2018–2019 average, USD million



Source: Organization for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC).

43. Official development assistance funding in the period 2018–2019 (most recent figures available) focused primarily on health and population (46 percent), other social infrastructure and services (18 percent) and production (10 percent).

⁷³ Ibid.

⁷⁴ UNHCR. 2021. Tanzania Refugee Population Update as of 30 June 2021.

<https://reporting.unhcr.org/sites/default/files/UNHCR%20Tanzania%20Refugee%20Population%20Dashboard%20-%20June%202021.pdf>.

⁷⁵ UNICEF. 2021. Tanzania Humanitarian Situation Report No. 4 reporting period January–December 2020.

<https://reliefweb.int/report/united-republic-tanzania/unicf-tanzania-humanitarian-situation-report-no-4-reporting-period>.

⁷⁶ World Bank. 2021. Net official development assistance and official aid received (current US\$) – Tanzania:

<https://data.worldbank.org/indicator/DT.ODA.ALLD.CD?locations=TZ> (consulted August 2021).

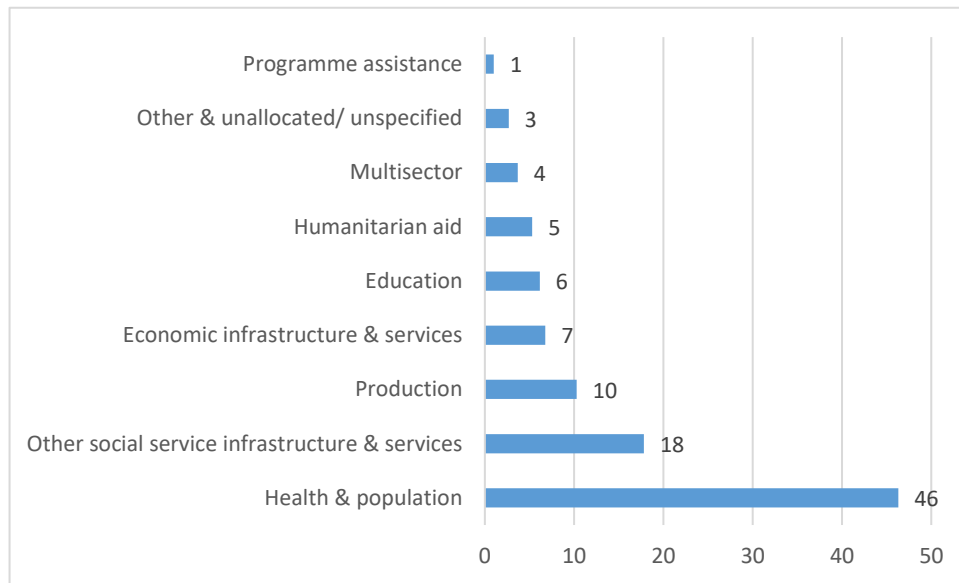
⁷⁷ World Bank. 2021. Net ODA received (% of GNI) – Tanzania:

<https://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS?locations=TZ> (consulted August 2021).

⁷⁸ OECD-DAC. 2021.

https://public.tableau.com/views/OECDDACAidataglacebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no (consulted September 2021).

Figure 5: Bilateral official development assistance by sector for Tanzania (2018-2019 average) (%)



Source: OECD-DAC.

United Nations Development Assistance Framework

44. 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 11 Joint Programmes under the United Nations Development Assistance Framework (UNDAF) 2007-2011. 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"). The United Nations Country Team replaced the UNDAF with the United Nations Development Assistance Plan (UNDAP) for the subsequent period 2011-2015 to reduce duplication in planning requirements for United Nations agencies and national partners and enhance the focus on results. UNDAP II (2016-2022)⁷⁹ has four thematic areas: i) inclusive growth; ii) a healthy nation; iii) resilience and democratic governance; and iv) human rights and gender equality.⁸⁰

1.3. SUBJECT BEING EVALUATED

Country strategic plan objectives, intervention logic, and results framework

45. The country strategic plan centres around five strategic outcomes (SOs) (see Table 1). These 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. Annex 7 provides a reconstructed theory of change (ToC) that reflects the country strategic plan outcome pathways, with observations on associated assumptions. The map in Annex 14 shows district coverage of activities.

46. The country strategic plan theory of change combines humanitarian and development pathways of change. While peacebuilding is not explicit in the theory of change, strengthening stability and relations between host and refugee communities is apparent in SO1 and SO3 activities. The country strategic plan reflects a gradual shift from direct assistance to increased technical assistance to government-led programmes and processes, which is in line with Tanzania's shift to lower middle-income country status.

⁷⁹ Originally 2016-2021. The Government of Tanzania and the United Nations Development Coordination Office agreed to a one-year extension to June 2022.

⁸⁰ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

Some activities previously implemented under the country programme (CP) and the protracted relief and recovery programme (PRRO) were thus discontinued or modified to reflect this shift. School meals assistance, operating under the country programme on a sustainability model with increased involvement of local government and school administrations, was discontinued under the country strategic plan and handed over to local government. Under SO4 (disaster management and social protection), some residual food assistance for asset activities planned to finish in December 2017 were maintained in the country strategic plan for Year 1, then discontinued. The main direct assistance under mother and child health and nutrition (MCHN) was integrated with a strong community and household agriculture component to guarantee durable and sustainable results upon the end of WFP direct interventions. In 2021, the country strategic plan was extended for one year (to June 2022, via BR6) to ensure alignment with the UNDAF.

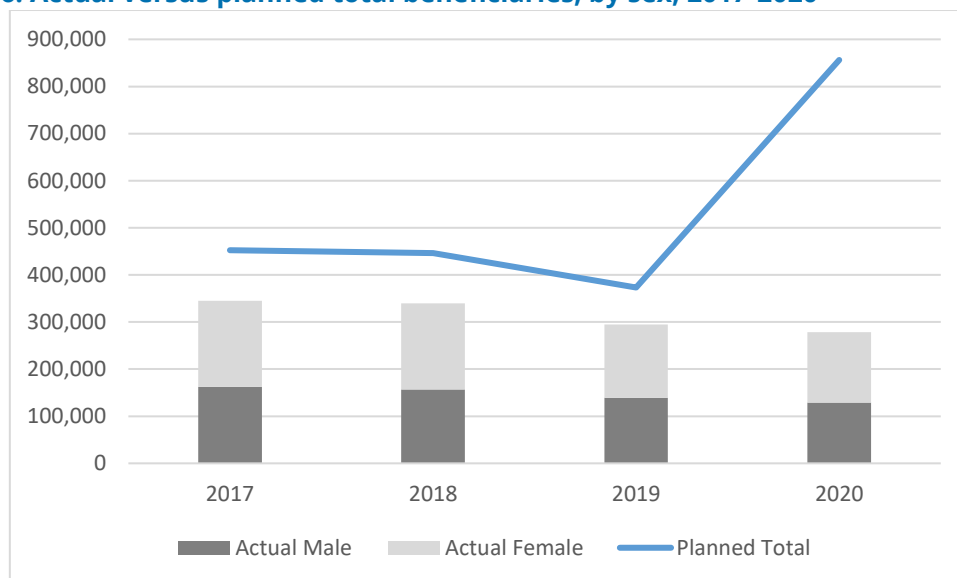
Table 1: WFP Tanzania country strategic plan: Overview of results framework

Focus area	Strategic outcome	Activity	Modality
Crisis response	Strategic Outcome 1: Refugees and other acutely food-insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis	Activity 01. (URT01): Provide cash and/or food-based transfers to refugees living in official camps	Food/cash-based transfers (CBT), capacity strengthening
		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 information technology (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

Beneficiary numbers

47. Figure 6 shows the relationship between planned and actual numbers of total beneficiaries over time. Detailed data disaggregated by gender and age group are presented in Annex 9, Table 14.⁸¹

Figure 6: Actual versus planned total beneficiaries, by sex, 2017-2020

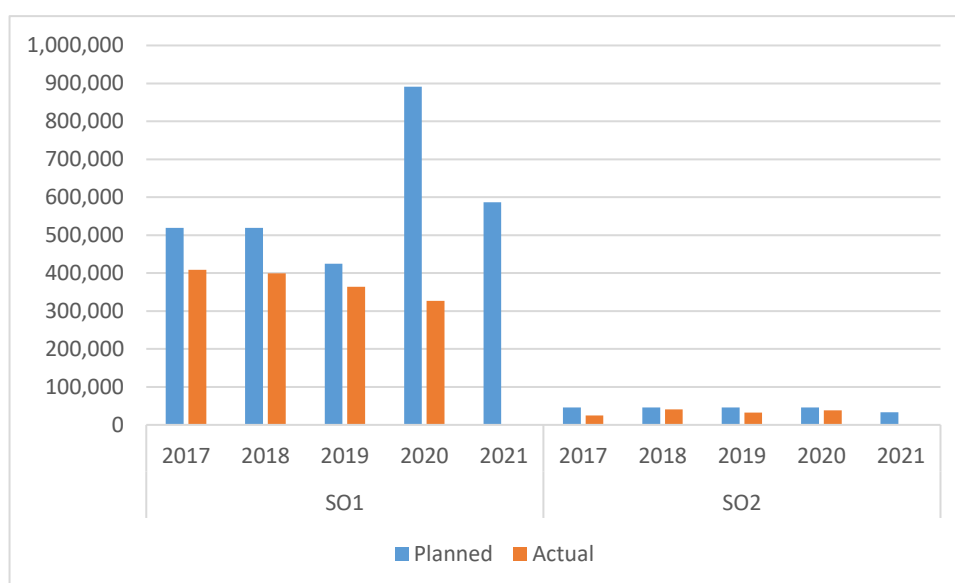


Source file: "23.03.2021_CM-R001b – Annual Country Beneficiaries (CSP) 2017, 2018, 2019, 2020"

Note: Planned and actual monthly total beneficiary numbers are available for January-June 2021. These data are not included in this analysis because: i) they are preliminary; and ii) beneficiaries are double counted. The Office of Evaluation confirmed with the country office that no formula is available to estimate the number of unique beneficiaries from these data.

48. The programme set high goals for planned beneficiary numbers for SO1 and SO2. Figure 7 shows overall planned beneficiary numbers. SO1 added Activity 10 in 2020 to target food-insecure people as a result of the COVID-19 pandemic. Planned figures are available for 2021 but the actual numbers are preliminary and are not included, as they include double counting.

Figure 7: Actual versus planned beneficiaries, 2017-2020, SO1 and SO2



Source file: The country office tool for managing (programme operations) effectively (COMET): "29.07.2021_CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity"

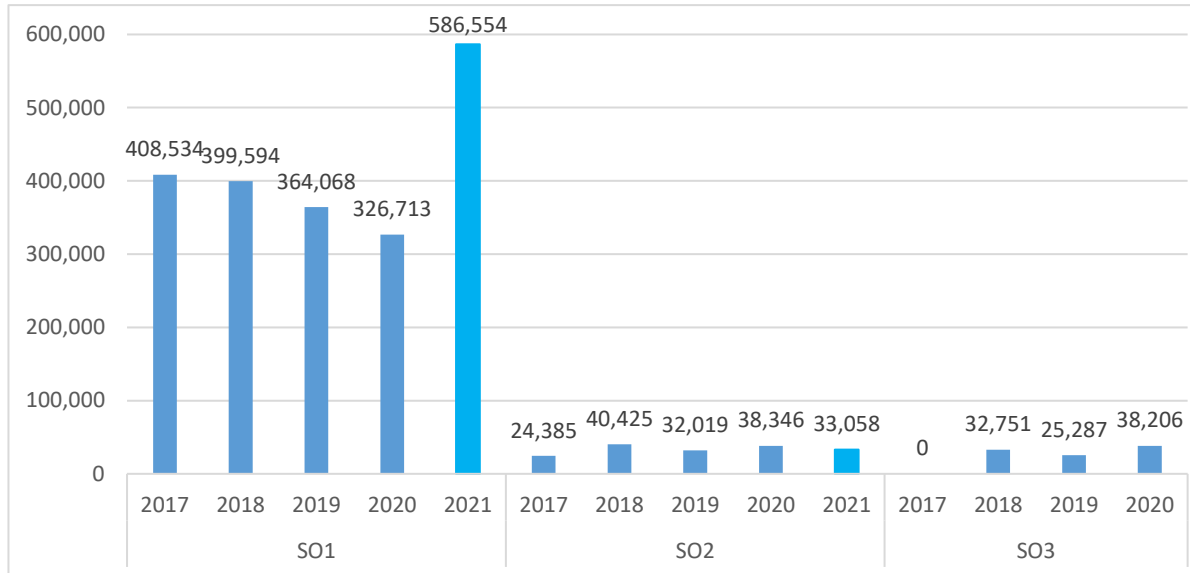
⁸¹ The changes in beneficiary numbers are discussed under EQ3.3.

And Modality (CSP) 2017, 2018, 2019, 2020, 2021”

Note: 2021 figures are preliminary data covering January – June and include overlap of SO1 and SO2 beneficiaries.

49. Figure 8 shows how the total number of actual beneficiaries has changed across years in strategic outcomes 1,2, and 3 (the strategic outcomes that involve food or cash transfers).

Figure 8: Total beneficiaries, by year and strategic outcome



Note: 2021 figures are preliminary data covering January – June and include overlap. 2021 are planned figures, not actual.

Sources:

- COMET File: “2021.07.29 CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) 2017, 2018, 2019, 2020, 2021”
- SO3 Data: WFP Information Network and Global Systems (WINGS)

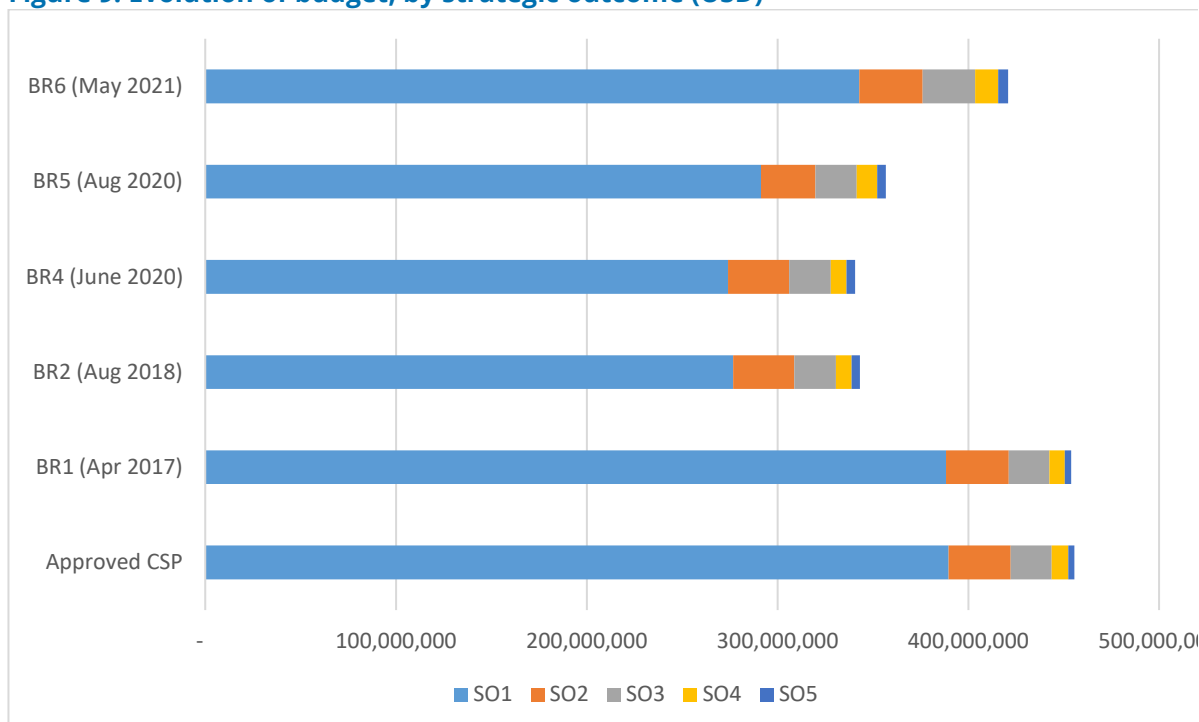
Country strategic plan budget and levels of funding by outcome area

50. The Tanzania country strategic plan budget approved by the Executive Board was USD 455.67 million for a total of 591,331 beneficiaries.⁸² The country strategic plan underwent six budget revisions (BRs): three led to budget reductions; one had no change in the budgeted amount and two led to budget increases.⁸³ Figure 9 shows the evolution of the budget by strategic outcome. While there has been some variation across revisions, the proportionality of budget allocations by strategic outcome has remained stable, with the largest changes in the refugee operation (SO1). The budget for SO1 fell by 30 percent from approval to BR4, increased slightly with BR5, then expanded by 18 percent with the addition of the COVID-19 activity in BR6.

⁸² Tanzania Country Strategic Plan (2017–2021).

⁸³ Annex 10 summarizes the history of budget revisions.

Figure 9: Evolution of budget, by strategic outcome (USD)



Source: WFP Tanzania CSP 2017 (approved) and budget revisions (BRs) 1-6.

Notes: BR1 was a technical revision accounting for the corporate-wide reduction in the indirect cost rate from 7 to 6.5 percent. BR3 was a technical revision only and is not shown.

51. Table 2 illustrates the most recent budget distribution by the main budget items and strategic outcomes. The crisis response focus area (SO1) absorbs 81.5 percent of the total budget. SO2 and SO3, which focus on addressing root causes, absorb 14.4 percent, and SO4 and SO5 (resilience building) absorb 4.1 percent.

Table 2: WFP Tanzania country portfolio budget by focus area and strategic outcome (USD), as of Budget Revision 6

	SO1	SO2	SO3	SO4	SO5	Total
	SR 1/ SDG Target 2.1	SR 2/ SDG Target 2.2	SR 3/ SDG Target 2.3	SR 5/ SDG Target 17.9	SR 8/ SDG Target 17.16	
Focus area	Crisis response	Root causes	Root causes	Resilience building	Resilience building	
Transfer	275,996,958	25,700,234	18,057,679	8,912,811	2,412,828	331,080,510
Implementation	22,149,727	3,296,578	5,793,239	1,583,769	2,008,488	34,831,802
Direct support costs	23,621,599	2,208,853	1,971,169	823,746	343,487	28,968,855
Subtotal	321,768,284	31,205,665	25,822,088	11,320,326	4,764,804	394,881,168
Indirect support costs (6.5%)	21,106,852	2,050,346	1,690,628	746,604	312,137	25,906,566
Total	342,875,137	33,256,011	27,512,716	12,066,930	5,076,940	
% of total budget	81.5%	7.9%	6.5%	2.9%	1.2%	420,787,733

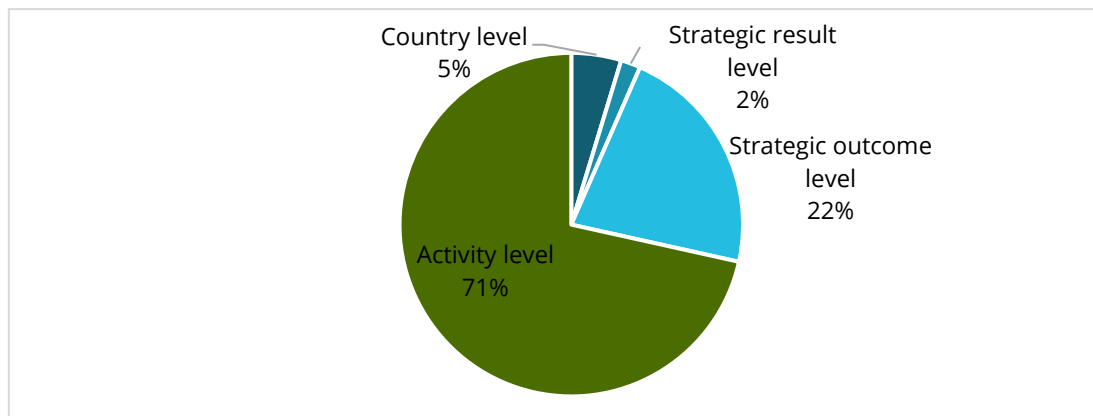
Note: Any discrepancies in figures are due to rounding up.

Source: Tanzania Country Strategic Plan, Budget Revision 6

52. As of 2 September 2021, WFP Tanzania had USD 155,280,815 in directed multilateral contributions,

also known as earmarked contributions.⁸⁴ As of that date, the country strategic plan budget was 48.45 percent funded.⁸⁵ As shown in Figure 10, the largest share is earmarked for activities (71 percent), and the second-largest for strategic outcomes (22 percent).

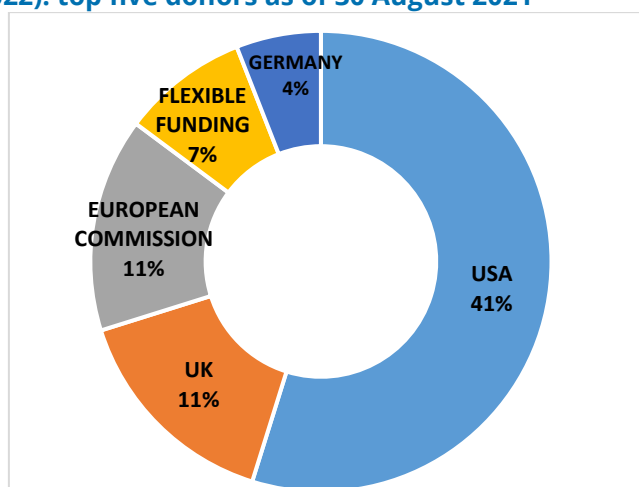
Figure 10: WFP Tanzania country portfolio budget (2017-2022): directed multilateral contributions by earmarking level



Source: FACTory, Distribution Contribution and Forecast Stats 2021-08-29 (Date of Extraction: 02.09.2021).

53. As illustrated in Figure 11, the top donors of WFP operations are the United States of America (USA), United Kingdom, and the European Union, which together account for 63 percent of total country strategic plan resources as of 2 September 2021.

Figure 11: WFP Tanzania Country Strategic Plan (2017-2022): top five donors as of 30 August 2021



Source: WFP. 2021. Tanzania Resource Situation 02/09/2021.

54. As shown in Table 3, funding levels have varied over the programme period, with cases of both underfunding and overfunding in certain years and strategic outcomes. SO3 has been consistently underfunded, ranging from no funding in 2017 to 73 percent funded against needs-based plan in 2019.

⁸⁴ USD 203,892,055 funded versus USD 356,755,759 needs-based plan. FACTory, Distribution Contribution and Forecast Stats 2021-08-29 (date of extraction: 02.09.2021).

⁸⁵ WFP needs-based plans constitute an appeal for resources to implement operations that are designed based on needs assessments undertaken in collaboration with government counterparts and partners. Source: FACTory, Resource situation Report (date of extraction: 02.09.2021).

Table 3: Available resources as a percentage of needs-based plan, by strategic outcome, 2017-2021

Strategic outcome	2017	2018	2019	2020	2021*
SO1: Refugees and other acutely food-insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis	79%	82%	76%	56%	57%
SO2: Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021	224%	111%	78%	122%	88%
SO3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030	0%	44%	73%	63%	59%
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	66%	99%	71%	56%	78%
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	563%	133%	91%	79%	56%

Source: Percentages computed by the evaluation team using data from the following source files:

- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2017)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2018)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2019)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2020)
- *02.09.2021_ACR5-A_-_Annual_Country_Report_v16 (1 Jan - 2 Sept 2021). NOTE: 2021 uses preliminary data, where available resources only cover Jan-Sept 2. Needs-based plan covers entire 2021.

55. Spending against available resources has also varied over the programme period. As shown in Table 4, only SO1 consistently spent 50 percent or more of the resources available. Overall spending is low, despite the country strategic plan being underfunded against need-based plan. The spending rate was lowest in 2017 for all strategic outcomes except SO4, whose activities include providing supply chain and information technology (IT) capacity, expertise and services to partners, and providing capacity support to government food security institutions.

56. Despite having been adjusted based on contextual factors and constraints, the current implementation plan varies in its adherence to available resources as well as in its alignment with expenditures (the latter observation is evident in Table 4).

Table 4: Expenditures as a percentage of available resources, by strategic outcome, 2017-2021

Strategic outcome	2017	2018	2019	2020	2021*
SO1: Refugees and other acutely food-insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis	50%	74%	67%	84%	56%
SO2: Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021	22%	53%	38%	46%	53%
SO3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030	0%	39%	61%	64%	30%

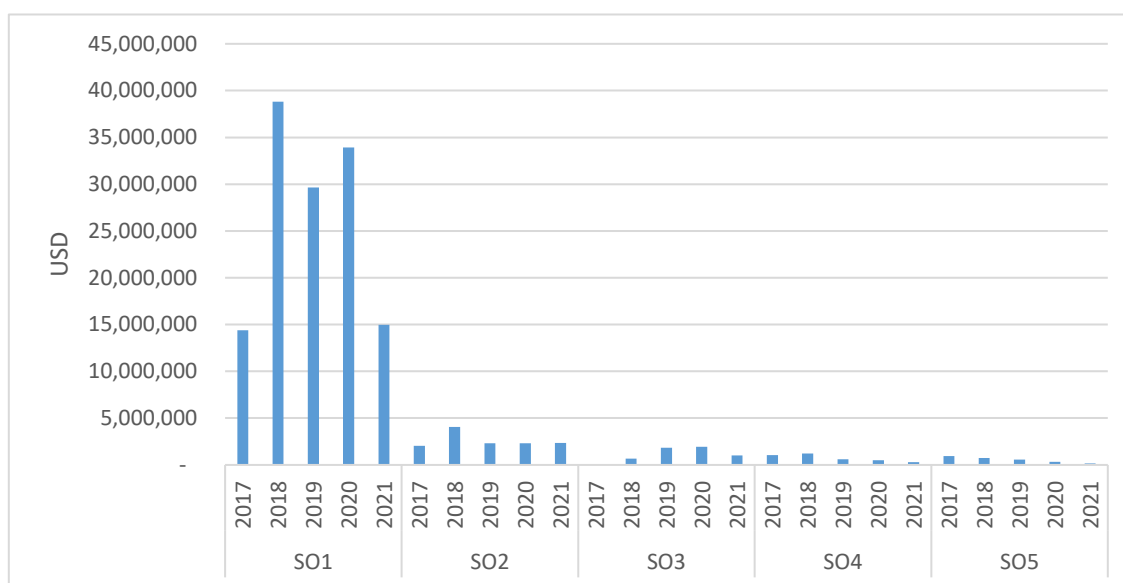
Strategic outcome	2017	2018	2019	2020	2021*
SO4: Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis	78%	72%	56%	34%	22%
SO5: WFP and its partners in Tanzania and beyond are facilitated to foster, test, refine and scale up innovation that contributes to the achievement of the SDGs by 2030	36%	46%	62%	58%	38%

Source: Percentages computed by the evaluation team using data from the following source files:

- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2017)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2018)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2019)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2020)
- *02.09.2021_ACR5-A_-_Annual_Country_Report_v16 (1 Jan - 2 Sept 2021). NOTE: 2021 uses preliminary data, where available resources only cover Jan-Sept 2. Needs-based plan covers entire 2021.

57. Figure 12 illustrates how total expenditures have changed across years in strategic outcomes 1, 2, 3, 4 and 5.

Figure 12: Total expenditures, by strategic outcome, all strategic outcomes



Source:

- Annual Country Reports 2017–2021
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2017)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2018)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2019)
- 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2020)
- *02.09.2021_ACR5-A_-_Annual_Country_Report_v16 (1 Jan - 2 Sept 2021). Note: 2021 expenditures only cover January–Sept 2.

58. See Annex 9, Figure 21 and Figure 22, for a presentation of the same data as above in “close-up” views for SO1 and for strategic outcomes 2-5, respectively, to better contrast the changes across years.

Country strategic plan performance

59. Table 5 shows how achievement of outcomes compares with the level of expenditures for the 2017-2020 period. Ten outcome indicators are assigned to SO1, and 2020 data are available for all ten; eight of these (80 percent) achieved the country strategic plan end target. Eight outcome indicators are assigned to SO2, and 2020 data are available for all eight; the country strategic plan end target was achieved for all eight. Of the four outcome indicators that pertain to SO3, data are available for only one. The results indicate that SO1 outcomes came reasonably close to achieving targets with less than half the planned resource investment anticipated (44 percent); the same is true for SO2. While the 100 percent indicator

achievement for SO3 is a positive result, without full indicator data for this strategic outcome, its juxtaposition with expenditures does not tell the full story of the cost-effectiveness of expenditures for this strategic outcome.

60. The evaluation team did not perform this calculation for SO4, or SO5 outcome indicator achievement due to a preponderance of missing data values for outcome indicators; this analysis was not conducted for cross-cutting or output indicator achievement for the same reason.⁸⁶

Table 5: Outcome indicator achievement versus expenditures, by strategic outcome

	% indicators that achieved end-of-CSP targets in 2020	Expenditures as a % of available resources (2017-2020)	Expenditures as a % of needs-based plan (2017-2020)
SO1	80%	62%	44%
SO2	100%	38%	47%
SO3 ^a	100%	58%	29%
SO4	insufficient data reported	60%	43%
SO5	insufficient data reported	45%	76%

^a Percentage achievement for SO3 indicators reflects results for only one indicator of the four that apply because no data are available for the other three. The indicator is "Rate of smallholder post-harvest losses": CSP end target <27; 2020 value: 17.5 (hence, achieved target). This contrasts with the computations for SO1 and SO2, for which full indicator data were available. Hence the comparison of indicator achievement with expenditures for SO3 is not equivalent to the corresponding comparisons for SO1 and SO2.

Sources:

- Indicator achievement computed by the evaluation team using data from the Office of Evaluation custom analysis, filename "Output, Outcome, Cross-cutting - evaluability assessment"
- Budget percentages computed by the evaluation team using data from the following source files:
 - 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2017)
 - 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2018)
 - 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2019)
 - 24.03.2021_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2020).

Gender and inclusion work

61. The country strategic plan made a strong commitment to gender and sought to provide assistance in ways that promote equality and empowerment, including by addressing economic inequalities between women and men. A particular emphasis was placed on SO3, which sought to provide agricultural services for smallholder farmers, including reducing gender inequalities and contributing to women's economic empowerment and increasing smallholder farmers' access to financial services and value chain inputs, with a focus on gender equality.

62. The country office sought to identify gender-transformative actions for each programme area and actions to implement "a country strategic plan that promotes gender equality and women's empowerment" (see Table 6).⁸⁷

Table 6: Gender-transformative actions, by strategic outcome

SO1	Enhancing self-reliance in food security and nutrition and advocating for economic opportunities for refugees and host communities, with particular attention to the engagement and economic empowerment of women; and food and cash-based transfers complemented with gender equality and nutrition-sensitive social and behaviour change communication (SBCC)
SO2	SBCC focusing on nutrition and gender equality
SO3	Nutrition-sensitive and gender-transformative activities with a focus on crop diversification, investment in technologies to empower women and nutrition-sensitive SBCC in agricultural training, addressing structural inequalities affecting women farmers
SO4	Enhancing gender-transformative programming in disaster risk reduction (DRR) and management

⁸⁶ Data availability for outcome and indicators is discussed extensively in the inception report for this evaluation, especially in Annex 7, Evaluability Assessment. WFP Tanzania. 2021. Evaluation of Tanzania WFP Country Strategic Plan. Inception Report. Prepared by TANGO International. June 21.

⁸⁷ WFP Tanzania. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5. Page 8.

SO5	The Innovation Hub sought to equip local entrepreneurs with the skills to drive innovation, develop hunger solutions and address gender inequalities
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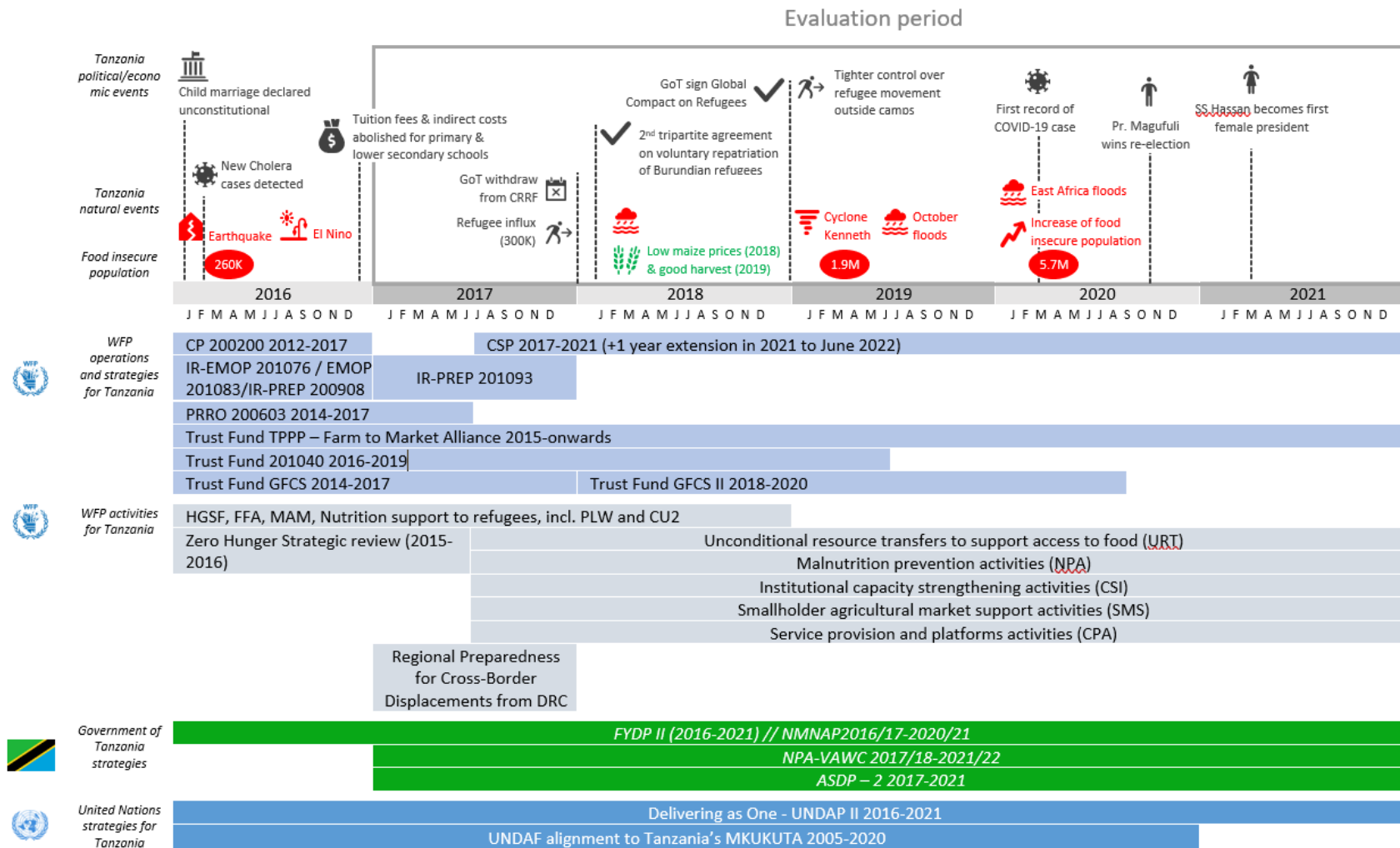
63. The country office designated a gender focal point throughout the period of the country strategic plan and a gender results network was established. With support from the regional bureau gender advisor, the country office has conducted training and awareness sessions with its staff and partners throughout the country strategic plan period. In July 2021 the country office appointed its first gender advisor and joined the WFP Gender Transformation Programme.

64. The country office has not systematically collected data on gender inequality, women's empowerment, inclusion of people with disabilities or protection issues; complete, consistent baseline and annual datasets on these areas since 2015 are not available. Monitoring data on people with disabilities are largely restricted to SO1 with a focus on refugees and the number of households comprising people with disabilities accessing food distributions. However, it is of note that the United Nations Disability Inclusion Strategy was launched on 20 June 2019, after the country strategic plan design.

Key changes in the environment and the country strategic plan evolution

65. Figure 13 maps key political/economic and climate events in Tanzania against key evolutionary changes in the country strategic plan and policy environment.

Figure 13: Key changes in environment and country strategic plan evolution



New initiatives

66. The country strategic plan design included several elements not previously included under the country programme and PRRO.
67. The specific inclusion of climate resilience activities under SO3 and SO4 builds on the country programme but expands into government capacity strengthening on climate change adaptation.
68. The farm-to-market alliance (FtMA), under SO3, was a new private sector partnership initiative. FtMA is working to increase the capacity of farmer organizations on post-harvest handling, creating linkages to buyers, promoting post-harvest technologies and increasing access to agricultural inputs based on good agronomic practices (GAP). WFP signed a partnership agreement with FtMA in 2021 to expand programming to additional districts for a six-month pilot phase.
69. Supply chain strengthening was a focus under country strategic plan SO4. In addition to government capacity building conducted under Activity 8, WFP invested in strengthening transport infrastructure through the rehabilitation of government railroad wagons to support WFP capacity for regional food distribution.
70. SO5 focused squarely on innovation. This work was closely guided by the Innovation Accelerator in Munich.
71. Under the country strategic plan, WFP has invested in beneficiary feedback mechanisms. WFP regularly collects and utilizes refugee feedback to make sourcing and provision decisions.
72. In response to COVID-19, the country strategic plan added a 10th activity with BR5, expanded in BR6, to provide food and cash-based transfers to food-insecure people. This aligned with the broader country office focus on strengthening the resilience of its own operation, as well as on strengthening government resilience capacity, especially to shocks and stresses that affect food security outcomes.
73. While the country strategic plan introduced a cash and voucher programme under SO1, due to government restrictions on permissible activities with refugees, this programme was never launched. Similarly, a kitchen garden initiative was introduced but discontinued due to government restrictions.

Analytical work by country office

74. The country office undertook analytical work as part of the country strategic plan formulation process, referencing the most current and relevant data available at the time. However, while analysis covers multiple issues, the depth of problem and opportunity analysis presented in the country strategic plan is limited. Annex 11 lists the analyses commissioned by the country office since 2015, indicating that most analytical work was undertaken in 2020 (despite COVID-19). Qualitative interviews indicate that the main reason for this was to prepare for the next country strategic plan design.

1.4. EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

75. The CSPE methodology uses a mixed-method approach to data collection and analysis that incorporates both inductive and deductive approaches. Data collection was fully remote with an emphasis on qualitative data collection, which also sought to address limitations in country office quantitative performance data. A case study approach was utilized to organize deep dives on specific components of the country strategic plan. The CSPE applied a combination of analytical techniques framed by the causal hypotheses outlined in the reconstructed theory of change, namely: quantitative and qualitative analysis, cost-efficiency analysis, thematic analysis and contribution analysis.

Evaluation criteria and evaluation questions

76. The CSPE applies the United Nations Evaluation Group (UNEG) and the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria of relevance, coherence, efficiency, effectiveness and sustainability, as well as connectedness and coverage. It also assesses adherence to humanitarian principles, gender equality, protection and accountability to affected populations.
77. This evaluation addresses the four high-level evaluation questions (EQs) common to all WFP CSPEs:

- To what extent is the WFP strategic position, role and specific contribution based on country priorities and people's needs as well as WFP strengths?
- What is the extent and quality of the specific contribution of WFP to country strategic plan strategic outcomes in Tanzania?
- To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?
- What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

78. These questions form the framework for the evaluation matrix (Annex 1), which defines subquestions and specific lines of inquiry and identifies the indicators, data sources, data collection techniques and analytical methods for each question.

Data sources and data collection methods

79. **Document review.** The evaluation team reviewed WFP programming, monitoring and reporting documents, as well as internal and external assessments, reviews, policies and sources of contextual information. The team worked closely with the country office to obtain additional customized reports to address gaps in country office performance data. Annex 18 lists documents cited.

80. **E-surveys.** The evaluation team administered two e-surveys. The internal e-survey focused on WFP staff perceptions on the evolution of the WFP Tanzania strategy and operating model, and perceptions of programme results. The external survey focused on external stakeholder perceptions of the WFP partnership, the influence of WFP on country strategic plan focus areas, and country strategic plan results. Both surveys were administered via SurveyMonkey with satisfactory response rates; 48 percent (n = 50) and 44 percent (n = 57), respectively. See Annex 2 for the survey tools.

81. **Key informant interviews (KIIs).** The evaluation team conducted 132 semi-structured key informant interviews via online platforms and mobile phone (see Annex 3 for interview guides). Key informants included representatives from the WFP Tanzania country office, sub-offices, regional bureau, national and local government, donors and potential donors, cooperating partners, United Nations partners and academia. Key informant interview data collection was extended by two weeks to accommodate interviewees' availability. Satisfactory coverage was achieved across the main stakeholder categories. See interview list in Annex 4.

82. **Case studies.** The case study approach entailed a deep dive into specific country strategic plan components through a document review and remote key informant interviews conducted by national evaluators.⁸⁸ The first case study focused on the refugee operation under SO1, and the second on country office scaling initiatives, cutting across SO3, SO4 and SO5.⁸⁹

83. **Quantitative data review.** The evaluation team examined quantitative data available in WFP monitoring and reporting documents and the COMET database to assess performance indicators and budget aspects, and to inform cost-efficiency analysis. The team enlisted the support of the Office of Evaluation and country office staff in locating and obtaining the quantitative data of interest, and in understanding data gaps and discrepancies.

84. Annex 5 contains further details regarding how the above methods were implemented, limitations to validity and mitigation measures, and gender equality and women's empowerment (GEWE) considerations in the methodological design.

Sampling

85. Based on the stakeholder analysis in the inception phase, the evaluation team worked with the country office to develop comprehensive lists of WFP and external stakeholder respondents for the e-

⁸⁸ Results of the case studies are inserted directly in the main text as part of the analysis.

⁸⁹ Inclusion of SO2 was not considered given that a mid-term evaluation of the EU-funded activity had been conducted in July 2019 and an endline assessment of the main nutrition activity was conducted at the same time as the CSPE, on which the evaluation team intended to draw for analysis.

surveys based on the following criteria: current or previous engagement in the country strategic plan; a basic understanding of the country strategic plan as a whole and/or in-depth understanding of one or more strategic outcomes; and availability.

86. The e-survey lists were subsequently used as the starting point for the selection of key informant interviews. Individuals who had been sufficiently interviewed during the inception phase were excluded. These lists were augmented to reach operational-level respondents for the case studies, and to include interviewees identified through referral during key informant interviews.

87. Due to the case studies shifting to a remote data collection approach, the evaluation team had limited possibilities to engage directly with on-the-ground operational staff, beneficiaries and affected populations. Instead, the evaluation team used purposive interviews with partner organizations to better understand the operational dimensions of the country strategic plan.

Data analysis methods

88. Documents and interview data were reviewed against the evaluation matrix indicators/variables and emerging hypotheses. The following thematic lenses were identified in the inception phase to frame additional analysis of the country strategic plan results across strategic outcomes: partnership facilitation; supply chain management; resilient food systems; and internal operations. Analytical progress was regularly discussed through evaluation team meetings to fine-tune areas of inquiry, assess saturation, and evolve formulations of findings, conclusions and recommendations.

89. Quantitative performance and budget data were analysed in Excel to compute descriptive statistics and illustrate trends in coverage, expenditures, and indicator values over time, by strategic outcome and activity, disaggregated by gender and age group when relevant and feasible.

90. The evaluation team also conducted a cost-efficiency analysis using Excel and informed by interview and documentary findings. This analysis focused on cost trends in relation to outputs achieved.

91. E-survey quantitative results were analysed to generate descriptive statistics in Survey Monkey. Qualitative survey responses were reviewed systematically for relevant points to create and support findings and summarized in briefs presented in Annex 12.

92. Contribution analysis across data collection sources was conducted to infer contribution of country strategic plan activities against results and to test causal linkages presented in the reconstructed theory of change. This analysis was initiated after saturation was reached across the main evaluation questions, which was towards the end of key informant interview data collection, and continued into the reporting phase toward the building of conclusions.

93. The evaluation examined the extent to which the country strategic plan designed and implemented strategies that were gender-sensitive and responsive and the extent to which they were implemented considering WFP commitments to gender equality and women's empowerment. The evaluation team examined whether targeting was inclusive, equitable and indiscriminate of gender by reviewing gender-disaggregated output and outcome data, where available, by reviewing WFP and cooperating partners' reports, and through discussion with country office representatives and WFP strategic and cooperating partners. Specific questions were included in the evaluation matrix and data collection tools for this purpose. See further details on GEWE considerations in Annex 5.

Triangulation and Validation

94. This is a mixed-methods evaluation that draws on multiple primary and secondary data sources and is premised on triangulation of findings across sources. The evaluation team has systematically reviewed all known sources pertinent to each evaluation question and sought to present a robust evidence base for each finding and conclusion presented. Where data and information are sparse, unclear, conflicting or inconclusive, the team consulted relevant documents and stakeholders to obtain a clearer picture or explain why these data limitations and validity issues exist. This included organizing additional meetings with country office staff to review emerging analysis prior to incorporation into the draft reporting process.

Limitations

95. This section discusses the main general limitations and constraints faced in conducting the evaluation. As noted above, Annex 5 contains details regarding the application of specific data collection methods, any limitations to validity, and mitigation measures.

96. **Remote working for 100 percent of the evaluation.** Pandemic conditions did not permit consultants to visit the refugee camps and host communities or conduct face-to-face interviews. Standard evaluation activities, like field observation and focus groups with project participants and others affected by the project, could not take place. This compromised the ability to present the beneficiary viewpoint and the assessment of operational realities. In addition, the nature of trust and rapport-building, and the casual interactions that can be just as important as purposeful observation and interviewing, were greatly altered by the remote means of data collection. This had a negative effect on the ability of the team to test emerging hypotheses with country office staff and country strategic plan stakeholders and limited the ability for real-time triangulation across qualitative data sources.

97. **Interview scheduling.** The organization of interviews proved more time-consuming than anticipated, for example, due to frequent rescheduling and busy stakeholder schedules. The data collection timeline ran more than two weeks past schedule, which affected the early analysis and set back reporting timelines.

98. **Poor quality and quantity of monitoring data.** As indicated in the evaluability assessment in the inception report for this evaluation, there are significant gaps and inconsistencies in outcome and output data availability.⁹⁰ Complete and consistent baseline and yearly trend data sets on these areas since 2015 are not available. The evaluation team compared different monitoring sources and databases and consulted with WFP staff to understand and resolve discrepancies, noted where these could not be resolved, and carefully cited quantitative sources used in formulating findings. Efforts to address monitoring data gaps through qualitative data had limited success, mainly due to staff turnover and limited recollection of details compounded by incomplete process documentation⁹¹ for some activities. In addition, data on gender inequality and women's empowerment, protection issues, efficiency and sustainability are not systematically collected.

99. **Cost-efficiency analysis of human resource decisions was not conducted.** The evaluation cost-efficiency analysis focuses on trends in the costs in relation to outputs achieved over the years of implementation of the country strategic plan. The hypothesis that cost-efficiency analysis could meaningfully be conducted for human resource decisions was discussed with the country office. It was determined that the hypothesized causal linkages were not strong enough and information for such analysis could not easily be computed from existing datasets.

Ethical considerations

100. This evaluation observed the 2020 UNEG code of conduct and ethical guidelines throughout all phases. There were no instances of conflict of interest found, informed consent was received for all interviews, there were no breaches of confidentiality, data protection protocols were followed in all cases, and data access was limited to authorized staff and consultants involved in the evaluation. The evaluation team comprised men and women, international and local consultants, and roles and tasks (especially interviews) were assigned to team members in accordance with their cross-cultural and linguistic/communication strengths.

Quality assurance

101. The quality assurance (QA) process has been guided by EQAS and involved regular communication among the Office of Evaluation's evaluation manager, the evaluation team leader, and the quality assurance manager of the evaluation company. It also included debriefings after the end of data collection, a learning workshop, and conversations with specific stakeholders to clarify and validate evaluation findings and conclusions. The team leader, quality assurance manager, and senior technical staff as appropriate,

⁹⁰ WFP Tanzania. 2021. Evaluation of Tanzania WFP Country Strategic Plan. Inception Report. Prepared by TANGO International. June 21.

⁹¹ For example, completion reports, end-of-project reports describing results, lessons learned documentation.

reviewed report drafts against the evaluation criteria and quality assurance standards.

2. Evaluation findings

102. This chapter presents the findings of the evaluation against its four key questions and related subquestions. The key finding per subquestion is highlighted in a text box, under which evidence on that finding is presented. This section includes data analysis and information received from various stakeholders that substantiates the conclusion of the evaluation team (presented in Section 3). The findings presented in this report have taken different stakeholder groups, gender, equity, and wider inclusion dimensions into consideration.

2.1 EQ1: TO WHAT EXTENT IS THE WFP STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS AS WELL AS WFP STRENGTHS?

EQ1.1 To what extent is the country strategic plan relevant/aligned with national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?

Finding 1: The country strategic plan strategic outcomes concur with national objectives outlined in government policies, strategies, and plans (including its Sustainable Development Goals).

103. At the national level, WFP worked with line ministries and related institutions including TFNC, the Ministry of Home Affairs, the Disaster Management Agency, TASAF, the National Food Reserve Agency, the Cereals and Other Produce Board, the Tanzania Railways Corporation, and the Tanzania Ports Authority. Senior government officials who have worked directly with WFP unanimously confirmed that the country strategic plan objectives and interventions are in alignment with national policies, strategies and plans, and that the country strategic plan has been designed within the parameters and scope of national policies.

104. Refugee activities are aligned with national objectives and government policies and strategies, including the 2003 National Refugee Policy and the 2018 Global Compact on Refugees. In 2018, the Government of Tanzania withdrew from the CRRF. It has since focused on repatriation and enacted several policies and operational restrictions in the camps that have significantly constrained the operational independence of WFP in food assistance and weakened the enabling environment for considering appropriate but differentiated approaches to refugee groups, particularly around livelihood options and cash-based transfers.

105. The shift to repatriation led to communications from the Ministry of Home affairs to halt self-reliance activities for Burundian refugees, such as kitchen gardens (while these activities could be continued for refugees of other nationalities), and as part of a return package to provide them instead with seeds and training through demonstration gardens to gain skills relevant to repatriation. To ensure that critical food assistance could continue with government support in line with the WFP core humanitarian mandate in the refugee camps, WFP – appropriately – ceased kitchen garden activities for all refugees, postponed plans for cash-based transfers and shifted resources intended for livelihoods activities to provide increased support to host communities.

106. Nutrition activities under SO2 have largely been aligned with government strategies to address undernutrition. Some initial contention over the use of imported nutritional products to prevent stunting was latterly addressed as funding diminished. Products were more specifically targeted only to households under social protection programmes, where the rationale was more clearly defined: these households were agreed to be the most relevant focus, as social protection beneficiaries are a target group pre-identified with a clear rationale for economic/food transfer support. The country strategic plan overall is aligned with both the NMNAP 2016/2017-2020/2021 and SDG 2 (zero hunger) indicators to prevent stunting and

wasting.^{92, 93} While the NMNAP and SDG 2 both include indicators related to reducing or maintaining levels of being overweight and obesity in children and adults, the country strategic plan has primarily focused on undernutrition, including micronutrient deficiencies. However, SBCC on healthy diets has the potential to address all forms of malnutrition.

107. In 2020, the WFP Nutrition unit worked with the Sokoine University of Agriculture, the Muhimbili University of Health and Allied Sciences, and the Tanzania Bureau of Standards to develop national standards to produce food supplements in Tanzania. This activity is firmly aligned with the Government's industrialization agenda as expressed in FYDP II and III. WFP is also investing in strengthening the government system to plan, budget, coordinate, monitor and implement nutrition interventions in line with the NMNAP.⁹⁴

108. Climate-related initiatives under SO3 are in alignment with government intent. WFP interventions to increase resilience to climate change focus on smallholder farmers and are aligned with national frameworks, namely the National Adaptation Programme of Action (NAPA) and the National Framework for Climate Services (NFCS).⁹⁵ Additionally, Strategic Objective 1 of Tanzania's Agricultural Sector Development Programme (ASDP-2) includes the promotion of climate-smart agriculture.⁹⁶ Thus, the country strategic plan's SO3 activities that emphasize the promotion of climate-smart agriculture and crop diversification amongst smallholder farmers⁹⁷ are well aligned with national objectives.

109. SO4 is aligned with government priorities on disaster management and social protection systems to reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis. The intent of the country strategic plan aligns with the national-level natural disaster sensitivity outlined in the 2015 National Disaster Management Act and with government efforts to strengthen social protection through the National Social Protection Framework, particularly through WFP partnership with TASAF.

110. The Zero Hunger Zero AIDS Innovation Challenge⁹⁸ under SO5 aligns with the Government's goal of achieving zero hunger by 2030. The Innovation Hub connects the activities of the country office and the Tanzanian start-up community. WFP, being a co-chair of the Development Partners Group on Innovation, created additional opportunities for WFP to identify and provide support to new innovative ideas.⁹⁹

111. The country strategic plan identified gender-sensitive programming opportunities aligned with the National Strategy for Gender Development. While actions to incorporate gender considerations were included across all strategic outcomes (see list in Table 6), SO3 and SO4 proposed "gender-transformative" action by investing in technologies to empower women and addressing structural inequalities affecting women farmers (SO3), given that the majority of smallholder farmers in Tanzania are women,¹⁰⁰ and through disaster risk reduction programming and management (SO4). In practice, many of the intended

⁹² United Republic of Tanzania Prime Minister's Office 2016: Tanzania National Multisectoral Nutrition Action Plan (NMNAP) for the period July 2016-June 2021: Strategic Plan: From Evidence to Policy to Action. The NMNAP aims to achieve 12 key nutrition targets including: 1) Reduction of the prevalence of stunting among children U5; 2) Reduction in the prevalence of anaemia in women of reproductive age and in children aged 6-59 months; 3) Reduction in the prevalence of low birthweight; 4) Increase in the rate of exclusive breast feeding (0-<6 months); 5) Maintain prevalence of being overweight among children U5; 6) Maintain prevalence of GAM (wasting) among children U5; 7) Reduction in the prevalence of vitamin A deficiency among children aged 6-59 months; and 12) Maintain the prevalence of obesity among adults.

⁹³ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

⁹⁴ WFP. 2020. Tanzania Annual Country Report 2020.

⁹⁵ WFP. 2019. Tanzania Annual Country Report 2019.

⁹⁶ United Republic of Tanzania. 2017. Agricultural Sector Development Programme Phase II (ASDP II). November 2017.

⁹⁷ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

⁹⁸ dLAB. 2020. Tanzania Data Lab (dLab) & World Food Programme (WFP) #ZEROHUNGERZEROAIDS Innovation Challenge Report. November 2020.

⁹⁹ WFP Country Office Tanzania Annual Performance Plan 2019.

¹⁰⁰ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

gender transformative elements did not occur. However, gender considerations were evident across all strategic outcomes.

Finding 2: WFP activities aligned with and supported government policy implementation.

112. Country strategic plan activities and proposed interventions generally fit with and support relevant government policies. As stated in the country strategic plan mid-term review, while WFP enjoys greater access to high-level government officials in some relevant departments than do other United Nations agencies, Tanzania's political context sometimes constrains the ability of WFP to engage, advocate and influence decision-making.¹⁰¹ For example, government priorities for repatriation, its withdrawal from the CRRF, and its imposition of tighter controls on business activities inside the camps and on refugee movement outside of the camps have complicated WFP plans to give refugees greater freedom of choice in terms of food consumption.¹⁰² Interviews indicate a general appreciation for the sustained efforts by WFP to engage on policy issues in a complex environment.

113. Under SO1, activities were in alignment with government priorities and policies at the country strategic plan design stage. However, as mentioned earlier under Finding 1, key interventions were discontinued due to changing government policies.¹⁰³ In 2018, cash and voucher programming was indefinitely postponed when Tanzania pulled out of the CRRF. Subsequent efforts to reinstate cash-based transfer programmes at a limited scale were undertaken through a joint task force with Government in 2020 but did not come to fruition due to market limitations.¹⁰⁴

114. Under SO2, the country strategic plan built on previous nutrition-focused interventions,¹⁰⁵ that is, moderate acute malnutrition (MAM) management and provision of fortified blended foods to pregnant and lactating women and children under 2 through targeted health facilities, into a broader technical support role, while initiating multisectoral programming pilots (*Boresha Lishe* (improve nutrition) and *Maisha Bora* (good life)) to demonstrate nutrition-sensitive approaches. The country strategic plan framed its work in this area as a pilot to create flexibility to explore new and different roles with partners. The country office did not have a nutrition strategy during the country strategic plan design, and this strategy was still being drafted at the time of the evaluation data collection. WFP aligned with the NMNAP 2016-2021, which identifies the priority areas within which partners operate. However, the development of a nutrition strategy at the design stage or early in the country strategic plan could have provided a basis for WFP to position itself alongside other United Nations partners – such as UNICEF and FAO – in a stronger advocacy position, clearly communicate its intentions to government partners, and enhance collaboration.

115. Under SO3, there is alignment between WFP activities and government priorities by focusing on maize, sorghum and bean crops and market linkages. The FtMA project supports maize production, including for export; WFP hosts this partnership with multiple private sector entities. WFP also supports the Climate Smart Agriculture Programme (CSAP) in the Dodoma region, which focuses on drought-resistant improved varieties of sorghum and other (non-maize) crops for the off-season, and the Kigoma Joint Programme, focused on local beans. Discussions with the country office and review of country strategic plan reports indicate a desire to invest more in market systems, which have been implemented through private sector engagement and partnership with organizations such as FtMA; other market linkage examples include with ABI'nBEV breweries under CSAP (sorghum), and with Enabel under the Kigoma Joint Programme (beans). However, heavy dependence on rain-fed, maize-dominated production, limited use of modern farming techniques, substantial post-harvest losses, and weak market linkages all contribute to significant pockets of food shortage at the regional, district and household levels.¹⁰⁶

¹⁰¹ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021). (November 2020).

¹⁰² WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021). (November 2020).

¹⁰³ See further discussion at Finding 6.

¹⁰⁴ WFP Tanzania Annual Country Report 2020.

¹⁰⁵ WFP Country Programme 200200 (2011-2015), nutrition support included supplementary feeding for management of MAM and MCHN for prevention of stunting.

¹⁰⁶ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021) (November 2020).

116. Under SO4, there is alignment between WFP activities focused on social protection, particularly through the direct partnership with TASAF. The current collaboration with TASAF focuses on technical support to meet the immediate need for participant management systems and procedures. WFP and TASAF had also planned a shock response programme but that was cancelled due to COVID-19 restrictions on group gatherings and movement.

EQ1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?

Finding 3: Geographic targeting was appropriate and targeting of direct support activities addressed the needs of vulnerable people within project areas.

117. The geographic targeting strategy utilized for this country strategic plan is appropriate – especially noting that WFP has a sub-office in Dodoma and hence logistical capacity in the areas of operation, which plays a role in targeting decisions. WFP staff report that the decision to establish the sub-office in Dodoma is strategic, based on the region's long history of central zone vulnerability to food insecurity: it is a drought-prone, chronically food-insecure region with high levels of stunting and malnutrition. Geographic targeting for refugee activities under SO1 was, consistent with the objective, based on camp locations.

118. For resilience building, livelihood transformation and nutrition services' interventions, the most vulnerable districts and communities were prioritized from recent, ongoing and future assessments, analyses and studies, including the Fill the Nutrition Gap Study, Food Systems Study, Climate Risk Analysis, Integrated Context Analysis, and vulnerability analysis and mapping (VAM) food security analyses.¹⁰⁷ Analysis of the WFP activity map against the IPC acute food insecurity situation map (Figure 2) shows that SO2 and SO3 activities are generally located in the most food-insecure areas, namely central and northeast Tanzania. FtMA activities are broader in geographic scale, which reflects the national scope of the partners involved.

119. At the activity level, interventions have been appropriate to meet the existing development needs of vulnerable groups in the selected geographic areas. Under SO2, nutrition activities addressed identified needs (underlying causes of undernutrition) in the selected populations. However, the *Boresha Lishe* mid-term evaluation¹⁰⁸ concluded that WFP did not engage in adequate analysis to select the most vulnerable populations in which to work; rather, it continued in locations where the country office had worked since 2007 and villages in which undernutrition rates were marginally better than in some neighbouring villages. Stakeholders interviewed suggested that the selected districts and communities were vulnerable nevertheless due to their location in dry regions and confirmed that village-level targeting included: i) children under 2 and pregnant and lactating women for reduction of stunting activities; and ii) children under 5 and pregnant and lactating women with moderate acute malnutrition (MAM) for MAM management; fathers were also included in SBCC activities.

120. Under SO3, WFP collaborated with its local partners in the selected geographic areas to identify smallholder farmers suitable for participation in specific components of its agriculture support activities. For several of these components, including post-harvest handling, access to agricultural finance and markets, and climate-smart practices, basic farming capacity was a prerequisite. The market access support programme was appropriately targeted to smallholder farmers who already demonstrated basic farming capacity: interviews indicate that support was targeted to smallholder farmers already producing a surplus or with potential to produce a surplus, who had limited access to markets or improved technologies. The mid-term review highlighted that a challenge for SO3 was the modesty of scale, given that smallholder farming families make up most of Tanzania's chronically food-insecure people. WFP staff indicate that the next country strategic plan will combine market access support programmes for productive smallholder farmers with programmes focused on enhancing rural livelihoods and resilience for the most vulnerable smallholder farmers.

¹⁰⁷ WFP Tanzania. 2021. Second Generation Country Strategic Plan (2022-2027): Thematic Working Groups' Consolidated Appraisal Report.

¹⁰⁸ Transtec. 2019. Mid-Term Evaluation, Support to Food Security and Nutrition in Tanzania. Ref: RfS 2019/405100. 5 July 2019.

121. The smallholder activity aimed to be gender-transformative and support the economic empowerment of women, which was mainly reflected in its targeting strategy to enrol 50 percent women farmers (decreasing to 30 percent if that proved infeasible). However, interviewees acknowledge that targeting alone is insufficient for transformative change and that the target itself is too low, given that women make up the majority of smallholder farmers (65 percent) in Tanzania. Although potential challenges were identified in engaging women in smallholder activities, the evaluation team did not find clear documentation on how the country office attempted to overcome them. For example, attending post-harvest handling and storage (PHHS) trainings was noted as a challenge for women because they generally occupy a full day: women have shared their concerns that they are often unable to attend full-day trainings due to their household chores and in some cases are the primary providers and caregivers in their households.¹⁰⁹

122. As noted above, geographic targeting under SO1 covered all refugees in camp locations. While the evaluation did not find documented analysis that supports the decision between a blanket versus a differentiated approach, interviews indicate that the decision for blanket targeting was made to reduce the potential for tension among different groups of refugees. Key informant interviews showed that supplementary feeding activities in refugee camps were targeted to malnourished individuals and vulnerable groups including lactating mothers, pregnant mothers, caregivers of children aged 6-59 months and people living with HIV/AIDs with additional nutrition needs, especially those under antiretroviral treatment (ART). SBCC activities were targeted to mothers and fathers of children under 5.¹¹⁰ An analysis of gender roles and of the experiences of those with special needs in terms of food distribution was conducted in 2018 and monitoring tools were modified to better capture these dimensions.¹¹¹ The assessment also led to the adoption of measures to make the food distribution easier for people with special needs, including providing separate waiting areas and prioritizing those with special needs during distribution. Adaptations or additions to the food rations themselves could not be pursued due to resource constraints.

Finding 4: The assessment of the needs of the most vulnerable and the underlying causes of food and nutrition insecurity was limited at the start of the country strategic plan.

123. The assessment of the needs of the most vulnerable and the underlying causes of food and nutrition was inadequate at the time of design for this country strategic plan. Although the country strategic plan was informed by the analysis and priority interventions outlined in the Zero Hunger Strategic Review of 2015, that analysis was not disaggregated to tailor understanding of specific needs and underlying factors at the subnational or district levels where WFP focused its interventions. While corporate indicators have been collected and baselines undertaken, in-depth analysis of these data has been lacking since the start of the country strategic plan, as has evidence of joint analytical work with partners. This is recently being redressed through participatory consultations with partners in preparation for the design of the forthcoming country strategic plan and a series of thematic assessments, including qualitative studies to better understand viewpoints and needs of the population and through the 2020 Market Functionality Assessment Amid COVID-19 Pandemic,¹¹² which took a regional assessment of essential needs that households require to ensure minimum living standards.

124. In response to COVID-19, the WFP mobile vulnerability analysis and mapping (mVAM),¹¹³ piloted in 2019,¹¹⁴ was strengthened to enable remote monitoring of ongoing activities and to provide data and

¹⁰⁹ WFP Tanzania. 2020. Kigoma Joint Programme Gender Training Report. 24 September 2020, Kasulu.

¹¹⁰ WFP Tanzania. 2021. WFP Tanzania Nutrition Social and Behaviour Change Communication Strategy for Refugees Operations, June 2019-May 2021.

¹¹¹ WFP Tanzania Annual Country Report 2018.

¹¹² WFP Tanzania. 2020. Market Functionality Assessment Amid COVID-19 Pandemic in the United Republic of Tanzania: Market Functionality Index. July.

¹¹³ mVAM is the WFP mobile vulnerability analysis and mapping project that uses mobile technology to remotely monitor household food security and nutrition and food market-related trends in real-time, providing high-frequency, gender-disaggregated and operationally relevant data that supports humanitarian decision-making.

¹¹⁴ WFP Tanzania. 2019. WFP Tanzania Annual Country Report 2019.

analysis for developing the humanitarian response to COVID-19 and how it impacts on food security. WFP co-chaired the process to develop the United Nations Humanitarian Response Plan (HRP). Mobile Operational Data Acquisition (MoDA) was adopted in 2019,¹¹⁵ and a first quarterly vulnerability analysis and mapping /monitoring and evaluation (VAM/M&E) bulletin was launched to provide management with key highlights in 2019. When COVID-19 cases started to be reported, WFP leveraged the technical expertise and data tools available to produce rapid urban food security assessments for three cities.¹¹⁶

Finding 5: The insufficient application of the gender and inclusion focus of the country strategic plan limited its achievements in addressing the needs of the most vulnerable people.

125. It is unclear what strategies were in place to meet the needs of the most vulnerable groups beyond the strategic outcome formulation itself. The country strategic plan recognizes the needs of women and men, yet is silent on persons with disabilities, orphans, the elderly and other groups at risk of exclusion. The country strategic plan's stated strategies on gender held promise yet were not translated to the activity design level. The focus of the country strategic plan therefore does not align with these identified needs and is insufficient to meet existing development needs. For example, country strategic plan logframe targets aim for better values for men and boys than for women and girls in a number of cases (including in food consumption scores (FCS) and beneficiary participation), rather than seeking equitable outcomes. Disability indicators were developed for SO1 during 2020 following the release of the United Nations Disability Inclusion Strategy in 2019. However, stakeholders report that advocacy for these groups has been ongoing for some time before that. In addition, the 2019 and 2020 WFP Community and Household Surveillance (CHS) reports had already identified that approximately one quarter of refugee households included a disabled person or an orphan. Yet, nutritional needs or ration adaptations have not been considered for these groups. However, the most vulnerable households were identified and kept on full rations during periods of ration cuts, according to WFP staff. As stated above, the gender-transformative elements envisaged for SO3 did not reach so far in practice as to ensure engagement of a high percentage of women farmers in activities. The limited investment in gender expertise and capacity development across the country office underlies these findings.

126. On the positive side, adaptive management decisions in response to COVID-19 proved especially helpful and supportive for some of the most vulnerable groups in the camps, for example, those with special needs – who have difficulty standing in line or might be more susceptible to catching other diseases from overcrowded distribution points. Under SO1, food distribution methodologies were adapted to ensure social distancing and safety measures were maintained. This was achieved via distribution of pre-packaged food baskets, thus eliminating the need for refugees to wait in long lines at distribution points. According to stakeholder discussions, many of these adaptations have been welcomed by the most vulnerable groups in the camps who previously experienced difficulties at distributions.

EQ1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities and needs – in particular in response to the COVID-19 pandemic?

Finding 6: WFP has grown into a strategic player across selected strategic outcomes, specifically SO4 on social protection and nutrition.

127. Under SO3, the aim is to improve food security and nutrition for smallholder farmers through improved productivity and incomes. WFP work under SO3 speaks to its operational strength. Since 2017, WFP has supported 76,375 smallholder farmers (48 percent of whom were women) with a range of relevant

¹¹⁵ MoDA is the new WFP data collection tool that allows WFP to determine where and when to take action, monitor performance, assess the results of interventions.

¹¹⁶ WFP Country Office Tanzania Annual Performance Plan 2020.

agricultural trainings.¹¹⁷ Both internal and external stakeholders generally consider the progress of WFP against SO3 satisfactory, mainly based on farmers' increased access to agricultural markets, farmers' increased confidence in negotiation skills, and buyers' perceptions of dealing directly with smallholder farmers (see e-survey Annex 12). Despite low productivity outcomes, the country strategic plan's persistence in pursuing its areas of expertise has been a strategic positioning, contributing to notable successes and providing a solid foundation for expanding agricultural markets.

128. Under SO4, within the intent of WFP to support the effective and efficient operation of TASAF, the role of WFP was primarily technical support and working with TASAF to put systems and procedures into place. External and internal stakeholders consider this support an important country strategic plan success and a good example of strategic positioning with the Government. Interviews indicated high satisfaction with the quality of WFP support and that there was intention on both sides to grow this collaboration in support of a TASAF scale-up. However, TASAF funding was limited. An agreement was reached to do a pilot for five districts¹¹⁸ and, when funds are available, this exercise will be scaled up to the rest of the districts.

129. WFP has grown as a strategic player in nutrition in Tanzania over the course of the country strategic plan. It has increasingly positioned itself as an important nutrition partner for the Government, signing memorandums of understanding (MoUs) with TFNC and PO-RALG. The nutrition team is currently supporting the development of NMNAP II and co-chairs the Nutrition Sensitive Technical Working Group. It is also examining opportunities to engage more strategically with the Ministry of Agriculture following the successful collaboration on the nutrition-sensitive agriculture manual. At the end of the country strategic plan, as nutrition field projects are closed (since July 2021), stakeholder views differ regarding the future upstream role of WFP and whether it needs to retain a "programmatic footprint" to remain relevant in an increasingly crowded capacity-strengthening space. This is still under discussion within the country office itself. The country strategic plan also supported the enabling environment for nutrition through technical capacity-strengthening activities and financial support to national government entities and partners involved in nutrition programming, including support to the NMNAP, TFNC, District Nutrition Steering Committees, Scaling Up Nutrition (SUN) Business Network and roll-out of the Smart Simplicity nutrition-tracking methodology and mVAM food security monitoring system.¹¹⁹

130. Despite the country strategic plan's stated commitment to gender, WFP focus has been downstream in activities and its strategic engagement with the Government, UN Women, the United Nations Population Fund (UNFPA) and other United Nations partners, or those with gender expertise to address structural underlying determinants of gender inequalities that exacerbate malnutrition and food insecurity, has been limited.¹²⁰

Finding 7: WFP implemented appropriate adaptation of activities in response to COVID-19.

131. WFP could not rely on internal analysis to understand the context of COVID-19 in Tanzania, as data collection was limited by the Government, and United Nations agencies were not permitted to conduct analysis on COVID-19. WFP corporate guidance was followed throughout all activities, and standard operating procedures were appropriately updated.

132. Guided by the prevention measures from the World Health Organization, WFP headquarters, and the United Nations team in Tanzania, the WFP business continuity plan was updated at the onset of COVID-19.¹²¹ After government restrictions were lifted on 1 June 2020, WFP quickly revised its country strategic

¹¹⁷ Trainings include agronomic practices and post-harvest handling, improved access to quality agricultural inputs, links to private sector buyers and wider markets, improved access to finance and insurance, digitalization of agricultural services, and access to climate information. WFP Tanzania. 2021. Second Generation Country Strategic Plan (2022-2027): Thematic Working Groups' Consolidated Appraisal Report.

¹¹⁸ Chalinze, Kisarawe, Kilosa, Bagamoyo and Unguja (in Zanzibar).

¹¹⁹ WFP Tanzania. 2021. Second Generation Country Strategic Plan (2022-2027): Thematic Working Groups' Consolidated Appraisal Report.

¹²⁰ WFP Country Office Tanzania Annual Performance Plan 2020.

¹²¹ WFP Tanzania Annual Country Report 2020.

plan to include nine changes under strategic outcomes 1, 2, and 4. Specifically under SO1, a new Activity 10 was created to provide cash and/or food-based transfers to food-insecure people as a result of the pandemic.¹²²

133. In 2020, WFP adapted its food distribution processes due to COVID-19 to reduce the risk of transmission and ensure the safety of refugees and staff. Modifications included a shift from a four-week to a six-week food distribution cycle, distribution of pre-packaged commodities, and a shift from group to individual household distributions.¹²³ WFP provided 100-percent fortified maize meal to the refugees and pre-packaged rations to prevent the spread of COVID-19 in the camps. Implementation of these COVID-19 prevention measures improved food distributions, according to stakeholder accounts and country office reports, and a reduction in complaints related to long waiting times.¹²⁴ In particular, the reduction in crowding at distribution points and the packaging of food rations were beneficial to some vulnerable groups, including the elderly and those with disabilities.

134. Under SO3, WFP adopted new methods in response to COVID-19, working with community radios, cooperating partners and community health workers to deliver key messages to farmers rather than in-person trainings and workshops to help reduce the spread of COVID-19.¹²⁵ These actions allowed for the continuation of programme activities and objectives and demonstrated appropriate adaptive measures implemented by WFP in response to COVID-19.

EQ1.4 To what extent is the country strategic plan coherent and aligned with the wider United Nations and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in Tanzania?

Finding 8: Strategic alignment with United Nations partners has been limited at both policy and implementation level.

135. Overall, strategic alignment and joint strategizing outside of the UNDAP with WFP sister agencies was limited prior to 2021. Interviews show that for the majority of the country strategic plan, there have been many meetings through working groups and other coordination forums, but insufficient structured strategic planning beyond UNDAP workplan coordination meetings. Interviews further show that WFP increased its strategic collaboration efforts in the final year of the country strategic plan. In April 2021, the country strategic plan established three thematic working groups (TWGs) to assist the country office in preparing a second country strategic plan for 2022-2027. Between April and June 2021, the thematic working groups conducted desk reviews of existing literature, carried out a capacity-strengthening assessment, and held discussions with both internal and external relevant stakeholders.¹²⁶ Additionally, in 2021 WFP and UNICEF signed a memorandum of understanding identifying key priority areas of collaboration on nutrition and social protection.¹²⁷ However, COVID-19 restrictions, reduced face-to-face interactions and the unavailability of high-level government officials in the four months leading up to the general elections did not lend themselves to strengthening strategic partnerships.¹²⁸

136. WFP has worked with United Nations partners through the UNDAP. WFP has continued to chair the UNDAP II Resilience Thematic Results Group and led both the United Nations Emergency Coordination Group and the agriculture theme of the Kigoma Joint Programme. Through the UNDAP II, WFP works alongside United Nations partners to address the themes of resilience, inclusive growth and a healthy

¹²² WFP Tanzania. 2020. CSP Budget Revision 05. August 2020.

¹²³ WFP Tanzania Annual Country Report 2020.

¹²⁴ WFP Country Office Tanzania Annual Performance Plan 2020.

¹²⁵ WFP Country Office Tanzania Annual Performance Plan 2020.

¹²⁶ WFP Tanzania. 2021. Second Generation Country Strategic Plan (2022-2027): Thematic Working Groups' Consolidated Appraisal Report.

¹²⁷ UNICEF and WFP. 2021. Joint Vision and Plan for Improving Nutrition Outcomes in Children, Adolescents and Women in Tanzania: Engagement Between the United Nations Children's Fund and the World Food Programme.

¹²⁸ WFP Country Office Tanzania Annual Performance Plan 2020.

nation.¹²⁹

137. **UNICEF.** In July 2021, WFP and UNICEF prepared their first Joint Vision and Action Plan, which represents an attempt to work more strategically toward common goals. Although coordination has taken place at the national level, there has been limited potential for operational collaboration with UNICEF due to the targeting of different communities in disparate geographic locations and there has been limited sharing and learning from each other's approaches to date. In the context of the necessity of a continuum of care for treatment of acute malnutrition, alignment and joint strategizing between the two agencies has been slow to emerge and UNICEF has been managing severe acute malnutrition (SAM) programmes in different regions to those in which WFP is managing moderate acute malnutrition. The formulation of a combined strategic approach toward working with the Government to address malnutrition holistically is only coming about in 2021.

138. **FAO.** There has been limited coordination with FAO in large part because there is no head of mission/country director for FAO. WFP has primarily partnered with FAO on food security and agricultural support through the Kigoma Joint Programme.¹³⁰ Under the Kigoma Joint Programme, WFP coordinates the agriculture theme and partners with the FAO, which works on production; the International Trade Centre (ITC), which works on markets and market information; and the United Nations Capital Development Fund (UNCDF), which focuses on financial inclusion.¹³¹

139. **UNHCR.** In the light of changing refugee policies and significant funding shortfalls, UNHCR is constrained on what it can and cannot do. Specifically, the Government's focus on repatriation limits the extent to which UNHCR can provide direct support to certain refugee groups. At the same time, the inability of UNHCR to distribute non-food items has affected WFP food distribution activities and results. Interviews show a desire and intent among refugee operation partners to engage in strategic discussion to address interoperability challenges. There is strong coordination with UNHCR at operational and senior level, including initiatives to align to government approaches. Additionally, WFP partners with UNHCR to leverage funding for the refugee operation.

140. **UNDP.** WFP coordinated with UNDP on the COVID-19 socioeconomic response, whereby WFP handled the emergency component and UNDP handled the recovery aspect. WFP annual country reports and external interviews indicate that this was a successful partnership, through which WFP input helped ensure the approach to addressing food security was effective within the wider response.¹³²

2.2. EQ2: WHAT IS THE EXTENT AND QUALITY OF THE SPECIFIC WFP CONTRIBUTION TO COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES IN TANZANIA?

141. Under the country strategic plan, WFP planned to implement a gradual shift from direct assistance to increased technical assistance to government-led programmes and processes. The reconstructed theory of change in Annex 7 emphasizes the role of SO4 and SO5 toward strengthening the enabling environment for progress across strategic outcomes 1-3.

142. Each strategic outcome included capacity-strengthening elements, and all activities of strategic outcomes 3, 4 and 5 (see Table 1) seek to strengthen capacity in some respect. This section examines the contribution of the activities across the strategic outcomes toward achieving country strategic plan strategic outcomes.

¹²⁹ WFP Tanzania Annual Country Report 2017.

¹³⁰ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

¹³¹ WFP Tanzania Annual Country Report 2020.

¹³² WFP Tanzania Annual Country Report 2020.

EQ2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?

Finding 9: WFP delivered significant outputs across all strategic outcomes. However, examination of strategic outcomes reveals mixed results.

143. The performance across strategic outcomes is mixed, in areas in which WFP has an established position and credibility within the sector, stronger results are observed. This specifically includes SO1, SO2 and SO3. SO4 and SO5 were new initiatives under the country strategic plan, and these were the areas in which WFP struggled to achieve strong results, as illustrated in Annex 13, Table 20 and Table 21.

144. No outcome indicators were monitored for strategic outcomes 4 and 5 and only one for SO3. Moderate acute malnutrition performance indicators, (recovery, default, non-recovery and mortality rates) comprise almost half of the indicators for SO1 and SO2. This limits the extent to which outcome indicators can be utilized across strategic outcomes. Monitoring and evaluation staff indicate that this was a concern from the design phase of the country strategic plan, because all indicators originated from the corporate results framework (CRF) and were not all directly relevant to the specific activities under each outcome.

145. **Under SO1, refugees and other acutely food-insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis**, activities were designed to provide cash and/or food-based transfers to refugees living in official camps (Activity 1), provide evidence to the Government and engage in policy dialogue (Activity 2) and provide cash- and/or food-based transfers to food-insecure people as a result of the COVID-19 pandemic (Activity 10). This outcome was partially achieved. Between October 2018 and May 2020, WFP delivered timely and predominantly full rations to refugees in Tanzania. Following significant budget cuts to refugee operations in 2020, WFP began reducing rations from March, leading to a 68 percent basket by December 2020. The minimum acceptable diet (MAD) indicator for children aged 6-23 months increased until 2019, then dropped in 2020. Despite this fluctuation, the targets set were exceeded, particularly for girls. Discussions with the country office suggested that the significant gender discrepancies in the minimum acceptable diet in 2019 and 2020 were inadequately explored or addressed between years and may be the result of methodological issues or data discrepancies. Minimum dietary diversity for women (MDD-W) did not improve among refugee women and remained below target.

146. The target proportion of households with an acceptable food consumption score (FCS) in the refugee camps was not achieved and has stayed below baseline throughout the country strategic plan lifespan. The percentage of households with a poor food consumption score has not met target and has increased, with a jump in 2020 following ration cuts (for detailed tables see Annex 13, Table 19). However, it is of note that around 80 percent of households in the refugee camps consistently report acceptable food consumption scores. WFP has maintained a strong pipeline to the camps, maximizing the efficiency and effectiveness of refugee feeding, given the limitations, particularly in the context of recent funding cuts and the inability to progress cash or livelihoods interventions.

147. **Under SO2, vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021**, activities were designed to provide nutrition services to at-risk populations in targeted districts (Activity 3) and provide capacity strengthening to government entities involved in nutrition programming (Activity 4). WFP implemented two discrete nutrition programmes (*Boresha Lishe* and *Maisha Bora*) alongside the capacity development of government partners. Moderate acute malnutrition treatment performance indicators in *Boresha Lishe* and *Maisha Bora* were successfully met and generally exceeded.¹³³ Additionally, the e-survey of external stakeholders revealed that progress against SO2 was considered satisfactory or very satisfactory due to a noticeable change in the community mindset on using locally available foods through nutrition-sensitive agriculture, and WFP engagement with Tanzania Home Economics Association (TAHEA) in supporting improved food-processing technologies (solar dryers) (see Annex 12 e-survey briefs). The minimum acceptable diet indicator for children aged 6-23 months was only achieved in 2020, with boys showing a much higher score than girls. MDD-W also

¹³³ Transtec. 2019. Mid-Term Evaluation, Support to Food Security and Nutrition in Tanzania. Ref: RfS 2019/405100. 5 July 2019.

fluctuated between years, exceeding the target value in 2018 and 2020 but dropping in 2019. Both MDD-W and the minimum acceptable diet are susceptible to seasonal fluctuations and are difficult to interpret without situating them with contextual information, especially when there is reliance on just one annual data point, rather than trend data. More in-depth exploration of both the seasonal and evolving situational context is necessary to interpret them well and ascertain programme contribution. WFP mVAM data show that during the lean period of 2021, for instance, the levels of these indicators plummeted.¹³⁴ These fluctuating values have not been subject to adequate analytical rigour by WFP. Interviews with WFP staff indicate that detailed analysis of drivers and trends across this data is still to be undertaken, with the possibility of an external evaluation of *Boresha Lishe*.

148. Targets for the proportion of the eligible population that participates in the programme (coverage) were not achieved for SO2, with very low participation in both 2018 and 2019 (for detailed tables see Annex 13, Table 20). Reasons for these results were explored with stakeholders, who concurred with the findings of the *Boresha Lishe* mid-term evaluation¹³⁵ that inefficiencies in programme implementation during 2018 and 2019 resulted in low beneficiary participation. These included: a slow start to the programme, with most activities launching only in 2018; delays in seed distribution and the provision of limited quantities; distribution of unvaccinated poultry that subsequently died; and poor oversight of inappropriate local partners combined with poor coordination between WFP and its main cooperating partner of the first two years, Save the Children International (SCI). Following the mid-term evaluation, significant changes were made to address these challenges, most notably a change in cooperating partner with WFP taking on the role SCI had previously undertaken and working directly with local partners. In 2020, the number of targeted care groups was increased from two per village to three, which supported an increase in the number of beneficiaries and improved programme coverage.

149. Until the next nutrition survey is completed, it will not be evident whether the SO2 outcome of “improved nutritional status in line with national targets”¹³⁶ was achieved. However, despite the significant implementation challenges in years 1 and 2 of the project,¹³⁷ the *Boresha Lishe* endline survey¹³⁸ reveals some impressive achievements in interim indicators. These include: an increased percentage of caregivers using improved and sustainable agriculture practices (crops and livestock) from 27 percent at baseline to 50 percent at endline; an increase in caregiver households practicing production of diverse nutritious food (crops and livestock) from 46.5 percent to 70 percent; and an increased percentage of farmers who use improved food preservation practices from 0 to 70 percent. Overall, the survey reported an increase in proportion and diversity of crops produced in the home gardens and farms, and an increase in types of livestock and proportion of households rearing livestock.

150. While moderate acute malnutrition treatment comprised a minor element of both SO1 and SO2, a high proportion of outcome indicators relate to this specific activity, where they were comfortably met and exceeded (see Annex 13, Table 20).

151. **Under SO3, targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030**, activities were designed to provide value-chain support to smallholder farmers (Activity 5) and promote climate-smart agriculture and crop diversification amongst smallholder farmers (Activity 6). Only one outcome indicator was monitored as of 2020, despite four being listed in the

¹³⁴ MAD recorded as 4 percent in WFP mVAM Report – Tanzania (Round 2). *Boresha Lishe* beneficiaries – Dodoma and Singida. April 2021.

¹³⁵ Transtec. 2019. Mid-Term Evaluation, Support to Food Security and Nutrition in Tanzania. Ref: RfS 2019/405100. 5 July 2019.

¹³⁶ National targets include those to reduce stunting to 28 percent and wasting to below 5 percent by 2021.

¹³⁷ Although the first draft of the *Boresha Lishe* endline survey reports on nutrition indicators, the majority cannot be directly compared to the baseline without considering the effects of seasonality: the baseline was conducted in December at the start of the lean period, and the endline was conducted in June.

¹³⁸ WFP. 2021. Endline Survey Report of Boresha Lishe Project: Dodoma and Singida Regions, Tanzania. Draft 1. August 2021.

logframe (see Annex 13).¹³⁹ The data on value and volume of smallholder sales through WFP-supported aggregation systems show that the overall volume purchased by buyers achieved 55.65 percent of the 2020 target (3,339 mt versus target 6,000 mt) and the target of 1.8 billion total volume sold was exceeded.¹⁴⁰ The rate of smallholder post-harvest losses has improved considerably between baseline and 2020, clearly exceeding the target. At baseline, the rate of smallholder post-harvest losses was 27 percent, decreasing to 17.5 percent in 2020.¹⁴¹ A few factors likely contributed to these successes. First, despite COVID-19-related restrictions on public gatherings, WFP enabled extension officers to link farmers to PHHS equipment providers and was able to accelerate the delivery of trainings during the last quarter of 2020, therefore reaching nearly 90 percent of planned numbers. Additionally, results from the Climate-Smart Agriculture Programme (CSAP) remote survey conducted in the 2019/2020 agricultural season revealed significant changes in PHHS practices compared with 2018/2019. Improvements included use of a threshing machine, which rose from 25 percent to 62 percent from 2018/2019 to 2019/2020, and the use of protective equipment, which increased from 69 percent to 97 percent.¹⁴²

152. The level of gender-transformative programming envisaged in the country strategic plan was not achieved under SO3, although gender-sensitive elements were included. In 2020, less than half (44 percent) of the smallholder farmers reached under CSAP were women¹⁴³ and the lack of farmers' awareness on gender equality was noted as a challenge for the programme.¹⁴⁴ Very little gender analysis was undertaken to inform the project design. However, in 2018, a gender analysis was included in smallholder farmer support activities,¹⁴⁵ concluding with a host of recommendations. Stakeholder discussion and the desk review both suggest that the gender focus has been largely limited to ensuring both men and women participate in activities while recognizing attempts to improve women's engagement through targeting messages and feedback mechanisms more specifically to their needs, such as through gender-differentiated approaches by Farm Radio International.

153. SO3 activities have contributed to notable successes, particularly the Kigoma Joint Programme, which has made a positive contribution to reducing violence against women and children (VAWC). Focus group discussions with staff at the Kasulu town council police gender desk revealed that more than 70 percent of the community in the Kigoma region is aware of VAWC issues due to VAWC interventions under the Kigoma Joint Programme. Incidents of rape, abuse, traumatization, and young girls' pregnancies have declined per reports from the police gender desk in Kasulu town council and Kasulu district council mainly after the Kigoma Joint Programme interventions were implemented.¹⁴⁶ Due to *Waha* (the local people of Kigoma) traditional customs in Kigoma, many cases of VAWC were going unreported to the gender desk prior to the Kigoma Joint Programme interventions. Additionally, a review of the Kigoma Joint Programme found that the regional approach to the theme of "violence against women and children" is relevant for supporting implementation of the local government authority structures for preventing and responding to violence against children and against women. However, there is still a need to continue to build the capacity of the District Women and Children Protection Committee to implement joint and inclusive coordination structures to prevent violence against children and women (that is, through training of

¹³⁹ Annual outcome monitoring data for 2020 are only available for one indicator (3.1.2 Rate of smallholder post-harvest losses), but four outcome indicators are in the logframe (for two, no data at all are reported) and for one (3.1.3 Value and volume of smallholder sales through WFP-supported aggregation systems) only baseline and target are available.

¹⁴⁰ WFP Tanzania. 2020. Monthly Progress Report: Climate Smart Agriculture Programme 01 January 2020 to 30 June 2021, Reporting Period September 2020.

¹⁴¹ The data are not disaggregated by sex, so it is not possible to assess whether men and women smallholders experienced the same level of achievement.

¹⁴² WFP Tanzania Annual Country Report 2020.

¹⁴³ WFP Tanzania Annual Country Report 2020.

¹⁴⁴ WFP. 2020. Climate Smart Agriculture Programme (CSAP) Monthly Progress Report. Reporting Period: November 2020.

¹⁴⁵ WFP Tanzania Annual Country Report 2018.

¹⁴⁶ United Nations Tanzania. 2021. Kigoma Joint Programme Review 2017-2022. United Nations Resident Coordinator's Office (UNRCO) in Tanzania. June 2021. (Pg. 32)

trainers, mentoring and sharing of best practices, etc).¹⁴⁷

154. Since SO4 and SO5 do not have outcome indicator data and extremely limited output data (see Annex 13), evidence for meaningful triangulation with qualitative data on outcome-level change is challenging. Furthermore, interviews indicate only general feedback for these strategic outcomes; the lack of specificity in perceptions and feedback on these strategic outcomes is noteworthy.

155. **Under 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**, activities were designed to provide capacity support to government food security institutions (Activity 7) and provide supply chain and IT capacity, expertise and services to partners (Activity 8). The evaluation team's document review found limited evidence on SO4 outcomes; these data are not systematically collected. E-survey findings show that external stakeholders considered progress against SO4 to be satisfactory or very satisfactory, due to the WFP school feeding programme (under pre-country strategic plan operations), which was understood to improve food security for children, and the introduction of savings groups, which is believed to have increased social protection. However, WFP progress against SO4 received mixed ratings from internal stakeholders, about a third of whom felt that progress was unsatisfactory because of frequent changes of leadership and limited engagement in disaster management and social protection compared to the previous country programme.

156. **Under 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 Sustainable Development Goals by 2030**, activities were designed to provide innovation-focused support to partners and targeted population (Activity 9). Activities under SO5 demonstrated the potential relevance of technology-specific innovations to WFP internal operations and external interventions through the first WFP Field Innovation Hub, established in Tanzania in 2017. The Hub connects the local ecosystem and context to activities of the WFP country office and the Tanzanian start-up community. E-survey findings indicate external stakeholders are generally satisfied with SO5.¹⁴⁸ However, WFP progress against SO5 received mixed ratings from internal stakeholders. Respondents noted a need to expand work done under the WFP Innovation Hub; a missing link between innovation activities and other programme activities; and that more funding is needed to support work under SO5.¹⁴⁹ The latter perceptions were echoed by stakeholders interviewed, who described a disconnect of the projects funded under SO5 with the rest of the WFP portfolio; indeed, it is clear from the SO5 outputs that SO5 did not engage in structured planning to guide linkages that might advance or support existing programme interventions.

Finding 10: Country strategic plan target-setting rationale lacked adequate consideration of programming environments and objectives. In most cases, targets were set to simply exceed baseline values rather than purposefully set based on analysis, expected change, or strategic goals. This limits the extent to which meaningful measurement of the delivery of expected outputs is possible.

157. Many indicator targets lacked ambition and simply sought to achieve a level higher than the stated baseline, even if the magnitude of change was less than a single percentage point. This limits the extent to which meaningful measurement of the delivery of expected outputs is possible. WFP staff indicate that most targets were set at the corporate level based on the results of predecessor projects, and the indicator compendium to align with the country strategic plan corporate results framework was developed later. For instance, the gender-disaggregated outcome targets in SO1 and SO2 were set inappropriately low, with a bias in SO1 toward higher accountability to men and boys than to women and girls (only one of the SO2 indicators disaggregates by sex). The corporate results framework indicator compendium advises that for gender, the "annual target should be determined based on the gender analysis that defined the operational context and informed the CSP objectives and design. Targets should be set in a participatory and inclusive manner, engaging key stakeholders (WFP, partners, beneficiaries etc.). Targets should be ambitious, but

¹⁴⁷ Arnesen, Odd Eirik, et al. 2020. *Review of the Joint Programme for the Kigoma Region (KJP) (2016-2022)* Requested by Royal Norwegian Embassy, Dar es Salaam.

¹⁴⁸ E-survey external stakeholders: Key findings brief (Annex 12).

¹⁴⁹ E-survey internal stakeholders: Key findings brief (Annex 12).

achievable.” However, this guidance was not followed, as targets were based on baseline values alone, without attention to context or gender objectives. Because results for households headed by men were higher at baseline, targets for men and boys were set higher than for women and girls. Likewise, the food consumption score target for SO1 also exhibited a bias toward men and boys.

Finding 11: The country strategic plan lacks outcome indicators for monitoring its capacity development work. However, the evaluation found examples of effective contributions towards government capacity strengthening.

158. Across all strategic outcomes, WFP has provided space and opportunity for capacity strengthening through supporting the convening and facilitation of government processes and working with partners on training delivery. This has varied from funding support alone, to deeper engagement aimed at strengthening technical and organizational skills of government partners. However, this work has not been guided by a capacity-strengthening plan setting out a clear set of measurable goals. It is therefore difficult to ascertain the results of these efforts and discern how well they support a bigger picture and advance the objectives of the country strategic plan.

159. Government stakeholders were overwhelmingly positive about WFP engagement and support, while cooperating partners appreciated capacity strengthening in the form of training opportunities provided to them. While much of this training has remained at the awareness-raising level and is yet to lead to application and potentially culture change, there are important examples of capacity-strengthening results that are leading to change in policy and practice, which include the WFP nutrition team working with TFNC and partners on developing the new NMNAP, and organizational support to TASAF to institutionalize processes to improve efficiency and effectiveness. WFP support since 2020 in developing the NMNAP II has included developing the concept note outlining the process for its development, establishing committees, organizing the initial meeting, and hiring consultants to guide the process.¹⁵⁰ In partnership with TASAF, WFP provided capacity-strengthening technical support under its public works and livelihood portfolios, and since 2020 has provided additional support by contracting consultants to work on system development and management.

160. Discussions with stakeholders and the document review suggest that there has been less strategic engagement by WFP with its United Nations partners in terms of well-coordinated and joint capacity-strengthening approaches (for example, work with UNICEF/FAO to agree how best to strengthen TFNC, PO-RALG capacities and agree on a joint/complementary approach).

161. SO4 outcome indicators have been established but not monitored (see Annex 13, Table 22). Nevertheless, there are indications of positive change. One of the strengths of WFP is observed in support provided to the Government through the TASAF partnership. In the initial years of the country strategic plan, TASAF received some support from WFP via participation in several meetings to link public works and livelihood enhancement. Based on those meetings, WFP was able to support TASAF to develop guidelines for producing linkages between public works and livelihood enhancement. In 2020 to 2021, TASAF used the guidelines to develop a system that adds the days a person has worked for the public works project(s) and calculate the individual’s wages earned. The concept incorporated into this system originated with WFP, the system was developed by TASAF, and the operation of the system has been organized jointly by TASAF and WFP since 2020. Supply chain capacity has been further developed under the country strategic plan.

EQ2.2 To what extent did WFP ensure inclusion of cross-cutting themes in its work (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?

Finding 12: Cross-cutting issues have not been central to country strategic plan design and implementation. More recently, positive signs of explicit attention to gender, disability and protection are observed.

162. As noted in Section 2.1, strategic thinking around gender has been limited and there are clear

¹⁵⁰ WFP Country Office Tanzania Annual Performance Plan 2020.

deficits within the country strategic plan in adequately monitoring gender and protection concerns and setting appropriate targets. Disability issues were not specifically registered, monitored or addressed prior to 2020, as this was not an explicit corporate requirement. This discussion addresses each of these themes in turn.

163. **Incorporation of gender considerations.** There is a good understanding of gender among some partners and WFP staff, and the country office has drawn on regional bureau support and an active country office gender focal point to support small-scale initiatives to engage men in childcare, guide SBCC approaches to change attitudes, discuss gender respect and equality as part of truck driver nutrition training, and provide gender training for partners. However, there is a consensus within the country office that much more needs to be done to improve gender analysis and consideration of gender concerns/issues at every step of programming; to move beyond a focus on participation of men/women in terms of quantitative data alone. Hence the country strategic plan has recently signed on to the WFP Gender Transformation Programme, which involves a comprehensive package of training and a commitment to comply with a set of indicators.

164. While WFP worked to consider gender in its approaches, evidence from key informant interviews and programme documentation suggests that this only started to gain traction mid-country strategic plan, prior to which the focus was largely restricted to monitoring numbers of men/women targeted and reached through activities. Only limited evidence was found of more strategic thinking around gender considerations in programme design and outcomes. For example, WFP attempted a more thoughtful examination of gender in the 2019 Dodoma Climate Smart agriculture gender gap analysis. Despite the country strategic plan awareness, as described in the report, of “structural gender inequalities and discriminatory socio-cultural norms and practices that would prevent achievement of its SOs” and its commitment to address these through “systematic use of gender analysis and gender-transformative programming,” there has been limited follow-through in terms of these ambitions.

165. A positive example of integrating gender into programming is the Climate and Weather Information Services Project implemented by Farm Radio International. One of its three overall objectives is to provide effective and valued gender-equal and listener-responsive weather services via interactive radio, mobile services and listeners groups.¹⁵¹ Farm Radio International adapted its programming to be more inclusive of women, including repeating programmes at times of day when women have an opportunity to listen to the radio and having a separate call-in hotline for women, so that their issues were not competing with men's.

166. **Gender and protection.** The SGBV challenge in and around the refugee camps remains undiminished since the start of the country strategic plan. UNHCR reported incidences of gender-based violence have stayed relatively constant, with 322 total reported incidents in 2016¹⁵² and 303 in 2021.¹⁵³ The country office has acknowledged these issues and is working on them by looking at ways to improve its complaint and feedback mechanisms (CFMs), ensuring greater access and confidentiality, and adapting its monitoring methodologies to include qualitative data collection tools that will assist the country office in having a better and more nuanced understanding of differing beneficiary viewpoints and concerns.

167. Approximately 94 percent of refugees included in the mid-term evaluation sample say that they can access WFP assistance without protection challenges and 90 percent report that they consider travelling to the distribution points to be safe. Protection challenges around food distribution remain low (6 percent), with those reporting any challenges as being theft, verbal harassment, ill treatment by distribution staff, and assault while travelling to or from distribution sites.¹⁵⁴

168. It is well established that ration cuts can lead to increased protection issues in refugee camps as

¹⁵¹ WFP and Farm Radio International. 2019. Delivering Climate & Weather Information Services through Interactive Radio in Northern Tanzania - Third Quarter (October – December) Progress Report 2019.

¹⁵² UNHCR and United Nations Tanzania. 2016. Factsheet: Sexual and Gender Based Violence (SGBV) Situation in Nyarugusu, Nduta and Mtendeli Refugee Camps. 31 August 2016.

¹⁵³ UNHCR. 2021. United Republic of Tanzania: Inter-Agency Operational Update #21 (March 2021).

¹⁵⁴ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021) (November 2020).

the most vulnerable people are forced to engage in extreme coping strategies.¹⁵⁵ When WFP was forced to cut rations in 2020, there is no evidence that the country office considered enhanced measures to protect vulnerable women, girls, those with disabilities or others at higher risk of harm. According to the November 2020 joint assessment mission (JAM), the consistent reduction in the refugee rations throughout 2020, coupled with the restrictions imposed by the Government on refugees' movement and economic activities, may have exacerbated protection issues by pushing refugees to unlawful activities for survival (theft, casual labour, tree cutting and charcoal-making for own consumption), increasing tensions with host communities.¹⁵⁶

169. Informants in the refugee case study concur that ration cuts have made refugees more vulnerable both inside and outside the camps and in most cases, women have been more affected due to their roles around childcare and feeding, such that they take dangerous risks to find food for their children and families. Protection issues include sexual violence from host communities when women or girls attempt to work outside the camps, while inside the camps, ration cuts have created family stress and conflict leading to domestic violence against women. The 2020 joint assessment mission report indicates that many refugees report domestic violence often occurs within households because of the need to sell food rations in order to obtain other missing core relief items. Additionally, women reported that delay in food preparation due to a lack of sufficient firewood leads to domestic violence in their homes.¹⁵⁷ Interviews with partner organizations and field staff reveal that some refugees have faced increased sexual exploitation and abuse following the ration cuts and that there are some cases in which vulnerable women and girl refugees have engaged in unsafe sexual practices in pursuit of food or money. Interviews emphasize the importance of food assistance as a stabilizing intervention in camps that promotes protection, and also acknowledge that WFP has done what it can to continue food assistance within a constrained policy environment.¹⁵⁸

170. The 2020 Community and Household Surveillance report states that most of the recorded protection cases happened outside the distribution points and were mainly related to firewood collection, and that more households headed by women faced protection concerns (66 percent) compared to households headed by men (34 percent). As firewood is the main source of energy, refugee women must venture further outside camp boundaries due to depleted firewood resources near the camps, which exposes women and girls to higher protection risks.¹⁵⁹

171. Despite these issues being well known to all actors working in the camps (including UNHCR), WFP analysis to better understand the vulnerabilities and drivers of protection issues for different sections of the population has not led to creative or differentiated approaches to manage ration cuts that might enhance protection of the most vulnerable groups or individuals. For the upcoming country strategic plan, the country office is working on developing approaches to holistically address gender-based violence issues and environmental degradation around the camps from different angles.

172. **Target-setting around gender.** Gender equality targets under the country strategic plan do not demonstrate a clear rationale for progress and are not in line with corporate guidance (see paragraph 220). The country strategic plan gender equality targets ostensibly seek to reduce men's sole decision-making (already low) much further than women's - and achieve minimal improvement in joint decision-making by men and women. The targets are: to maintain men's sole decision-making at the baseline value of 13.1 percent or reduce it below this level; maintain women's sole decision-making at 49.45 percent or reduce it below this level; and to maintain joint decision-making by both men and women at 37.45 percent (baseline) or increase it above this level. The annual findings show erratic results and no discernible pattern. Stakeholders concurred that considerations around gender have not yet progressed far enough in the WFP

¹⁵⁵ WFP. 2021. WFP, UNHCR appeal for funding for over 3 million refugees suffering from rations cuts in eastern Africa: <https://www.wfp.org/news/wfp-unhcr-appeal-funding-over-3-million-refugees-suffering-rations-cuts-eastern-africa>.

¹⁵⁶ WFP Tanzania Annual Country Report 2020.

¹⁵⁷ Ministry of Home Affairs, WFP, and UNHCR. 2020. Joint Assessment Mission (JAM) November–December 2020.

¹⁵⁸ WFP has continued to engage with the Government to advocate for livelihoods activities as stabilizing elements. Discussions with stakeholders affirmed that NGO partners working in the camps are also engaged in quiet diplomacy and advocacy with the Government.

¹⁵⁹ Ministry of Home Affairs, WFP, and UNHCR. 2020. Joint Assessment Mission (JAM) November–December 2020. (p. 33).

programme streams, although there are some promising initiatives under SO2 and SO3 to improve gender equality.

173. **Accountability to affected populations (AAP).** The SO1 target of more than 48.6 percent of beneficiaries being informed about the programme is incompatible with the WFP Corporate Results Framework Indicator Compendium guidance, which states 80 percent for this accountability to affected population indicator.¹⁶⁰ This target is too low for a refugee camp setting where everyone is dependent on food aid, and it is inequitable that the programme sought a lower target for women than men. Fortunately, these targets were far exceeded, with 85.7 percent of beneficiaries considering they were well informed about the programme by 2020, although there remains a slight gender discrepancy.

174. **Disability data.** Since 2019, WFP has begun collecting disability data through post-distribution monitoring reports (PDMs). These data reveal that a significant percentage of refugee households include a disabled member. The 2020 Community and Household Surveillance report found that approximately 23 percent of the sampled households lived with at least one person with special needs, compared to 25 percent during the 2019 Community and Household Surveillance survey round. This included elderly (42 percent), physically disabled (29 percent), chronically ill (26 percent), orphans (9 percent) and intellectually disabled (7 percent). There were more households headed by women (30 percent) with special needs compared to households headed by men (19 percent).¹⁶¹ The March 2021 post-distribution monitoring report indicates that 6 percent of households have at least one person with a physical disability, and 2 percent have at least one person with an intellectual disability.¹⁶² As part of the 2020 Disability Inclusion Road Map, WFP intends to build on this experience to standardize disability data collection methodologies.¹⁶³ This process of standardization has already begun; in September 2021 WFP as a corporation began collecting detailed disability data as advised by the Washington Group.¹⁶⁴

Finding 13: Provision of information to affected populations is satisfactory but the complaint and feedback mechanism in the camps can be improved.

175. In terms of the three aspects of accountability to affected populations – consultation, information and complaint and feedback mechanism – the consultation processes and provision of information have been largely effective in the camps, as noted in the country strategic plan results and stakeholder interviews.

176. Complaint and feedback mechanisms have been improved since the start of the country strategic plan. For example, a 2018 review recommended that WFP strengthen its complaint and feedback mechanisms, including by investing in capacity to resolve complaints when they are lodged.¹⁶⁵ Interviews show that WFP, in response to that specific recommendation, did make staff available and accessible during distributions so that issues can immediately be brought to their attention. WFP representatives sit with their partners at help desks where refugees can get fast responses from the relevant organizations. Interviews show that this is an improvement from the start of the country strategic plan when complaints were received through refugees' leaders and representatives.

177. WFP employs three types of complaints mechanisms: suggestion boxes, help desks and phone calls. According to the 2020 Community and Household Surveillance report, the proportion of households aware of the existence of the complaint and feedback mechanism was 62 percent in 2020, while less than a quarter (22 percent) of households have used the complaint and feedback mechanism. In late 2020, WFP

¹⁶⁰ 2017-2021, updated October 2020 version.

¹⁶¹ WFP and UNHCR. 2020. Community and Household Surveillance (CHS) in North Western Tanzania: Programme Outcome Monitoring in Nyarugusu, Nduta, and Mtendeli Refugee Camps. July 2020.

¹⁶² WFP Tanzania. 2021. SO1 Post-Distribution Monitoring Summary Report, March 2021.

¹⁶³ WFP Tanzania Annual Country Report 2020.

¹⁶⁴ The Washington Group on Disability Statistics (WG) promotes and coordinates international cooperation in the area of health statistics focusing on the development of disability measures suitable for census and national surveys.

¹⁶⁵ WFP. 2018. OZSPH Protection Disability Adviser Mission to WFP Tanzania. August 2018.

started exploring options to diversify, expand, and digitize its complaint and feedback mechanism.¹⁶⁶

178. WFP belongs to the SGBV sub-working groups in Nyarugusu, Nduta and Mtendeli camps and in July 2021 WFP recruited a gender and protection advisor, which demonstrates an increased interest by the country office in improving performance in these areas. Internal stakeholders expressed the views that WFP accountability toward refugee populations is generally satisfactory, though improvement is needed for non-refugee programmes.

179. Despite this progress, external stakeholder interviews reveal there are still issues with the available mechanisms in and outside of camps in terms of equitable access, and not adequately capturing feedback. Stakeholder interviews further indicate that the suggestion boxes are not well used by refugees often because they are in highly visible locations where others can see who is lodging a complaint. Stakeholders report that marginalized groups, including illiterate people, those who are chronically ill or people with disabilities have more limited access to the available systems. There are also concerns over the neutrality of the agency receiving the complaints, alongside cultural issues related to complaining/reporting in the first place. A positive development has been the engagement of social workers to assist refugees who cannot write or get access to the reporting desks.

180. While WFP is aware of protection issues in the camps, there has been an overreliance on a limited set of structured data for monitoring, in addition to the complaint and feedback mechanisms. The only protection-related indicator listed in the annual country reports (ACRs) is “the proportion of targeted people accessing cash and/or food-based assistance without experiencing protection challenges”. The current mechanisms tend to show relatively low rates of identified protection issues and tend to focus narrowly on food-related issues and social protection. This is at odds with reports from partners and from country office staff themselves, who are well aware of broader concerns within the camps, which can be affected (both positively and negatively) directly or indirectly by availability of and access to food rations.

181. Stakeholder interviews also indicate concern that there has been inadequate investment in in-depth analytical work. Interviews indicate a tendency for WFP to rely on people reporting challenges to them as opposed to engaging in a proactive, preventative approach, and an overreliance on quantitative survey/study instruments and data analysis. There is a need for more qualitative studies to better understand the situation and concerns of a diverse group of refugees and the views of the marginalized. Interviews highlighted the very limited reporting on disability, despite advocacy and a consensus among partners that not enough is being done to ensure inclusion of marginalized groups among refugees (for example, the elderly, the chronically ill, people with disabilities), and that WFP is not comprehensively hearing the different perspectives of all refugees. WFP began collecting disability data in 2019 and reporting findings in post-distribution monitoring reports; data collection on disabilities expanded in September 2021.

EQ2.3 To what extent are the achievements of the country strategic plan likely to be sustained?

Finding 14: The refugee programme has sustainability challenges that will be difficult to navigate as government priorities and policies change.

182. There is uncertainty about the sustainability of country strategic plan achievements under each strategic outcome. However, sustainability and transition planning do not appear to have been central to the country strategic plan design overall, as the design of the current country strategic plan focused more so on setting a foundation for the next country strategic plan.

183. The refugee programme has sustainability challenges that will be difficult to navigate due to government restrictions on activities and changing refugee policies, which limit the extent and type of activities it is possible to implement, as discussed in Section 1.1. Interviews with stakeholders and partner organizations indicate that it is unlikely that government policies will become less restrictive in the short term, which makes WFP strategic support for long-term solutions for refugee populations difficult. At this stage long-term solutions are not explored. However, with new government leadership, there is an

¹⁶⁶ WFP Tanzania Annual Country Report 2020.

opportunity for renewed engagement on this issue, which is a planned focus area of the next country strategic plan.

Finding 15: Nutrition knowledge transfer elements have the potential to sustain.

184. Engagement by the nutrition team with TFNC at the national level and PO-RALG at the regional and district levels has increasingly raised the profile of WFP on nutrition throughout the country strategic plan. In particular, WFP chairs the Nutrition-Sensitive Working Group and has supported regional and district coordination mechanisms by providing funds and assisting with the annual meetings to evaluate the Nutrition Compact¹⁶⁷ at the district level. Country office stakeholders and external partners also spoke of the flexible and reactive engagement by WFP to support TFNC on an ad-hoc basis through guidance on reporting and proposal development. Since 2020, WFP has entered memorandums of understanding with both organizations and this provides a more specific workplan to enact jointly. WFP is now viewed as a credible and valued partner in nutrition by the Government as well as across the nutrition community. Coordination of the Nutrition-Sensitive Working Group at the national level and inputs to NMNAP II have potential to offer longer-term benefits to nutrition capacity, policy and programming in Tanzania as the Government perceives WFP to be a credible nutrition partner. Furthermore, the fortified food production initiative is anticipated to have growth potential: although there is no marketing strategy yet, it is aligned with the national Government's industrialization agenda.

185. At the same time, nutrition activities' (*Boresha Lishe* and *Maisha Bora*) exit strategies appear to have been introduced only in the late stages of the projects. *Maisha Bora* finished with no clear, planned exit strategy; *Boresha Lishe* began discussing exit strategies with communities in its final year.¹⁶⁸ Exit strategies and clear information on project duration and anticipated handover should ideally be discussed from the programme outset. This increases the probability that activities to be handed over are adequately budgeted and owned by communities and government partners. Noting the fluctuations in the reported results in MDD-W and the minimum acceptable diet indicators, if these cannot be sustained above a minimum level during the lean season, the sustainable benefits of country strategic plan interventions are limited. However, there is optimism that elements of these activities (gardens, small animal rearing) may continue to thrive in communities where they are showing results, as people have learned new practices and gained information through the SBCC activities combined with start-up inputs. Nevertheless, concerns remain over the future scale-up or propagation of these practices to other communities because the interventions were implemented at very small scale and have been discontinued since July 2021. Despite positive initial results, the country office currently has no funding for nutrition activities or any imminent prospects, according to interviews with country office stakeholders and donors. The country strategic plan thematic working group appraisal report (2021) confirms that there are currently no other identified funding sources for nutrition activities and that WFP is still concerned that funds will remain insufficient to provide refugee families with the minimum kilocalories food ration.¹⁶⁹ Additionally, while the Joint WFP and UNICEF Vision and Plan lays out strategies for improving nutrition outcomes through identifying six potential areas for collaboration in 2021-2022, these activities are still subject to the availability of funding, which may limit their scalability.¹⁷⁰

Finding 16: Agriculture practice results are likely to be sustained.

186. Key informant interviews show that WFP and its cooperating partners have delivered high-quality programming in close collaboration with the Government and market actors, particularly on PHHS. Nutrition-sensitive agriculture manuals developed by WFP were validated by the Government, with training

¹⁶⁷ The Nutrition Compact was established by the Government with the regions and serves to drive forward implementation of the NMNAP by ensuring funding is available and utilised across each region.

¹⁶⁸ WFP Tanzania Annual Country Report 2019; and WFP Tanzania Annual Country Report 2020.

¹⁶⁹ WFP Tanzania. 2021. Second Generation Country Strategic Plan (2022-2027): Thematic Working Groups' Consolidated Appraisal Report.

¹⁷⁰ WFP and UNICEF. 2021. Joint Vision and Plan for Improving Nutrition Outcomes in Children, Adolescents and Women in Tanzania: Engagement Between the United Nations Children's Fund and the World Food Programme.

and dissemination planning underway including platforms like National Farmers Day (*Nane-Nane*), National Nutrition Day, and World Food Day.¹⁷¹ Another promising initiative for sustainability is the CSAP project's engagement with the Tanzania Meteorological Agency to communicate new weather forecast information to smallholder farmers.¹⁷² Both internal stakeholders (64 percent) and external stakeholders (57 percent) indicated that WFP has made a substantial impact on agriculture practices. Internal stakeholders felt WFP progress is generally satisfactory (59 percent) due to increased access to agricultural markets and knowledge management on storage and post-harvest losses. Findings from the e-survey with external stakeholders also show that respondents considered one of the greatest added value of WFP to Tanzania has been its influence in nutrition and agriculture policies and practices.

187. Key informant interviews with country strategic plan staff and partners consistently indicate that the practices promoted under SO3 will be sustained. In particular, the post-harvest handling practices are highly likely to continue given their relevance in addressing current gaps in local farm system capacity. Qualitative data also show that SO3 activities have engaged local market intermediaries by using commercial incentives at a sufficient level to instil a sense of ownership over, and responsibility for, success of the smallholder farmers participating in WFP activities. E-survey results show that external stakeholders consider key results to be farmers' increased confidence in their negotiation skills and positive buyer perceptions of dealing directly with smallholders, which has the potential to further reinforce sustainability.

Finding 17: SO4 and SO5 had an experimental focus. Sustainability was not central to the activity design at this early stage.

188. SO4 and SO5 activities had a proof-of-concept focus, and sustainability was not central to the activity design. Even so, the support to TASAF has a high likelihood of being sustained because the systems supported by WFP have been institutionalized. The key constraint to grow the TASAF initiative further is funding. Interviews show that the Government is actively seeking resources to further grow the programme and that WFP is in the process of engaging with the Government regarding the possibility of further support at operational and strategic levels.

189. Interviews with WFP staff and stakeholders indicate there are concerns about continuing SO5 activities in their current form. SO5 was a pilot by nature and the learning has not yet been distilled.

EQ2.4 To what extent did the country strategic plan facilitate more strategic linkages among humanitarian, development and peacebuilding work in the refugee operation and beyond?

Finding 18: WFP has simultaneously addressed humanitarian, development and peacebuilding nexus needs.

190. The national Government perceives WFP to be a credible partner across all three nexus domains. WFP has maintained a constructive relationship with the Government under SO1, despite many challenges. SO2 and SO3 activities contributed toward national development targets. The Kigoma Joint Programme, in which WFP is a key partner, is seen as a leading practice in peacebuilding and reduction specifically of natural resource management tensions between refugees and host communities. Within the Kigoma Joint Programme, the local purchasing by WFP for refugee food assistance was acknowledged by many interviewees as a particularly good example of how WFP combined elements of development, humanitarian and peacebuilding work.

191. While the nexus domains are present in country strategic plan design and implementation, there is limited evidence of a purposeful approach taken by the country office to build the connectivity among domains that should be explicit in a nexus approach. WFP accessibility and level of consultation with partners across nexus domains at the activity level has been praised by stakeholders and there is ample evidence of coordination meetings between partners within all strategic outcomes on issues relevant to

¹⁷¹ WFP Country Office Tanzania Annual Performance Plan 2020.

¹⁷² WFP Tanzania. 2020. Climate Smart Agriculture Programme Monthly Progress Report, November 2020.

humanitarian, development and peacebuilding priorities.

Finding 19: Specific elements of the nexus approach could have been better addressed.

192. WFP has considered issues of self-reliance, stability and fragility in the country strategic plan. These issues were incorporated in the country strategic plan design but performance toward expected results has been limited. WFP intended to give refugees greater freedom of choice in terms of food consumption and to render them more self-reliant under SO1. However, these plans were stifled due to the Government's increasing repatriation agenda, the decline of the proposed introduction by WFP of cash-based transfers on the grounds that cash transfers could discourage repatriation, and tighter controls on business activities within the camps, which limited livelihoods activities.¹⁷³ Interviews with programme staff at the time of the evaluation indicate that this will be better addressed in the next country strategic plan.

193. Examples of some positive advances toward addressing issues of self-reliance, stability and fragility emerged in SO3 through the Kigoma Joint Programme. The impact of Kigoma Joint Programme activities was to increase the supply of food from the local community and obtain products of good quality and quantity to feed refugee communities in Kigoma. This finding is supported by the e-survey, which indicates that WFP progress against SO1 is generally considered satisfactory based on good pipeline management, (despite challenges of pipeline breaks, discussed in paragraph 195 below), notable improvement in efficiency of food distribution, and the perspective that refugees are well served. These agricultural activities helped the local communities to earn money by selling through agriculture market cooperatives (AMCOs). The agriculture department helped increase capacity in food storage and processing as a result of trainings and support from WFP and the Belgian development agency (Enabel).

2.3. EQ3: TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

EQ3.1 To what extent were outputs delivered within the intended timeframe?

Finding 20: Country strategic plan outputs were not consistently delivered within the intended timeframe.

194. This country strategic plan includes a diffuse portfolio with many smaller activities across the strategic outcomes and limited layering across the country strategic plan. Progress toward results is not systematically documented,¹⁷⁴ so determining if outputs were delivered within the intended timeframe is difficult. Interviews suggest that SO1 was successful in continuing food distribution activities while ceasing other activities to maintain alignment with government policies and priorities. SO2 had a delayed start (the mid-term evaluation indicates two years were lost due to a slow start, a poor choice of cooperating partner and various inefficiencies related to a complex management structure), nevertheless, SO2 outputs were delivered successfully in 2020 and 2021. SO3 set a good foundation for future activities that are relevant and effective. Under SO4, awareness was raised but limited data are available to track outputs, and COVID-19 had an impact on training delivery. SO5 was an experimental process to see what potential exists in innovative pilots, and as such there is no clear plan against which to assess progress.

195. Pipeline breaks in 2018 and 2019 and funding shortfalls in 2020, led to ration cuts (see ration cuts

¹⁷³ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021), November 2020.

¹⁷⁴ For SO2 indicator A.1 "Beneficiaries receiving food transfers", in 2020 and 2019 the indicators are disaggregated between pregnant and lactating women (PLW) stunting prevention and PLW MAM treatment. However, in 2017 and 2018, these data are reported as a combined figure. Additionally, several indicators are not reported across SOs in 2018. For SO1, A.1: "Beneficiaries receiving food transfers", both MAM treatment and in-patients were reported in all ACRs 2017, 2019 and 2020 but not 2018. Additionally, ACR 2017 and ACR 2020 do not report several SO2 indicators (A.5—E.4) that are reported in the 2019 ACR. SO3 Indicators are not reported consistently across ACRs and ACRs do not report on any Activity 06, Output L indicators and limited data are available for Output C indicators across years. ACRs do not report any SO5 Output H indicators in any years (see first five tables in Annex 13).

discussion at Finding 9.) The overall quantity of food distributed in 2018 under *Boresha Lishe* was lower than anticipated due to pipeline breaks caused by new regulatory requirements for commodities transported across the Tanzanian border in May and June and by a lower-than-expected number of beneficiaries.¹⁷⁵ Similarly, programme revisions in 2019 resulted in significantly less food distributed than planned due to a global supply shortage of specialized nutritious foods in April and May, which also caused a brief pipeline break.¹⁷⁶ The refugee operation also faced significant funding shortfalls in 2020, leading to ration cuts up to 32 percent of the minimum calorie requirement.¹⁷⁷

EQ3.2 To what extent was coverage and targeting of interventions appropriate?

Finding 21: There is an opportunity to strengthen nutrition targeting, and to improve the disability focus.

196. Interviews show that SO2 activities were of a comparably smaller scale in terms of coverage than other similar programmes conducted by United Nations and civil society organizations. The nutrition-specific and nutrition-sensitive interventions *Boresha Lishe* and *Maisha Bora* are currently not to scale. Discussions between human capital development,¹⁷⁸ thematic working groups, and nutrition stakeholders highlighted the limited geographical coverage and scale of interventions given the magnitude of the problem, the inadequate/limited resources for nutrition and the inadequate institutionalization and generation of political commitment at the subnational level.¹⁷⁹

197. On disability, SO1 partners have petitioned WFP to conduct nutritional needs assessments of marginalized groups (for example, the disabled, the chronically ill and the elderly) to properly understand their needs (their nutrient needs but also their ability to consume certain foods, etc.) and include them in supplementary feeding programmes as needed, tailoring rations appropriately. This could have targeting implications, as the 2020 post-distribution monitoring shows almost 30 percent of households have at least one disabled person.

Finding 22: The country strategic plan targeting strategies for SO2 and SO3 were not developed to achieve coverage or scale but were designed or adapted based on justifiable bases.

198. The programme fell slightly short of the end-of-country-strategic-plan coverage target for SO2, proportion of eligible population that participates in the programme (coverage) (target group - children 6-59 months; location - Dodoma and Singida (see Annex 13, Table 20). There are no data for outcome indicators for SO3 coverage.

199. As mentioned previously, geographic targeting for SO2 was not established through any detailed needs assessment but was primarily based on convenience because WFP was established in the intervention districts during previous years' moderate acute malnutrition treatment activities. Although the two districts targeted showed levels of undernutrition comparable to the national levels, the *Boresha Lishe* mid-term evaluation voiced concerns that many of the targeted villages were better-off than their neighbours and not necessarily the most vulnerable. The targeting of pregnant women and young children within implementation villages was appropriate, as was the moderate acute malnutrition management for affected individuals. One critique of the project from the Government and the mid-term evaluation team was the lack of alignment with the NMNAP and government policy when distributing the fortified blended foods to prevent stunting. In response to the mid-term recommendations, as well as to funding constraints, distribution of these commodities was discontinued from 2020 for all but the families registered in the social protection programme. The inclusion of men in SBCC activities from 2019 onward was an appropriate

¹⁷⁵ WFP Tanzania Annual Country Report 2018.

¹⁷⁶ WFP Tanzania Annual Country Report 2019.

¹⁷⁷ WFP Tanzania Annual Country Report 2020.

¹⁷⁸ Human capital development is one of three core thematic workstreams and refers to nutrition, school feeding, skills training, processing and value addition for nutrition.

¹⁷⁹ WFP Tanzania. 2021. Second Generation Country Strategic Plan (2022-2027): Thematic Working Groups' Consolidated Appraisal Report.

step toward increasing gender-responsive programming and increasing programme effectiveness.

200. Under SO3, smallholder farmers were targeted in priority districts to increase access to markets by 2030. Targeting under SO3 at this stage is a starting point, as the intent is to roll it out nationally under the next country strategic plan.

EQ3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?

Finding 23: The country strategic plan results indicators currently measured capture the coverage dimension of interventions, but do not fully capture the intensity of support/services provided to beneficiaries.

201. Analysis of cost-efficiency is based on evaluating the budgetary expenditures associated with delivery of activities and outputs. The initial approach for the cost-efficiency analysis proposed by the evaluation team was to compare costs (budgetary expenditures) with a set of results indicators that measure the overall coverage (“breadth” or “reach”) of each activity, and the intensity (“depth”) of support provided to each beneficiary (that is, the level of support a beneficiary receives), associated with those costs. The measure of coverage is the number of beneficiaries reached by each activity within a strategic outcome, while the measure of intensity is a measure of the average level of support or service provided per beneficiary under the activity. Comparisons of these two dimensions of support – coverage/breadth and intensity/depth – with expenditures can provide some insights into how project resources are utilized to provide outputs. In particular, this analysis can be used to assess whether a given amount of resources is used to reach a large number of beneficiaries, but with relatively little depth of service provided per beneficiary, or alternatively, whether fewer beneficiaries are reached but a greater level of support or service is provided to each beneficiary.

202. This analysis was conducted only for SO1 and SO2, where the activities provide services directly to beneficiaries, and for parts of SO3, for which the country office finance team provided information from their WINGS database about costs and number of beneficiaries for the training activities provided directly to farmers, as COMET had no data on SO3. SO4 and SO5 are not included because the cost efficiency analysis is not appropriate for the activities under these strategic outcomes due their emphasis on capacity strengthening rather than on direct delivery of services to final beneficiaries. In addition, SO4 is not included in any detailed analysis since it only contains beneficiary information for 2017.

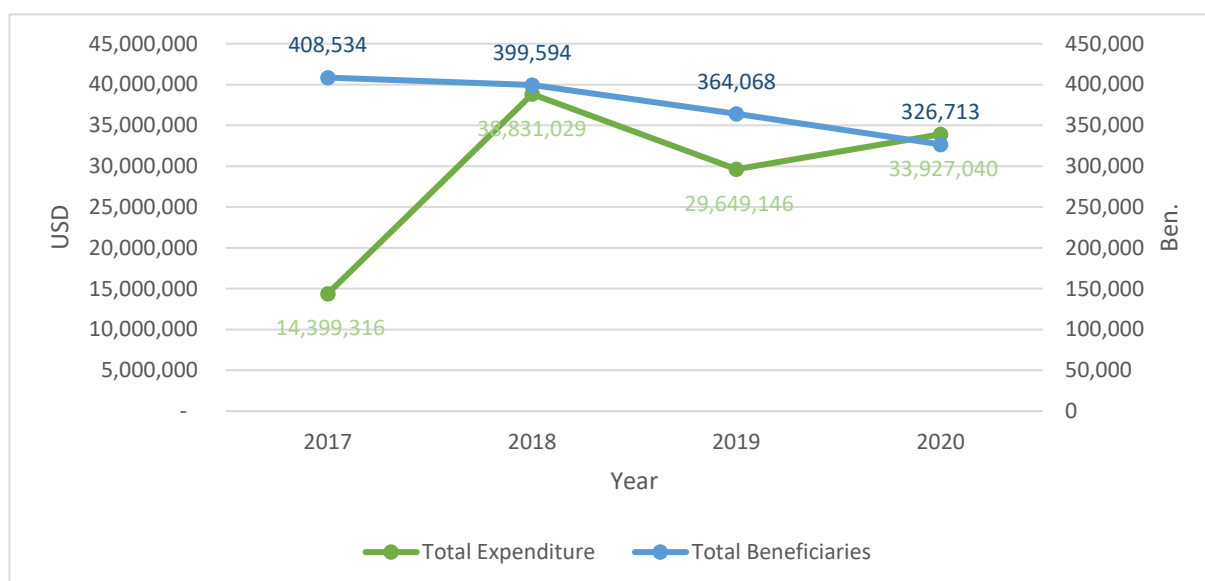
203. For the purposes of the analyses presented below, the sources of information are COMET and the Integrated Road Map (IRM)/annual country reports, because these are the most complete and updated documents and using them avoids double counting. The one exception is the findings for SO3, which are based on data provided by the country office from the WINGS database.

Finding 24: SO1 expenditures per beneficiary increased during the country strategic plan.

204. As shown in Figure 14, SO1 expenditures increased substantially in the first year then fluctuated in later years of the country strategic plan. The increase in expenditures in 2018 may be due to a large increase in the number of beneficiaries receiving nutrition and SBCC messaging in that year, following into 2019. The number of beneficiaries exhibits a general downward trend, from about 410,000 in 2017 to approximately 330,000 in 2020.

205. Interviews with country office management indicated that low food prices until 2019 were beneficial to the refugee programme. Then with COVID-19, refugee operational costs increased due to social distancing measures, and the need to purchase personal protective equipment and pre-packaged commodities. However, efficiency was considered to increase, in the sense that refugees spent shorter times queuing.

Figure 14: Total expenditures and beneficiaries: SO1



Source for beneficiary data: COMET.

Source for expenditure data: IRM analytics: ACRs 2017–2020.

Finding 25: The value of food/cash distributions in SO1 increased over the years of implementation, which explains the increase in per beneficiary benefits and expenditure.

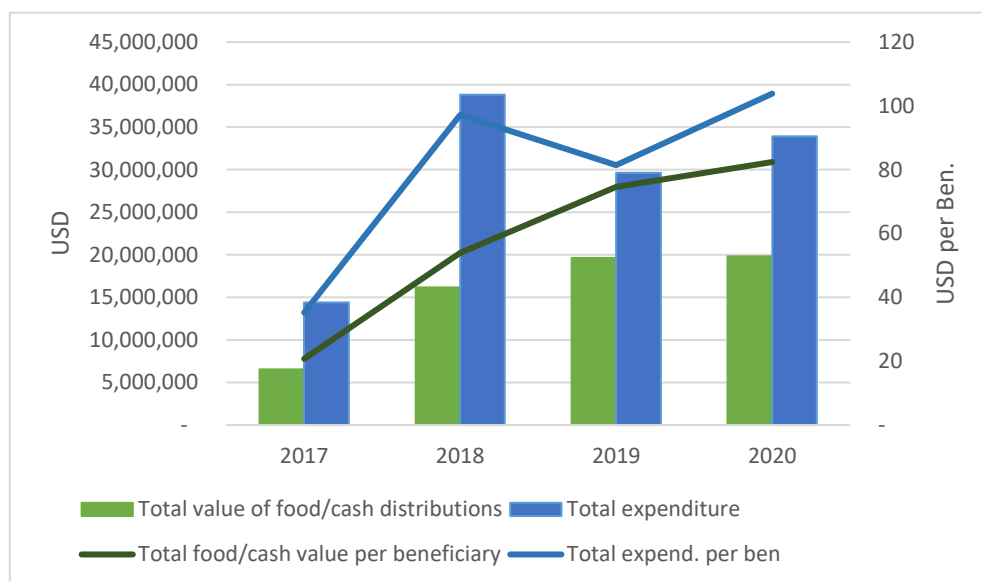
206. Figure 15 shows the evolution of the annual value of food/cash distributions¹⁸⁰ (green vertical bars). Expenditures on food/cash distributions are a component of total expenditures (blue vertical bars); note that cash was distributed only in 2017 (in addition to food).¹⁸¹ The annual value of food distributions grows steadily over time and represents a generally growing proportion of total budgetary expenditures on SO1 in 2019 and 2020 compared to the two earlier years (this proportion is shown by the vertical gap between the green and blue bars). Note that increases in the value of food distributions may reflect increased food costs rather than increased quantities of food distributed. As seen in Figure 15, the amount of food as a proportion of expenditures decreased from 2017 to 2018 (although this proportion increased from 2018 to 2019).¹⁸² As noted in paragraph 195, funding shortfalls led to ration cuts. Thus, even though pipeline breaks in 2018 and 2019 restricted the quantity of food that could be distributed, higher food costs led to increases in the value of cash/food distribution per beneficiary in these two years compared with 2017. The value of food/cash expenditures per beneficiary represents a large proportion of the total per-beneficiary expenditures on SO1, except for 2018, in which SO1 expenditures increased much more than the value of food/cash distributions. As mentioned above, the increase in 2018 expenditures may be explained by the increase in nutrition and SBCC trainings in 2018. However, expenditures decreased in 2019 even though the number of beneficiaries in these trainings remained the same as in 2018.

¹⁸⁰ Food/cash distribution values are from the WINGS database and provided by the country office. This information is recorded by the country office and is taken and listed as-is by the evaluation team (ET). The country office reports the following about the calculation: “value of food/commodity distributed, for price we base on average of price of total commodity procured in reporting year and quantity distributed”.

¹⁸¹ That is, “expenditures on food/cash distributions” for 2017 includes distribution of both food and cash; in later years, it is only food distributions.

¹⁸² The increase in 2018 expenditures (SO1) may be explained by the increase in nutrition and SBCC trainings in 2018; however, the ACR budget documents do not disaggregate to the training level – this is subsumed within food/cash distribution.

Figure 15: SO1 expenditures, Activity 1: value of cash/food and associated beneficiaries, total and per beneficiary values

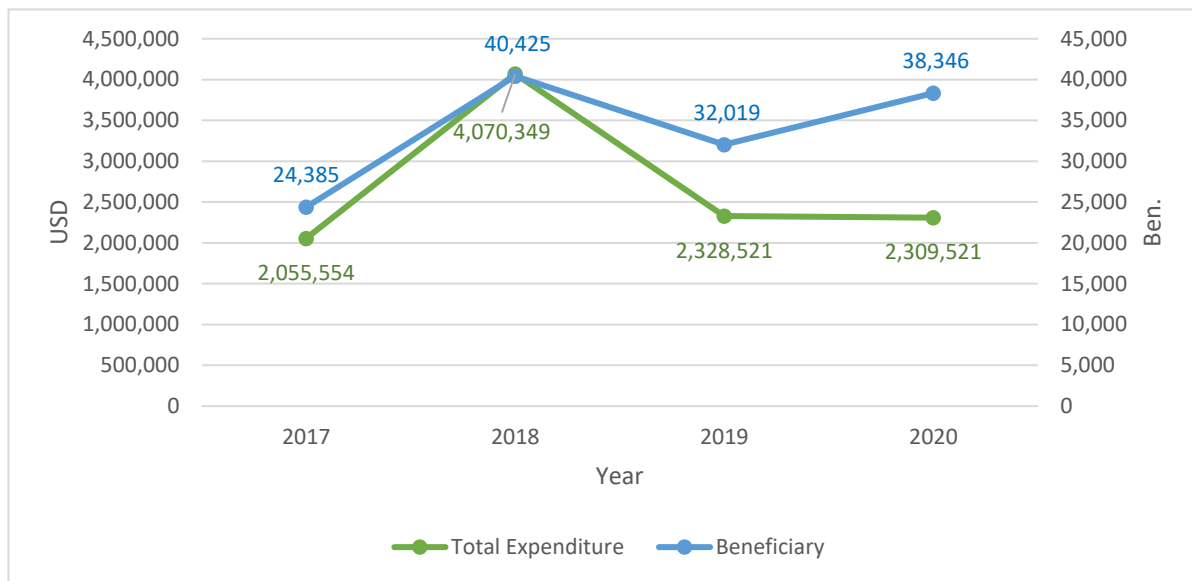


Note: Cash was distributed in addition to food only in 2017.
 Source for beneficiary data: COMET.
 Source for expenditure data: IRM analytics: ACRs 2017–2020.
 Source for food/cash distributions data: WINGS data provided by country office.
 Per-beneficiary values computed by evaluation team.

Finding 26: Cost-efficiency in SO2 started to increase in 2019 largely due to changes in management structure.

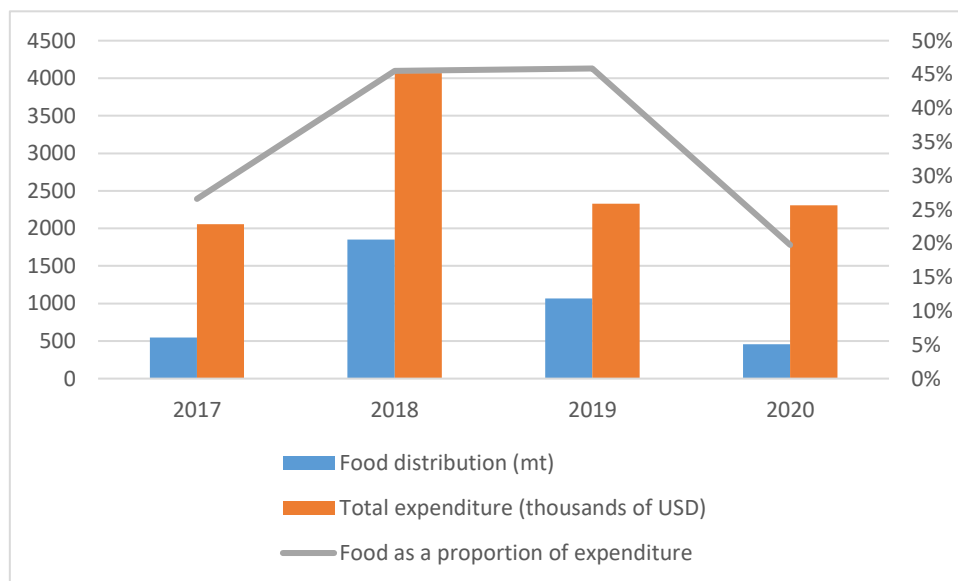
207. As shown in Figure 16, SO2 expenditures and beneficiary numbers increased in 2018 before achieving increased efficiency in terms of expenditure per beneficiary in 2019 and 2020. These efficiency gains are illustrated by a three-fold increase in the amount of food distributed from 2017 to 2018, compared to only a two-fold increase in total expenditures over the same time, as shown in Figure 17. The trends in these numbers are also explained by a slow start for a new project that saw regular changes in the management of local partners. The project started out small and scaled up in 2018. The *Boresha Lishe* mid-term evaluation found that an overly complex management structure during the project’s first two years “no doubt” reduced the cost efficiency of the project: initially, the WFP cooperating partner, SCI, was coordinating local partners, some of whom were performing very poorly. The *Maisha Bora* project was operating at this time, but at a small scale. Following the mid-term evaluation, WFP stopped contracting with SCI and managed local partners directly. The results were improved efficiency of programming and 2019 was when the project started to gain momentum. In addition, WFP stopped distributing more expensive fortified and specialized nutrition products, lowering per-beneficiary costs, and thus allowing the number of beneficiaries to increase from 2019 to 2020, while costs remained stable.

Figure 16: SO2 total expenditures and beneficiaries



Source for beneficiary data: COMET.
 Source for expenditure data: IRM analytics: ACRs 2017–2020.

Figure 17: SO2 food distribution and expenditure



Note: Left-hand axis for food distribution and total expenditure; right-hand axis for food as a proportion of expenditure.

Source for expenditure data: IRM analytics: ACRs 2017–2020.

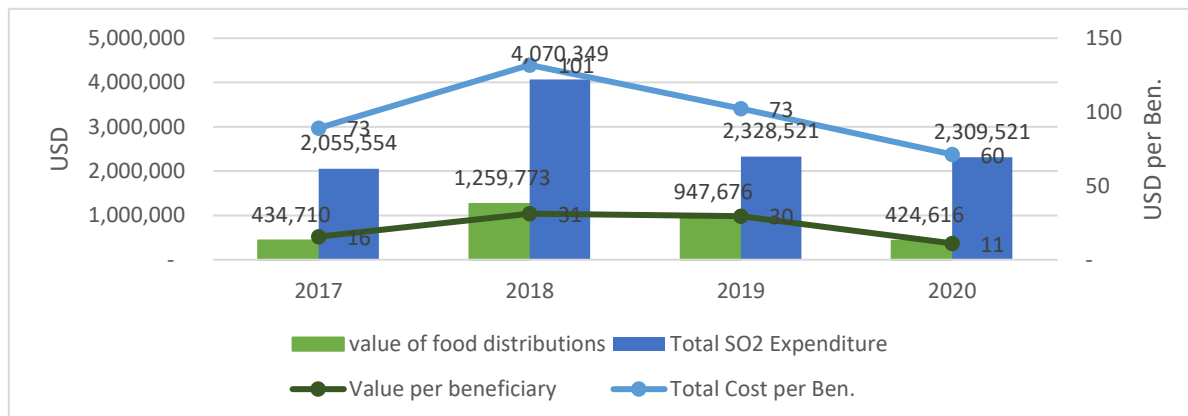
Source for tonnage data: reports: 2021.03.23_CM-R007_-_Annual_Distribution_(CSP).

Finding 27: The value of food/cash distributions under SO2 is a much lower proportion of total budgetary expenditures than under SO1.

208. Compared with SO1, total expenditures per beneficiary in SO2 started out high but declined after 2018, whereas expenditures per beneficiary increased over time under SO1. By 2020, expenditures per beneficiary under SO1 were about USD 100/person, compared with USD 60/person under SO2 (see Figure 15 above and Figure 18 below, respectively). This is in part explained by the differing trends in the value of

food/cash distributions under the two strategic outcomes. Unlike SO1, the value of SO2 expenditures increased slightly from 2017 to 2018 but declined in the later years. Also, the value of food distributions is a much smaller proportion of SO2 expenditures compared with SO1.

Figure 18: SO2 expenditures, Activity 3: Value of food and associated beneficiaries, total and per beneficiary values



Source for beneficiary data: COMET.

Source for expenditure data: IRM analytics: ACRs 2017 – 2020.

Source for food distributions data: WINGS data provided by country office.

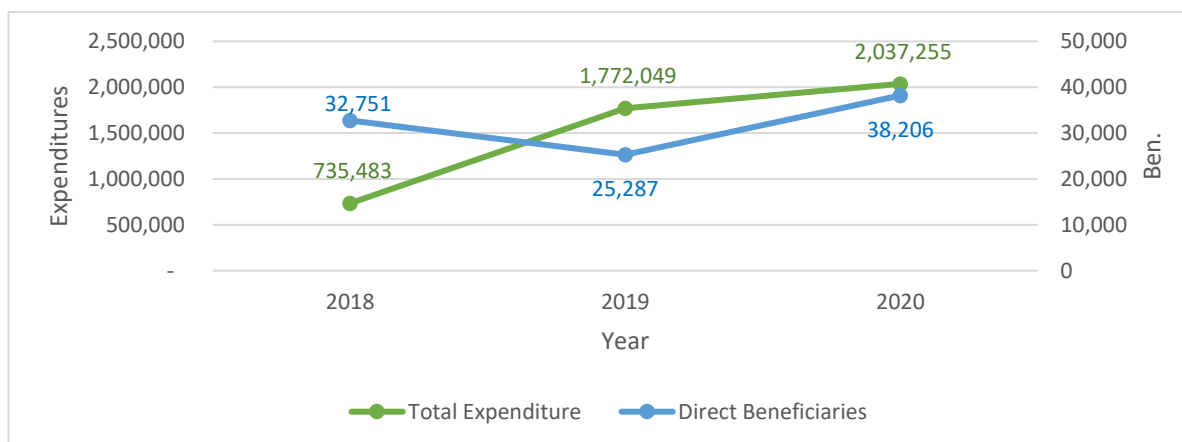
Computations of per beneficiary values come from above sources, constructed by evaluation team.

Finding 28: SO3 expenditures increased each year with beneficiaries remaining broadly constant, except for a dip in 2019. These changes caused the cost per beneficiary to generally increase, causing a decrease in efficiency.

209. SO3 provides direct support in the form of training to farmers, as well as capacity support to government institutions, for which the total number of final beneficiaries is not known. In addition to training farmers, SO3 also provides farmers support for equipment and assistance for market linkages (input dealers and buyers). The country office finance team provided cost information for the activities associated with the outputs provided directly to final beneficiaries. The analysis of this information is illustrated in Figure 19 and Figure 20. Note that information for 2017 was not available.

210. Figure 19 shows that total expenditures on training to farmers increased each year from 2018 to 2020. The number of farmers receiving training decreased in 2019, but then increased in 2020 to a somewhat higher level than 2018.

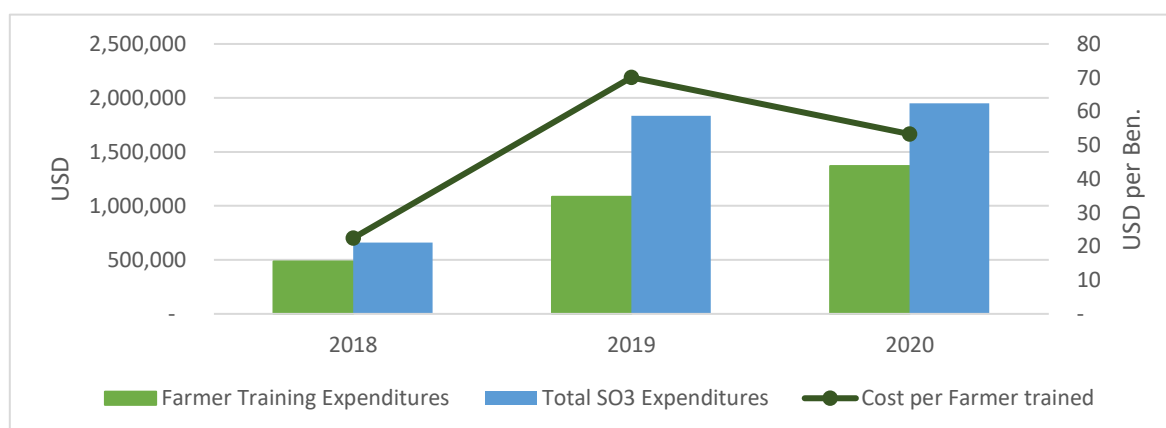
Figure 19: SO3 total expenditures on training to farmers and number of direct beneficiaries (farmers receiving training)



Source: WINGS data provided by country office.

211. Figure 20 demonstrates two key trends over the course of implementation of farmer training under SO3. First, the cost of training per beneficiary increased dramatically from 2018 to the following year because the number of training beneficiaries dropped in 2019, while costs increased in that year. However, in 2020 the cost-per-training beneficiary decreased in relation to the previous year. Second, the proportion of total SO3 expenditures devoted to training farmers decreased in 2019 and 2020 compared with 2018 (again, this proportion is shown by the vertical gap between the green and blue bars). Note that information for 2017 was not available.

Figure 20: SO3 total expenditures, Activity 5 (smallholder farmer support): Expenditures on farmer trainings, total and per farmer trained



Source: WINGS data provided by country office.

Note: "Cost per farmer trained" is calculated by the evaluation team by dividing country-office-provided farmer training expenditures by number of beneficiaries.

EQ3.4 To what extent were alternative, more cost-effective measures considered?

Finding 29: Initiatives to increase cost-effectiveness were limited.

212. Initiatives to increase cost-effectiveness were limited. One example was the SO1 cash and voucher initiative, which was discontinued due to market restrictions and the Government's voluntary repatriation exercise.¹⁸³ Under SO2, co-financing for the EU-funded *Boresha Lishe* project fell through,¹⁸⁴ as no other donor was interested to complement the EU resources.

213. Some success was observed in the WFP collaboration between Sanku and WFP. Sanku a non-governmental organization that provides dossifer technology, worked with millers to increase cost-effectiveness of WFP food activities. The fortified blended food production initiative with Sanku, an innovative programme that provides fortification technology for adding minerals and vitamins to staple foods such as maize during milling, seeks to ensure a locally produced nutritional supplement can be used to prevent and treat undernutrition, thereby improving cost-effectiveness by reducing the requirement to import specialized foods. In partnership with WFP, Sanku has worked on flour fortification for the WFP targeted refugees programme (around 300,000 refugees) by utilizing two mills: one owned by WFP and the other by the Musoma company (a WFP partner).

214. Another successful adaptation that was perceived to improve cost-effectiveness, as noted in Finding 26, was the streamlining of SO2 local partners and the move to direct management of local partners. In 2020, WFP started to directly manage the three local partners — TAHEA, SEMA and RECODA — who are implementing nutrition-sensitive activities as part of the operational changes.¹⁸⁵

¹⁸³ WFP Tanzania Annual Country Report 2020.

¹⁸⁴ Transtec. 2019. Mid-Term Evaluation, Support to Food Security and Nutrition in Tanzania. Ref: RfS 2019/405100. 5 July 2019.

¹⁸⁵ WFP. 2020. Boresha Lishe Interim Narrative Report-2020. FED/2016/379-080

2.4. EQ4: WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE COUNTRY STRATEGIC PLAN?

EQ4.1 To what extent did WFP analyse or use existing evidence on hunger challenges, food security and on nutrition issues in the country, to develop the country strategic plan and modify it in light of new information?

Finding 30: The country strategic plan was based on available data and analysis at the time.

215. As mentioned in previous sections, there is limited evidence of analysis undertaken by the country office during the country strategic plan to inform change until 2021. To develop the country strategic plan, the 2015 country portfolio evaluation recommended that WFP shift to providing technical assistance and explore the potential of cash-based transfers.¹⁸⁶ These recommendations are part of the basis of the country strategic plan. Findings from the 2015/2016 zero hunger strategic review of food security and nutrition, which was based on SDG 2 targets and highlighted the challenges faced by smallholder farmers and the need for a food-systems approach to food security. It enabled WFP and the Government to identify challenges to eliminating hunger, as well as solutions, such as the need to enhance national systems and adopt an integrated approach to food security. Although some key informant interviews indicated that the Zero Hunger Strategic Review was not particularly directional, the country strategic plan cites it as the basis WFP used to define its contributions to national priorities through a shift from direct delivery to a focus on knowledge transfer and technical assistance.

216. The design of the country strategic plan was also guided by the Fill the Nutrient Gap (FNG) study, which informed programming and decision-making.¹⁸⁷ Additionally, the five strategic outcomes are based on the WFP strategic results, the Government's priorities and WFP experience and expertise.¹⁸⁸ An external social protection study¹⁸⁹ identified opportunities for WFP to contribute to the enhancement of: i) national social protection systems; ii) early-warning systems and emergency preparedness; iii) nutrition-sensitive interventions complementing the PSSN to link social-protection activities to nutrition outputs; iv) provision of technical specifications, quality controls and monitoring for public works; and v) development of resilient livelihoods by leveraging the role of WFP in the UNDAP II thematic results group. In anticipation of the country strategic plan, WFP commissioned a gender situational assessment to inform the portfolio design.¹⁹⁰

Finding 31: Limited assessments and analysis were undertaken prior to mid-2020. Since then the country office has made significant effort to improve its information synthesis, including engagement in qualitative assessments.

217. Limited assessments (only three) were undertaken prior to August 2020 (see assessment list in Annex 11). Annual country reports and annual performance plans (APPs) show poor quality of reporting, with numerous inconsistencies across information products. Reports and key informant interviews show limited analysis of data trends, including on gender. Gendered data differences are not included for many indicators. Nutrition indicators see inconsistent changes across years, which largely cannot be explained. For example, the minimum acceptable diet indicator plummeted between 2018 and 2019, then surged upwards in 2020. It has also shown diverging prevalence between men and boys and women and girls, with

¹⁸⁶ Mokoro. 2015. Country Portfolio Evaluation. United Republic of Tanzania: An evaluation of WFP's Portfolio (2011–2014). Evaluation Report. OEV/2015/005.

¹⁸⁷ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

¹⁸⁸ WFP. 2017. Executive Board: Annual Session: United Republic of Tanzania Country Strategic Plan (2017-2021), Rome 12-16 June 2017. WFP/EB.A/2017/8-A/5.

¹⁸⁹ Institute of Development Studies. 2016. Social Protection Background Paper. Brighton, UK.

¹⁹⁰ WFP Tanzania Annual Country Report 2017.

opposite trends in refugee camps compared to the Tanzania population. It is not clear how programmatic changes could lead to such wide-ranging results, although positive results tend to be attributed to the programme in the endline survey and 2020 annual country report.

218. Institutional memory on target setting has been lost due to staff turnover but it is clear that targets were poorly set. Setting targets based 1 percentage point above baseline is not a sufficient target and with uniform targets (see discussion at Finding 10), it is difficult to interpret progress and trends. Key informant interviews indicate that one reason for the conservative target setting may be that since the country strategic plan was already so broad, leadership was conservative with its targets. A potential underlying reason for all the above was insufficient numbers of technical staff in key positions (that is, in the areas of nutrition, gender and SO3) and limited incentive to engage in analytical work for most of the country strategic plan. This is of particular concern for activities framed as pilots (SO2, SO3), where robust analysis is critical to advocate for scale-up.

219. The evaluation team observes a significant effort at the end of the country strategic plan to improve its information synthesis, including engagement in qualitative assessments, to ensure the next country strategic plan builds on strong needs analysis in order to tailor more effective programme approaches.

Finding 32: Rigorous examination of available monitoring data for programme improvement was not consistent across activities.

220. An issue that came up consistently in the document and data review, as well as in interviews, was the opportunity to enhance performance data and insights to support operational effectiveness and efficiency, and to inform strategic decisions at the strategic outcome level. Monitoring via mVAM and post-distribution monitoring has been conducted on a regular basis throughout the country strategic plan. However, critical examination of monitoring data appears to have been less consistently undertaken, with seemingly minimal use of data for generating insight and stimulating change. Annual country reports are very descriptive with limited analysis, in part due to limited data. There is acknowledgement by the country office, at both the leadership and the technical level, that performance measurement and strategic reflection on performance data can be improved. Key informant interviews acknowledge this as a shortcoming that is being addressed in 2021. The increase in assessment and analysis activities in 2020-2021 in preparation for the next country strategic plan is a positive indication that performance measurement for management will be better considered going forward.

221. The 2018 annual performance plan states that efforts were made to strengthen the quality of programme delivery, particularly by thoroughly examining issues around protection and accountability to affected populations, disabilities and especially gender.¹⁹¹ It reports that improvements were subsequently made in the timeliness of monitoring reports, while oversight visits highlighted that more investment was needed to ensure data and evidence are informing decision-making.

222. Examination of SO1 and SO2 outcome data shows a low level of analysis and interpretation of the data available to WFP. It suggests that these data have not been actively used in a timely and responsive fashion to investigate potential discrepancies in activity implementation and adjust approaches or redress inconsistencies as needed.

223. For example, gender differences have gone unnoticed in the country strategic plan logframe, from target-setting through baseline data collection to annual results reporting; where sex-disaggregated data are available, they frequently reveal large discrepancies (for example, the minimum acceptable diet data in SO1 and SO2) but there is no discussion of this in WFP reporting (for example, in annual country reports), and stakeholder interviews revealed low awareness and no active response taken beyond questioning the integrity of data collection methodologies. Corporate gender indicators provide a very limited picture and there has been an acknowledged lack of detailed reporting on approaches and achievements beyond recording those indicators. While the gender and age marker, conducted annually since 2018 in Tanzania, has been beneficial to the country office, requiring activity managers to better consider how they have incorporated gender and age concerns across activities and to amass supporting evidence, the annual

¹⁹¹ WFP Country Office Tanzania Annual Performance Plan 2018.

country reports then report the self-assessed scores with limited supporting information.¹⁹² Moderate acute malnutrition performance indicators have not been disaggregated by sex. Although this follows corporate guidelines, it restricts the activity managers' ability to analyse outcome data fully and check for gender discrepancies.

224. The role of technology to support the operation, manage data and generate information was raised in several interviews linked to SO5. Interviewees indicated some frustration that the technological capacity developed and applied in SO5 activities did not more directly benefit the country strategic plan activities. Again, indications are that this will be better considered in the next country strategic plan design with innovation and technology becoming more of a cross-cutting country strategic plan function, similar to supply chain management.

EQ4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?

Finding 33: A challenging funding environment has limited the ability to finance the CSP at the intended level.

225. The extent to which WFP has been able to mobilize adequate, predictable and flexible resources to finance the CSP has been heavily impacted by the current donor landscape in Tanzania. This has been characterized by: i) the amount of available funding since 2019 due to COVID-19 response redistribution, as well as an increase in protracted crises also requiring funding; ii) donor fatigue in part due to limited progress with refugee resettlement and the lack of government support; and iii) as WFP expands programming into relatively new areas such as nutrition, difficulty in capturing donors who are already invested in the sector with other organizations.

226. WFP made significant effort to fundraise, mainly through traditional bilateral and multilateral donors throughout the country strategic plan cycle, with limited success. The latest resource situation reports that the country strategic plan is funded at 48.45 percent of the needs-based plan (contributions to date: USD 203,892,055; shortfall USD 216,895,678).¹⁹³ During 2020, WFP continued advocating for flexible, multi-year contributions. However, no such funds were secured in 2020. The WFP 2020 annual country report states that "funding shortfalls remain the biggest risk for WFP Tanzania".¹⁹⁴ (See Annex 10 for details of budget history.)

227. In 2020, the refugee operation faced significant funding shortfalls, leading to ration cuts (see details in paragraph 195).¹⁹⁵ Interviews with WFP staff indicate that fundraising under SO1, SO2 and SO3 was difficult due to donor fatigue, competing priorities (including crises in other countries), limited progress with refugee resettlement, and the lack of government support. SO4 has no clear strategy or approach to move forward. Funding streams under SO5 are unclear.

228. Under SO2, although WFP provides added value in the nutrition sector, it was difficult to capture donors who are already invested in the sector with other organizations. WFP was unable to mobilize the funding anticipated to complement the European Union funding for *Boresha Lishe* under SO2. The project was therefore reduced in ambition with potential damage to donor confidence according to country office staff and other donors.¹⁹⁶ Despite most activities only getting started in 2018, the anticipated five-year project suffered resource shrinkage in 2020¹⁹⁷ and concluded by mid-2021. The country strategic plan currently has no nutrition funding available or obvious prospects, according to internal and external

¹⁹² For example, the 2020 ACR states, "Gender was fully integrated into the refugee operation, as indicated by WFP's Gender and Age Marker code of 4. WFP used social and behaviour change communication (SBCC) strategies to address social norms that increase burden to women and girls by working with cooperating partners to raise the awareness on the benefits of sharing household responsibilities between women and men."

¹⁹³ WFP. 2021. Tanzania Resource Situation. 2 September 2021.

¹⁹⁴ WFP Tanzania Annual Country Report 2020.

¹⁹⁵ WFP Tanzania Annual Country Report 2020.

¹⁹⁶ WFP. 2018. Tanzania Partnerships Support Mission: Note for the Record *DRAFT* 11-16 November, 2018.

¹⁹⁷ WFP Country Office Tanzania Annual Performance Plan 2020.

stakeholder interviews.

229. SO3 was relatively successful in mobilizing funds but did not achieve the funding expected in the design of the country strategic plan. SO4 has no clear strategy or approach to mobilize funds; similarly, funding streams under SO5 are unclear. Fundraising for SO4 and SO5 is difficult due to the innovative nature of the work.

230. Key informant interview feedback from donors suggested that until 2019, WFP was not engaging with its donors at the right level; donors expected direct engagement with management to think through strategic approaches and discuss creative responses to funding challenges. The feedback from donors stressed the importance of WFP senior leadership engaging with donors as strategic partners to discuss vulnerability drivers in the geographic and sectoral areas of collaboration. Efforts are currently underway to strengthen donor engagement. Additionally, the country office is organizing quarterly donors' briefing meetings and monthly bilateral meetings, producing quarterly bulletins, and using social media to inform and engage donors. Interviews show early indications of funding opportunities with bilateral donors. Private sector engagement is also being explored.

231. Interviews with internal and external stakeholders also indicate concerns that WFP is spreading itself too thinly, especially in a challenging funding environment. Individuals close to the design process indicated that many of the expected results were too aspirational for a first country strategic plan and the upstream expectations were not aligned with country office capacity at the time. In addition, there is specific realization that the country strategic plan was overall too ambitious in the inclusion of too many new activities at once, and insufficiently realistic in terms of what can be achieved for a country strategic plan overall in a single cycle. In particular, interviewees questioned the cost-effectiveness of activities under SO4 and SO5, especially given that results measurement for those strategic outcomes was limited. Stakeholders expressed the view that for WFP to be an effective partner to the Government and other stakeholders, it needs demonstrable technical expertise balanced with implementation experience at the country or global level.

EQ4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?

Finding 34: WFP is an active participant in coordination and collaboration initiatives. These technical and implementation partnerships were an important enabler of country strategic plan results.

232. Partnerships have proven instrumental across the country strategic plan. Interviews indicate that WFP is widely considered an approachable partner with proficiency across a wide range of sectors and issues. In addition, stakeholders considered the ability of WFP to mobilize resources, especially direct funding, a critical asset that would enhance its partnership value proposition – something they would like to see WFP do more of although the constrained funding environment was widely acknowledged as a common challenge in Tanzania, in particular for sectors associated with SO1, SO2 and SO4.

233. Under SO1, WFP has shown effective partnership in its choice of experienced implementation partners (for example, Red Cross, World Vision, Caritas, HelpAge International) and collaborative working, while its strategic partnerships with the Government and UNHCR have left room for improvement in terms of its potential advocacy role, as discussed previously. Interviews indicate that this partnership has increased transparency and accountability of refugee implementation activities among the partners. For example, WFP established a 360-degree performance evaluation whereby WFP evaluates partners and partners evaluate WFP in a transparent manner. There has been a good flow of communication between WFP and partners through phone calls, emails, site visits and meetings.

234. WFP and UNHCR have collaborated with, and been informed by, partners with a specific focus on marginalized groups, including HelpAge International, to adapt and improve programme approaches, including their joint work on beneficiary complaint and feedback mechanisms, as detailed in paragraph 175. While WFP is noted to be a strongly supportive and listening partner, it has often been slower to put into place meaningful changes in programmatic approaches or strategies, as witnessed by the long-term advocacy by HelpAge International and others for greater attention to the specific nutritional needs of disabled and chronically ill refugees, which WFP has yet to address. Collaboration and consulting on SGBV

have also been welcome but led to limited programmatic evolution.

235. Under SO2, initial implementation structures and some partners were not functioning as desired; WFP made bold changes to address these challenges at mid-term by discontinuing its partnership with underperforming non-governmental organizations (NGOs) and partnering directly with select national implementing non-governmental organizations. This resulted in improved collaboration, more efficient and effective programming, and positive results, according to stakeholder interviews, WFP monitoring reports and the *Boresha Lishe* endline survey.

236. In 2020, WFP launched an initiative in partnership with the TFNC, the Tanzania Bureau of Standards, and universities to formulate food supplements using local ingredients for stunting prevention and the treatment of moderate acute malnutrition. This is still a work in progress, but partners concur on the value of the initiative and the strong collaboration. WFP has played a critical coordination and facilitation function, aligning and supporting the partners and catalysing progress. Stakeholders report that without the role played by WFP, this project would not have got off the ground and progressed so productively towards fruition.¹⁹⁸

237. SO3 has strong cooperating partners such as Farm Africa International, which provided trainings on good agronomic practices, post-harvest management, provision of technologies, and access to improved sorghum seeds and finance. SO3 is also exploring additional private partnerships, such as the partnership with Anheuser-Busch InBev through the Tanzanian Breweries Company Limited to expand market opportunities for smallholder farmers. Interviews indicate the opportunity for learning in this area will be carried over to the next CSP.

238. Under the KJP, WFP coordinated a joint programme with FAO, the United Nations Capital Development Fund, and the International Trade Centre to support the smallholder farmers in refugee-hosting communities, and directly implemented activities to improve post-harvest management practices, achieving 74 percent adoption rate of post-harvest equipment among the farmers.¹⁹⁹ The Kigoma Joint Programme is now moving to add a “health-plus” element, whereby it is anticipated that WFP and UNICEF will collaborate on providing services for the management of acute malnutrition. This represents a positive evolution of collaborative activities.

239. SO4 focuses on social protection in partnership with TASAF. Through this partnership, WFP supports TASAF to address the needs of TASAF beneficiaries to access public works and social services such as health, education and water in mainland Tanzania and Zanzibar. Relying on consultants in coordination with TASAF has been functional, but improved partnership is needed to see more results and increase the credibility of these technical partnerships for the Government. Under SO4, interviews indicate that WFP leadership of the Emergency Coordination Group has been welcome, although challenges in the ability to coordinate and engage all actors in disaster preparedness planning in advance of emergencies have arisen. This has resulted in primarily only UNICEF and WFP responding when emergencies have occurred.

240. The innovation/start-up accelerator does not utilize a partnership model but rather is an incubator for ideas. For example, WFP engaged with local partners of the Farm to Market Alliance (FtMA) to design a business plan to relaunch the programme in 2021. FtMA was originally formed in 2017 to support more productive, inclusive, resilient and profitable food crop markets for all stakeholders in Tanzania, particularly smallholder farmers. FtMA is a global consortium of eight global public and private sector partners, comprising WFP, Bayer, Grow Africa, the International Finance Corporation, Rabobank, Syngenta, Yara International, and the Alliance for a Green Revolution in Africa. FtMA operations in 2017 initially reached 49,143 smallholder farmers through a variety of activities. However, between 2018 and 2019, FtMA operations were significantly downsized from 17,000 beneficiaries to 1,300 due to challenges with programming (for example, the timing of the contributions did not align with the agriculture calendar) and with funding (for example, smallholder farmer activities were only 73 percent resourced).²⁰⁰ Despite these challenges, WFP built on partnerships with the private sector established under FtMA to connect the

¹⁹⁸ WFP Tanzania Annual Country Report 2020.

¹⁹⁹ WFP Tanzania Annual Country Report 2020.

²⁰⁰ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021). November 2020; and WFP Tanzania. 2019. WFP Tanzania Annual Country Report 2019.

Kigoma Joint Programme and CSAP farmers with post-harvest loss prevention equipment providers. The WFP partnership with the Belgian development agency, Enabel, created a new market for smallholder farmers in refugee-hosting communities in Kigoma that benefitted from WFP food assistance to refugees. WFP also worked on a health supply chain initiative with funding from the Bill and Melinda Gates Foundation (BMGF).²⁰¹ The BMGF Innovation Bootcamp focused on strengthening the capacity of ten innovator teams from around the globe on human-centred design and lean start-up methodologies.²⁰²

241. The Field Innovation Hub generated successes, notably Global Learning XPRIZE, a worldwide, five-year competition sponsored by entrepreneur Elon Musk to develop software to enable thousands of children in remote villages far from school – equipped with only solar-charged tablets – to teach themselves basic reading, writing and arithmetic. Ultimately, 2,700 children in 170 Tanzanian villages benefitted.²⁰³ Additionally, the WFP-X mission was successful. The WFP Innovation Accelerator, along with the WFP Innovation Hub Tanzania, contracted Project Concern International (PCI) to co-develop and launch the WFP-X Moonshot Launchpad Programme, the first ever exploration of Moonshot innovation for urban food security in 2030 megacities. A total of 41 local innovator candidates were sourced (23 by PCI and 18 by WFP) from multiple sectors and reflected a diverse set of disciplines, a gender balance, and a mix of public, private, and research sectors. Over 60 percent of the WFP-X Local Innovators were women.²⁰⁴ The Hub pays special attention to promoting innovations that are particularly beneficial to women, and continuously uses its extensive network to encourage women entrepreneurs to connect with hubs around the country in order to receive support to grow their businesses. The Hub strives for a gender balance in the management teams of the start-ups it supports, and takes gender into account when selecting firms to work with, together with criteria on business traction, team strength, innovativeness and business model.²⁰⁵ In 2019, the Hub launched a local innovation challenge called *Dada, Shamba na A.I.* (women, farmers and artificial intelligence (AI)) – to identify and test innovative solutions that improve the income or productivity of women smallholder farmers in Tanzania.²⁰⁶

Finding 35: WFP partnerships supporting supply chain management were successful, especially in strengthening government relationships, but their potential was not fully realized across all strategic outcomes.

242. Some of the key successes of the country strategic plan indicated in the inception phase referred to its supply chain management results, in particular the support provided to the Tanzania Railways Corporation through the rehabilitation of rail wagons. This strengthened relationships with key government entities and also constituted a meaningful contribution to the development of the economic corridor around the rail track. Interviews show that the highly visible nature of this direct and material support to public infrastructure greatly enhanced the standing of WFP as a staunch government supporter in general.

243. A hypothesis formulated during the inception phase was that supply chain management, as a widely accepted core competency of WFP, may have enhanced programmatic results in other areas as well. The evaluation found no strong evidence that this occurred. Interviews did clearly indicate an appetite on the demand side, that is, government agencies like the Tanzania Railways Corporation and the port authority, as well as on the side of WFP, to strengthen collaboration on supply chain management. In particular, interviews showed the potential to apply WFP experience and expertise to develop integrated end-to-end logistic solutions that underpin broader country strategic plan results across strategic outcomes.

²⁰¹ WFP Tanzania Annual Country Report 2020.

²⁰² WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021) (November 2020).

²⁰³ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021) (November 2020).

²⁰⁴ PCI. 2020. WFP-X Final Report: Project Concern International, a Global Communities Partner June 24, 2020 to April 30, 2021. Dar es Salaam, Tanzania.

²⁰⁵ WFP Tanzania Annual Country Report 2020.

²⁰⁶ WFP Tanzania Annual Country Report 2019.

Finding 36: WFP has a role to play in a resilient food systems approach but structured assessment is needed to identify its niche.

244. The United Nations convened the first United Nations Food Systems Summit (UNFSS) in 2021 with the aim of setting the stage for food systems transformation towards achieving the Sustainable Development Goals. Given the breadth of the country strategic plan across food system functions such as production, consumption and supply chains, and also given the role of WFP as secretariat of the resilience pillar 5 of the UNFSS, this theme is an appropriate lens for reflecting on the contribution of the country strategic plan to the Tanzania food system.

245. Interviews showed that while a food systems conceptual framing resonated well with WFP work under the country strategic plan, this was only a recent development. The country office took a proactive role in providing facilitation and financial support to the Government to organize the UNFSS food dialogues in the run-up to the summit itself. However, efforts to position the current country strategic plan under a resilient food systems framework in order to assess its role and contribution had not yet been undertaken in a structured manner. Interviews did show this as an opportunity for the next country strategic plan design, although there was also caution to ensure that the specificity of the WFP role was not lost under such a broad framing of relevance.

EQ4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results - in particular with regard to adaptation and response to COVID-19 and other unexpected crises and challenges?

Finding 37: The country strategic plan was not sufficiently staffed with stable and adequate technical profiles for optimal performance.

246. Interviews find staff turnover, low investment in technical staff (for example, gender specialists, agronomists and adequate numbers of qualified nutritionists) and related gaps in implementation all limited the possibility to effectively practise adaptive management. For example, under SO2, two nutrition positions were filled in 2017 but several country office interviewees shared the view that improvements in quality (as well as quantity) of programming could have been achieved with a larger team, allowing greater strides in the development of a strategic approach. Interviews show that there were three changes at SO3 manager level with different views expressed each time on strategic direction. According to interviewees this stagnated strategic reflection and forward planning for SO3, complicated fundraising efforts, and affected overall results in terms of coverage and outcome-level changes as well. Regarding SO4, country office interviewees explained that at the beginning of the country strategic plan, the vision of the social protection role for WFP was not fully formed, nor was it clear what funding would be available. This resulted in a rotation of three people acting as activity manager over the course of the country strategic plan and a lack of continuity in approach and vision. In 2020, there was an unexpected departure of the programme officer, who was the third activity manager for social protection.²⁰⁷ Recommendations from the country strategic plan mid-term review indicate that recruitment of WFP staff capable of overseeing and steering implementation of the social protection portfolio is a priority for furthering the role of WFP in social protection.²⁰⁸

247. Although there was an attempt to identify staffing needs at the start of the country strategic plan, as documented in the 2017 annual country report, stakeholders suggest that engagement of human resource specialists at the country strategic plan design stage and the development of a human resource strategy to complement the programming strategy was not followed through. Interviews confirm the importance of focusing on country office capacity, including technical capacity and staffing, and partnership assessments to inform country strategic plan scope decisions. Interviews further concur that the combined effect of insufficient technical staffing, high turnover, and reliance on short-term consultants with technical

²⁰⁷ WFP Country Office Tanzania Annual Performance Plan 2020.

²⁰⁸ WFP Tanzania. 2020. Mid-Term Review Country Strategic Plan (2017-2021). (November 2020).

specializations under some strategic outcomes, made it challenging for the country office to undertake the analytical work needed to generate the essential learning from this first country strategic plan (see Annex 11). Although data were collected, particularly statistical data under SO1 in refugee camps via regular post-distribution monitoring and the Community and Household Surveillance report, the data were not sufficiently critically examined to make adaptive decisions.

248. The delay in moving to a gender-transformative approach as envisaged in the country strategic plan was likely linked to the lack of early investment in gender expertise to support the country office: while a staff member was appointed as a gender focal point, it was only in July 2021 that a gender advisor was recruited with plans to conduct a comprehensive gender analysis of country office activities as part of the country office's engagement in the WFP Gender Transformation Programme.

249. Another issue affecting the capacity for adaptive management is partner coordination. This was flagged in the *Boresha Lishe* mid-term evaluation, which states that the complex system of management and partners contributed to reduced efficiency and "no doubt" impacted cost-efficiency of the project. This theme re-emerged in endline country strategic plan interviews at least in reference to the disaster preparedness and response function, where it was suggested that ad-hoc meetings might have been avoided if an inter-agency coordination mechanism or forum were in place and/or a structure of annual/twice-annual meetings established alongside a monitoring system to track threats such as cyclones and the emergent operational implications of the recent Burundi and the Democratic Republic of the Congo elections. Coordination and monitoring of this nature were suggested as being useful to improve inter-agency preparedness and pooling of United Nations resources, such as joint advocacy and joint proposals for mobilizing funds for refugees.

250. The inception report for this evaluation²⁰⁹ introduced an operating model framework through which to interpret country office capacity and readiness to implement the country strategic plan. This was particularly helpful to understand the "people" factors that affected its performance and to shape the analysis on staffing levels. In addition to staffing, the issue of culture was raised in several interviews, although less explicitly than the staffing issue. Interviews indicate the importance of culture shifts to accompany business model shifts. If the country office is deliberately evolving its business model and service areas towards capacity strengthening, then changing the organizational culture, including formal and informal ways of working, and the expectations for roles and results, needs to be just as deliberate. A first step would be to arrange an organizational health assessment or similar management consulting diagnostic to take stock of risks and opportunities when comparing the operational model (how we work) to the business model (what we aim to achieve).

Finding 38: WFP had an appropriate operational response to COVID-19.

251. Operations put at risk by the COVID-19 pandemic were effectively adapted to mitigate the impacts. The country office appropriately adjusted standard operating procedures (SOPs) in response to COVID-19 to enable safe continuation of activities. Beyond SO1 food distribution, projects across the other strategic objectives were small-scale and localized. COVID-19 disruptions were therefore of a practical nature: lockdown/restrictions interrupted activity timeliness somewhat but, because in Tanzania restrictions were limited, the country office appropriately adapted standard operating procedures to enable activities to continue. Under SO1, case study one found that food distribution processes were effectively reorganized in response to COVID-19 via pre-packaging of food rations to decrease congestion and wait times at distribution points.

252. While the mVAM approach was mobilized to enable continued monitoring and data collection, preventative protocols around the COVID-19 pandemic potentially had an impact on the country office's ability to document experience and lessons, as some field visits were cancelled or adapted to online approaches. The mVAM approach may also have affected data quality. The country office is engaged in examining the extent and likelihood of that.

²⁰⁹ WFP Tanzania. 2021. Evaluation of Tanzania WFP Country Strategic Plan. Inception Report. Prepared by TANGO International. June 21.

EQ4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

Finding 39: A critical factor affecting results was that some design assumptions were not realistic, and others were not managed during implementation.

253. Interviews indicate that country strategic plan assumptions were not properly considered at the design stage. Individuals close to the design process indicated that many of the expected results were too aspirational for a first country strategic plan, and the upstream expectations were not aligned with country office capacity at the time. In addition, there is specific realization that the country strategic plan was overall too ambitious in the inclusion of too many new activities at once, and insufficiently realistic in terms of what can be achieved for a country strategic plan overall in a single cycle. Interviews further acknowledged that these lessons learned should be applied in the next country strategic plan design cycle.

254. SO2 pathways and assumptions were generally valid; as expected, the country strategic plan integrated direct assistance-level activities with targeted capacity-strengthening of key stakeholders. The assumptions that did not bear out were primarily under SO1 and SO3. Under SO1, this was primarily due to external factors. Government restrictions enacted after the country strategic plan was in motion had the result of restricting opportunities for livelihood strengthening (because refugees were not permitted to leave the camps to pursue livelihood activities) and limited the accessibility of programmes for certain groups of refugees in order to promote repatriation. In addition, the ability to conduct assessments for evidence-based programming was constrained due to COVID-19, and staff and funding constraints.

255. The SO3 assumption stated in the country strategic plan document was that measures would be adopted by stakeholders to mitigate climate change or adapt to climate-smart agriculture. This assumption arguably has both external and internal dimensions. In practice, capacity strengthening at the smallholder farmer level was effective but there were challenges in private sector and government engagement in market system strengthening. There were high expectations for FtMA to be a catalyst of market system strengthening but internal and external interviews indicated that this did not happen due to diverging expectations regarding roles and results. It is noteworthy that interviews gave little further information on those challenges and there is no documentation available on this.

256. An overarching design assumption was present in the country strategic plan's framing of the strategic outcomes as an integrated package. In practice, activities took separate programmatic approaches, often in separate geographic areas, and WFP has only minimally developed the opportunity for synergies across its strategic outcomes and cross-cutting issues to achieve improved outcomes at the country strategic plan level. Programmatic management and mainstreaming of gender, protection and accountability were not fully realized. Where examples of integration among strategic outcomes could be found, this was at the activity level, not at the strategic outcome level. For example, under SO2 and SO3, there was notable success in developing and distributing a nutrition manual for smallholder farmers, and small-livestock rearing and vegetable gardening have the potential to be the most successful elements of SO2 activities. However, integration of nutrition within social protection under SO4 did not happen, as WFP ambition under this strategic outcome was limited by its own staffing constraints and government priorities. SO5 activities were largely distinct from other strategic outcomes rather than supporting or improving them. Respondents to the internal e-survey felt programmes are fragmented and the scale of interventions is small (see internal stakeholders e-survey brief in Annex 12).

257. Another basic assumption of the theory of change is that adequate resources were available and used to implement the full suite of planned activities. However, resourcing was uneven across strategic outcomes, which had consequences for the functioning of the theory of change's interdependencies.

3. Conclusions and recommendations

3.1. CONCLUSIONS

Relevance and coherence: The country strategic plan aligns with national objectives and demonstrates appropriate adaptation to context, while its gender considerations can be improved.

258. The country strategic plan aligns with national objectives outlined in government policies, strategies, and plans, including the Sustainable Development Goals. Several significant changes in context, national strategies or capacities, and population needs took place over the period of the country strategic plan, particularly refugee national policy changes and the onset of the COVID-19 pandemic. WFP adapted its programming well to align to such context changes over the life of the country strategic plan. Strategic alignment outside of the UNDP with WFP sister agencies was limited earlier on, although WFP did increase its strategic efforts on this in the final year of the country strategic plan, including establishing the thematic working groups and signing a memorandum of understanding with UNICEF in 2021 to identify key priority areas of collaboration.

259. Gender considerations were evident across all strategic outcomes. However, despite the country strategic plan's stated intention to integrate gender throughout in response to stated needs, in practice the gender-transformative elements were not fully realized in many instances and cross-cutting issues were not central to the design of the country strategic plan.

Effectiveness: WFP made important contributions in its traditional core competencies, despite numerous factors that dampened performance and results.

260. Positive results are observed in areas in which WFP has an established position and credibility within the sector. WFP contributions are stronger at the activity level than at the systems level. This specifically includes refugee, nutrition and agriculture activities. SO1 is facing challenges to effectiveness due to shifting government policies, but despite these challenges WFP effectively pivoted to continue providing food and was able to expand assistance to host communities. Despite pipeline breaks in 2018 and 2019, WFP maintained strong supply chains to the refugee camps, maximizing the efficiency and effectiveness of refugee feeding. Supply chain management was a consistently strong function throughout the country strategic plan.

261. Nutrition activities faced limitations on scaling up due to funding constraints, which caused activities to be implemented at a smaller scale than anticipated. Despite a slow start, the previous two years started to see progress on nutrition. Among all country strategic plan activities, agriculture has seen the most progress on solid operational results and promising upstream positioning, building on existing experience on livelihoods and agricultural productivity to gain small-scale but high-quality results. Despite low productivity outcomes, the country strategic plan's persistence in pursuing its area of expertise has strategically positioned WFP to make positive strides in increasing farmers' access to agricultural markets.

262. Parts of the country strategic plan were less effective due to a combination of internal and external factors. Disaster risk reduction, social protection and innovation were new initiatives under the country strategic plan, and these were the areas in which WFP struggled most. Disaster risk reduction/social protection activities did not achieve the desired outcomes at the levels envisioned, and projects supported under the innovation strategic outcome have not yet yielded sufficient results to assess effectiveness. The latter activities have been important initiatives to demonstrate proof of concept. However, the next country strategic plan will need to show proof of scalability.

263. Opportunities to strengthen performance measurement and analysis were not fully taken. While indicator and target setting followed minimum corporate standards, overall the targets set were not sufficiently ambitious to demonstrate true progress. The strategic outcomes for agriculture, disaster risk reduction/social protection and innovation all had limited performance datasets at the output and outcome levels. Across all strategic outcomes, the level of analysis was limited and degrees of change in indicator

values cannot be satisfactorily explained. This affected the ability of the country office to meaningfully reflect on progress at strategic outcome and country strategic plan levels. Country strategic plan logic assumptions within and across strategic outcomes were not sufficiently reviewed and adapted until late in the country strategic plan implementation period. Staff turnover and regular loss of institutional memory made these processes more difficult.

264. A key external factor that affected effectiveness of the country strategic plan was changing government policies. These changes created challenges for the country office in delivering on its humanitarian mandate to provide food assistance. Bans on kitchen gardens and livelihoods activities made it difficult for WFP to give refugees freedom of choice in food consumption. Other challenges included the postponing of plans for cash and vouchers after the Government pulled out of the CRRF in 2018. Despite the difficult policy context and constraints, WFP practiced humanitarian principles well, though more attention should have been put on the needs of specific vulnerable populations. Additional needs analysis and customization is needed for women and people with disabilities.

Efficiency: WFP used its resources efficiently, adapting appropriately to changing circumstances.

265. The use of resources was generally efficient within each strategic outcome given a challenging operational environment. The country strategic plan responded appropriately to contextual factors beyond its control that affected resource availability and timeliness, such as pipeline breaks and changes in government policies/regulations, within a challenging funding environment. The country strategic plan largely recuperated from a slow start to nutrition activities due partly to inefficiencies in the initial management structure that were later corrected by shifting to direct management of local partners. However, these activities have not been able to scale up due to funding shortfalls. There is room for improvement in this area: nutritional needs assessments of marginalized groups (for example, the disabled, the chronically ill, and the elderly) would allow for a more tailored approach to meet their unique needs and this would potentially improve both targeting and cost-efficiency.

266. At the activity level, coordination with external partners was a strength that helped to improve cost-efficiency in the second half of the CSP implementation. The decrease in cost-efficiency for the refugee activity was justifiable; COVID-19 protocols added extra costs to the country strategic plan. Nevertheless, there were gaps in technical staffing at critical times, compromising the ability of WFP to analyse data and then make strategic programme decisions, which in turn had resource implications. It might also have been possible to reduce transaction costs if there had been greater coordination and integration among strategic outcomes. It might also have been possible to reduce transaction costs if there had been greater coordination and integration among strategic outcomes.

Sustainability: There is potential for sustainability in high-performing areas.

267. It is too soon to evaluate sustainability of the country strategic plan results and, in the absence of field visits to understand the permanence and uptake of promoted behaviour changes, this evaluation bases its assessment of sustainability on the opinions of staff and stakeholders interviewed. The agricultural productivity and nutrition knowledge transfer components have the potential to be sustained and there is potential for sustainability of outcomes for these themes within the populations targeted; however, because of the limited scale there is not a critical mass to drive change within the larger population or sector. The disaster risk reduction/social protection and innovation activities were largely experimental and new to the country office. Thus, sustainability was not central to their design and, at this stage, their evolution cannot be realistically assessed.

3.2 RECOMMENDATIONS

Table 7: Recommendations

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority: high/medium	By when
1	<p>Focus on thematic areas where the country office has demonstrated that it can add value – refugees, nutrition and agriculture – and apply a long-term view.</p> <p>1.1 Ensure that new and experimental activities are linked to existing initiatives to enhance relevance, effectiveness and efficiency and thus their potential for success and stakeholder buy-in.</p> <p>1.2 Ensure appropriate balance in change pathways across a longer timeline than the individual country strategic plan, particularly for translating direct operational roles into government system implementation at scale. This can be done through:</p> <ul style="list-style-type: none"> • a parallel process of country strategic plan lifetime and annual planning; • a long-term theory of change that should – theoretically and practically (since theories of change typically cover a 10–15-year process) – inform several sequential country strategic plans. The first country strategic plan should be used as an incubator to conceptualize, test and validate new activities and assess their scalability before adopting them as strategic outcomes in a second country strategic plan. 	Strategic	Country office, with regional bureau support		High	June 2022
2	<p>Improve the definition of change pathways across the country strategic plan.</p> <p>2.1 Itemize in detail the assumptions underlying the envisaged change pathways – including internal and external risks and opportunities – to ensure that the country strategic plan has sufficient capacity for adaptive management, if necessary. This is especially needed when strategic outcomes focus on new workstreams that explore new areas of work and new organizational functions.</p>	Strategic	Country office		Medium	June 2022

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority: high/medium	By when
	<p>2.2 Follow through on conceptual integration of the strategic outcomes through integrated stakeholder and/or geographic targeting.</p> <p>2.3 Reflect priority cross-cutting issues in pathways and target setting by, for instance, including meaningful gender targets that seek to ensure gender-responsive programming or ideally, where possible, gender-transformative outcomes.</p>					
3	<p>Set up an operational framework for analysing performance data regularly in order to make effective adaptive management decisions using a structured approach.</p> <p>3.1 Identify and address data gaps and inconsistencies.</p> <p>3.2 Set up a monitoring system for analysing performance trends and apply learning from the analysis to adapt strategic and operational elements of the country strategic plan.</p> <p>3.3 Where information to inform decision making is insufficient, generate a learning agenda for addressing evidence gaps. A learning agenda that is linked to performance measurement and the management decision making system seems a natural fit for the country strategic plan cycle, where lessons from one cycle inform strategic repositioning and revisions to programmatic approaches between cycles. Specific areas for a learning agenda that arose in the first country strategic plan and that could be useful for the second country strategic plan are a gender assessment and investigation of the reasons for annual fluctuations in minimum dietary diversity and food consumption scores.</p>	Operational	Country office		Low	June 2023
4	<p>Assess operating model readiness in order to understand the risks and opportunities that should be reflected in programme design.</p> <p>4.1 Conduct a capacity gap analysis or operating model review as part of the country strategic plan design process in order to address operational challenges. By addressing issues at the preparedness state such a review would minimize the level and number of risks that need to be managed through the organizational risk register.</p>	Operational	Country office		High	June 2022

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority: high/medium	By when
	4.2 Conduct a full readiness assessment with regard to operating model elements, including policies, processes, people, culture, partnerships and technology, before finalizing the design of the next country strategic plan.					

Annex 1: Evaluation Matrix

Table 8: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the WFP strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP strengths?					
1.1 To what extent is the country strategic plan relevant/aligned with national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives with national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP align with national priorities as expressed in national policies, strategies and plans and national capacity gaps	<ul style="list-style-type: none"> Degree to which CSP strategic outcomes concur with national objectives outlined in government policies, strategies and plans Degree to which CSP activities and proposed interventions fit with and support those set out in government policies, strategies and plans Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Zero Hunger Strategic Review Government policies, plans and programmes, including Tanzania Development Vision 2025, long-term perspective plan (LTPP), Five-year development plan (FYDP) II, National Agriculture Policy, National multisectoral nutrition action plan (NMNAP), Gender strategy Senior government officials Assessments/evaluations considered when designing the CSP, documentation on pre-CSP operations Mid-term review 	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Comparison of government policy/strategy documents with WFP CSP documents and programmatic documents to assess consistency and alignment</p> <p>Triangulation through interviews with government and WFP staff to probe and confirm desk review findings</p>
1.1.2 Alignment with national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with government SDG goals and targets	<ul style="list-style-type: none"> Explicit reference is made in CSP to national SDG frameworks 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents National SDG framework Voluntary national review 	<p>Document review</p> <p>Interviews with government officials responsible for SDGs VNR</p>	<p>Comparison of statements around targets and goals</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind					
1.2.1 How adequate was the WFP assessment of the needs of the most vulnerable and the underlying causes of food and nutrition insecurity?	<p>Depth and quality of internal analysis conducted by WFP (vulnerability assessments, gender analysis, food security assessments, market assessments, emergency assessments)</p> <p>Identification of food security and nutrition needs and characteristics of vulnerable groups by location, gender, age, and socioeconomic status</p>	<ul style="list-style-type: none"> Evidence of studies and assessments conducted by WFP or used to develop and design approaches Availability of detailed analyses on food security and nutrition status of population (Food Consumption Score (FCS), Household Dietary Diversity Score (HDDS), stunting/wasting in CU5, health status of pregnant and lactating women (PLW), Coping Strategy Index (CSI), refugee population) disaggregated as appropriate by sex, location, urban/rural residence etc. 	<ul style="list-style-type: none"> Key informant interviews (KIIs) with WFP country office (CO), WFP regional bureau (RB), and cooperating partner (CP) staff, government officials, regional bureau Review of data and situation analyses used to provide justification for approaches and targeting decisions Country office vulnerability analysis and mapping (VAM) assessments integrated context analysis SADC/National annual vulnerability assessments and analysis reports 	<p>Document review</p> <p>Semi-structured Interviews</p>	<p>Analysis of how WFP analytical work was integrated into programme decisions and operational documents</p> <p>Evaluation team (ET) assessment of quality of analytical processes and documents</p> <p>Triangulation of desk review findings with staff responsible for situation analysis, programme design and implementation, as well as with views of other actors</p>
1.2.2 Have WFP strategies and interventions been appropriate to the existing development needs of the most vulnerable groups?	<p>Analysis of the extent to which programme components incorporated the differentiated needs of women, men, girls, and boys, as well as other vulnerable groups (disabled, young, old, pastoralists) were appropriately geographically targeted, and were responsive to the complexity of the implementation environment over time,</p>	<ul style="list-style-type: none"> Degree of fit between populations targeted and the vulnerability analysis Adaptation of WFP programme approaches to the specific needs of vulnerable population groups in Tanzania Exclusion/inclusion of people identified as vulnerable in appropriate interventions 	<ul style="list-style-type: none"> Documents describing WFP targeting, coverage, selection and delivery of interventions (including annual country reports (ACRs)) Analytical reports and assessments on food security, nutrition and vulnerability: WFP reports, national studies; assessments by other actors; as localized as possible e.g. regional food security data 	<p>Document review</p> <p>KIIs with key government officials, WFP staff, donors, external experts</p> <p>Focus group interviews with beneficiaries</p>	<p>Analysis of primary and secondary data to assess how well WFP approaches and targeting decisions have aligned with the prevailing analysis on who and where vulnerable people are and what their priority needs are</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	analysis includes issues of equality and equity		<ul style="list-style-type: none"> • Studies and analysis from partners and other agencies • Interviewees 	Evaluation case studies	<p>Comparison of consistency of data across sources - national, external and WFP-generated data - and with the perspectives of government officials, donors and other partners</p> <p>Assessment of internal constraints to response (e.g., funding, staff, etc.)</p>
<p>1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs – in particular in response to the COVID-19 pandemic?</p>					
<p>1.3.1 How has WFP adapted its approach to remain aligned with changing government policies and flexible to changing needs/context to ensure that it has remained relevant throughout the CSP period?</p>	<p>Identification of significant changes in context, national strategies or capacities and population needs over the period of the CSP</p> <p>Analysis of WFP strategic decisions, changes in direction or adaptation to programming to align with significant changes</p> <p>Assessment of how internal operations and processes help or hinder adaptative management (Internal Operations Thematic Area)</p>	<ul style="list-style-type: none"> • Evidence of documented change in intervention strategies, targeting approaches or internal WFP structure in response to identified changing needs 	<ul style="list-style-type: none"> • National planning and strategic documents • National or subnational assessments/analyses of food security, nutrition, emergencies (including COVID-19) • Documentation of significant political or economic shifts • WFP country office strategy and programme documents, budget revisions, country operation management plans (COMP) • WFP country office staff, Government and partners 	<p>Document review</p> <p>KIIs with government, WFP country office and regional bureau staff, United Nations partners and donors</p> <p>KIIs with cooperating partners</p> <p>e-survey</p> <p>Evaluation case studies</p>	<p>Examination of changes in WFP approach, strategy or structure in response to changing external contexts and success/relevance of these adaptations</p> <p>Triangulation of document review with KII opinions, views and perceptions</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.3.2 How has WFP understood the context of COVID-19 in Tanzania and drawn on the global guidance to adapt activities?	<p>Review WFP analysis of COVID-19 in the country and how it fits with the national agreed assessments / overall United Nations analysis</p> <p>Degree of adaptation of interventions in response to the analysis</p> <p>Degree to which the country office has drawn on available global guidance to inform response, and the extent to which this is unique or standard operational procedure (Internal Operations Thematic Area)</p>	<ul style="list-style-type: none"> • Documented revisions to activity approaches • Evidence of reference to global COVID-19 guidance in adapted activity plans 	<ul style="list-style-type: none"> • Tanzania COVID-19 analysis documents (United Nations, government, WFP, other) • Global guidance on pandemic response (WFP & United Nations) • Budget revisions; intervention planning documents and monitoring data • KIIs 	<p>Desk review</p> <p>KIIs</p> <p>e-survey</p>	<p>Examine how WFP understood the COVID-19 threat, how this understanding aligned with or diverged from that of government and United Nations partners and what actions WFP implemented in response</p> <p>Consider the country office response in the light of available global guidance; depending on availability of data, assess the outcomes of these adaptations (noting that the response has been implemented for a short duration)</p>
1.4 To what extent is the country strategic plan coherent and aligned with the wider United Nations and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in Tanzania?					
1.4.1 How effective were WFP partnerships at the policy level with United Nations partners and NGOs?	<p>Functions and effectiveness of coordinating bodies and coordination frameworks</p> <p>Relevance and effectiveness of WFP partnership approach (Partnership Facilitation Thematic Area)</p>	<ul style="list-style-type: none"> • Documented participation in coordination bodies; role played and frequency • Acknowledgment of WFP contribution to strategies/policies/guidelines 	<ul style="list-style-type: none"> • Performance information on WFP engagement in collaborative activities (e.g., meeting minutes; membership of working groups; documented financial or HR contributions to policy processes) • Interviewees 	<p>KIIs with United Nations partners, government officials, cooperating partner staff, WFP staff</p> <p>Document review</p>	<p>Examination of results and action emanating from coordination groups (e.g., SUN) and the WFP role within these groups and processes</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.4.2 How effective was the WFP collaboration with other United Nations agencies at the implementation level?	<p>Degree of harmonization and collaboration between WFP and partners, and United Nations system wide engagement with Government to advocate for sound policies to achieve the SDG (SDG 2 in particular)</p> <p>Relevance and effectiveness of WFP partnership facilitation (Partnership Facilitation Thematic Area)</p>	<ul style="list-style-type: none"> • Complementarity of supporting the same populations with complementary services as collaborating United Nations agencies • Quality of relationships among United Nations agencies 	<ul style="list-style-type: none"> • UNDAP II and United Nations agency strategies; joint reviews and assessments of programmes • United Nations agency KIIs • cooperating partner and government KIIs and beneficiary discussions if possible 	<p>Desk review</p> <p>KIIs</p> <p>Evaluation case study (refugees)</p>	<p>Assess complementarity between WFP and its United Nations partners in approaches, sharing information and working together</p> <p>Assess whether approaches to Government are joined up and compatible</p> <p>Where possible, examine whether collaborative implementation by WFP and its United Nations partners have led to more impactful outcomes</p>
Evaluation Question 2: What is the extent and quality of the specific WFP contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?					
2.1.1 How were the planned vs achieved outputs and outcomes against baselines (if available) and as reported annually?	<p>Review of programme plans and assumptions/risks</p> <p>Review of supply chain management expected and unexpected results (Supply Chain Management Thematic Area)</p> <p>Review of WFP data on plans vs achievements, including budget analyses</p>	<ul style="list-style-type: none"> • Planned vs achieved outputs • Planned vs achieved outcomes • Achieved outputs vs expected/desired outputs, including budget analyses • Achieved outcomes vs expected/desired outcomes, including budget analyses 	<ul style="list-style-type: none"> • WFP internal monitoring and evaluation (M&E) data, internal reports on programme progress and challenges, SPRs, external evaluations • Interviewees • National secondary data • ACRs • Internal reports: outcome, output and process monitoring reports, possible donor reports 	<p>Interviewees - WFP country office M&E staff, regional bureau, cooperating partners, Government</p> <p>Document/monitoring data review</p> <p>Evaluation case studies</p>	<p>Data and document review triangulated against perspectives of a range of internal and external stakeholders, and to the extent possible against secondary national data</p> <p>Additional analysis of data availability at</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>Review of WFP data on operational plans against achievements and factors influencing results</p> <p>Review of relevance of results to strategic outcomes and the CSP as a whole</p> <p>Assessment of unintended outcomes</p> <p>Review of contribution pathway from outputs to intended/unintended outcomes</p> <p>Assessment of factors that affected data availability and logframe/indicator changes, and the impact of data gaps on performance measurement and management decision making (Internal Operation Thematic Area)</p> <p>Specific assessment of the uneven data availability and performance, especially between SO1, SO2 and among SO3, SO4, SO5</p>	<ul style="list-style-type: none"> • Quality of activities and outputs • Sustainability of outputs and outcomes • Quality of implementation arrangements, approaches and methods • Quality of partnerships 	<ul style="list-style-type: none"> • Annual performance report • Management plans • Supply chain performance indicators quarterly reports (INFOHUB) • Implementation plans, DEs, ACRs, studies • Annual performance plans (plan, mid-year and end-year review) • Supply chain performance indicators quarterly reports – data on L3 (INFOHUB) • All country office K3 supply chain Indicators quarterly reports (INFOHUB) 		<p>outcome/output level, by year and by indicator</p>
2.1.2 To what extent does WFP assistance contribute to increased	Assessment of sustainability of programme activities by local government, including capacity to implement	<ul style="list-style-type: none"> • New skills/knowledge gained by national/local government and cooperating partners 	<ul style="list-style-type: none"> • National and local government officials, cooperating partners, WFP staff 	<p>Data and document review</p> <p>KIIs with Government, cooperating partners</p>	<p>Perspectives of a range of internal and external stakeholders plus documentary record</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
capacity among development partners (especially government)?	<p>activities and to maintain infrastructure levels</p> <p>Assessment of WFP contribution to building capacity at national level</p> <p>Assessment of how WFP is contributing to food system strengthening (Resilient Food Systems Thematic Area)</p>	<ul style="list-style-type: none"> Evidence of continued programme implementation / maintained infrastructure where WFP has pulled back (if available) 	<ul style="list-style-type: none"> Monitoring data from ongoing programmes Training reports/supervision follow-up reports 	e-survey	Kirkpatrick framework and other capacity strengthening measurement approaches
2.2 To what extent did WFP ensure inclusion of cross-cutting themes in its work (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.2.1 To what degree did WFP actively employ processes/actions to include cross-cutting commitments in its operations and support activities (analysis, learning, monitoring, advocacy, etc.)?	<p>What analysis has WFP conducted of the relevant issues around humanitarian principles of protection and accountability to affected populations that are pertinent to the Tanzania context(s) of its work?</p> <p>What analysis has WFP conducted of the relevant issues around gender and disability?</p> <p>What action/strategies/approaches has WFP employed to ensure these issues are integrated in its internal operations? (Internal Operations Thematic Area)</p>	<ul style="list-style-type: none"> Evidence of analytical work conducted & key themes/issues documented and understood by programme staff Intervention modalities show evidence of consideration of the analysis/adaptation of approach or integration of the relevant considerations Monitoring data regularly captured on relevant issues Level of disaggregation of monitoring and other programme data by gender and equity considerations 	<ul style="list-style-type: none"> WFP analyses, strategy documents and programme documents Interviewees Field observations by evaluation team members of implementation of action (protection measures, gender/equity considerations) among programme activities WFP (and partner) monitoring data (i.e. complaints and feedback mechanism data) Gender and Age Marker information 	<p>Document review</p> <p>KIIs with Government, donors and cooperating partners</p> <p>Focus group interviews with beneficiaries</p> <p>Evaluation case studies on refugees</p> <p>Direct observation</p>	<p>Comparative analysis of range of documentary sources triangulated against stakeholder perspectives, with a focus on whether and how what is on paper is actually implemented</p> <p>Comparison with WFP corporate standards for protection and accountability to affected populations, gender and equity and humanitarian principles</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.3 To what extent are the achievements of the country strategic plan likely to be sustained					
2.3.1 To what extent does WFP assistance contribute to sustainable gains among beneficiaries?	<p>Assessment of sustainability of programme activities by beneficiaries and local government, at household and individual level</p> <p>Review of assessments/studies that indicate sustainability of outcomes</p> <p>Assessment of funding patterns and national budget allocations the commitment and capacity of Government to take on WFP streams of work</p> <p>Impact of COVID-19 on gains from the first three years of the CSP</p>	<ul style="list-style-type: none"> • Durability of infrastructure/systems established through WFP support • Sustained knowledge (and reported use) of new skills and knowledge gained through WFP support by partners and through social and behavioural change communication (SBCC) and training of beneficiaries • Nutrition/food security indicators 	<ul style="list-style-type: none"> • National and local government officials, cooperating partners, beneficiaries, WFP staff • Studies/assessments/evaluations • Memorandum of understanding (MoU) 	<p>Data and document review</p> <p>KIIs with Government, cooperating partners, beneficiaries if possible</p> <p>Evaluation case studies</p>	<p>Perspectives of a range of internal and external stakeholders plus documentary record on actual and perceived sustainable gains, including discussion of threats to those gains (such as the impact of COVID-19)</p>
2.4 To what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and peacebuilding work in the refugee operation and beyond?					
2.4.1 To what extent has the WFP portfolio and its thematic operations complemented the efforts of government and other	<p>Stakeholder perceptions</p> <p>Extent to which WFP has made these partnerships available in support of other stakeholders and initiatives (Partnership Facilitation Thematic Area)</p>	<ul style="list-style-type: none"> • Evidence of joint analysis and planning • Cross-fertilization and coordinated dissemination of results; evidence of layering and sequencing among operations 	<ul style="list-style-type: none"> • Government staff • WFP staff including field staff • Local government officials • United Nations agencies and cooperating partners 	<p>Document review</p> <p>KIIs with government and development partners, WFP staff</p> <p>Evaluation case studies</p>	<p>Comparative analysis of range of documentary sources and stakeholder perspectives</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
development partners?					
2.4.2 To what extent has WFP considered issues of self-reliance, stability and fragility issues in the CSP, within and beyond its support to refugees?	<p>How has WFP promoted dialogue in its role as United Nations lead for disaster preparedness?</p> <p>How is WFP supporting longer-term solutions for refugee populations?</p> <p>Assessment of WFP contribution to resilient food system strengthening (Resilient Food Systems Thematic Area)</p>	<ul style="list-style-type: none"> Evidence of analysis of material risk, i.e., potential hazards/disaster risk and drivers of instability in Tanzania; documented plans or working group analyses WFP-promoted sustainable initiatives for refugees 	<ul style="list-style-type: none"> Publications, minutes/reports of meetings KIIs Refugee programme documentation and monitoring reports Political/economic analyses of Tanzania context 	<p>Document review</p> <p>KIIs with United Nations partners, WFP country office staff, Government, cooperating partners</p> <p>Evaluation case studies</p>	<p>Examine the consensus on prominent disaster risks in country / threats to stability and review how WFP is considering these within its activity plans and approaches and communication/advocacy plans</p>
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.1.1 How efficient are operations with respect to output delivery?	<p>Were outputs delivered on time as expected and did seasonal inputs arrive at the appropriate time for optimal use?</p> <p>Were there any significant or regular pipeline breaks or delays? (Supply Chain Management Thematic Area)</p> <p>If there were any issues, what were the contributors to these challenges?</p>	<ul style="list-style-type: none"> Timing of distributions – seasonal food supplements arriving during the hunger gap; farming inputs at appropriate times in the seasonal calendar Regularity of deliveries of food/cash in refugee camps 	<ul style="list-style-type: none"> WFP internal M&E data, internal reports on programme progress and challenges, SPRs, external evaluations Interviewees Country portfolio budget (CPB) CSP, ACR, programme design documents and implementation plans COMET: (beneficiary data) CM-R001b – Annual Country Beneficiaries (CSP) or CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) 	<p>Data and document review</p> <p>KIIs with Government, cooperating partners, refugee beneficiaries during case study</p> <p>Evaluation case study (refugees)</p>	<p>Data and document review plus perspectives of a range of internal and external stakeholders to analyse any challenges with timing and regularity of distribution of outputs and where challenges arose, to understand the reasons behind them</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			<ul style="list-style-type: none"> • COMET: (distribution data) (CM-R007 – Annual Distribution (CSP)) • IRM analytics: ACR 5 annual country report – annual financial overview • IRM analytics: CPB – plan vs actuals report • Annual performance report • EB reports on global losses • DOTS report: Global losses (figure on commodity losses, loss types, total loss value and top 10 reasons) • CSP, programme design documents and implementation plans • Annual performance plans (plan, mid-year and end-year review) • WINGS food consumption reports • Quarterly loss reports • All country office K3 supply chain indicators quarterly reports (INFOHUB) • DOTS reports: Percentage of post-delivery losses; percentage of pre-delivery losses; USD and mt in food losses due to expired best before dates (BBD) 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			<ul style="list-style-type: none"> country office market monitoring reports Procurement documents (prices and data directly from (alternative) suppliers) 		
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.2.1 Have WFP targeting decisions resulted in an efficient use of resources and how well have they supported achievement of strategic outcomes?	<p>Analysis of targeting methods responsive to organizational strategy and changes during evaluation period</p> <p>Examination of coverage of WFP operations and the balance of national vs localized approaches</p> <p>To the extent possible compare with other major actors in the field to get a sense of scale</p>	<ul style="list-style-type: none"> Programme coverage data Number and type of targeted populations and geographic areas Outcomes of interventions 	<ul style="list-style-type: none"> Internal documentation, external evaluations, meeting notes on targeting decisions, stakeholder perspectives WFP monitoring data Interviewees Implementation plans, DEs, ACRs, studies Annual performance plans (plan, mid-year and end-year review) Supply chain performance indicators quarterly reports – data on L3 (INFOHUB) All country office K3 supply chain indicators quarterly reports (INFOHUB) 	<p>Document review</p> <p>KIIs with Government, donors and cooperating partners, WFP country office staff</p> <p>Evaluation case study (scaling)</p>	<p>Document review and a comparative analysis of a range of perspectives from internal and external stakeholders; examination of whether a focus on select districts has supported overall SOs</p>
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?					
3.3.1 How was WFP in regards to timeliness, economy, operational efficiency, and cost efficiency of	<p>Comparison of actual versus planned delivery of services, compliance with deadlines</p> <p>Review of country office assessment of relative costs of different sources of materials and services</p>	<ul style="list-style-type: none"> Proposed timelines and deadlines for activities in relation to actual times of completion Documentation providing justifications for country office decisions 	<ul style="list-style-type: none"> WFP corporate guidance on timeliness, economy, operational efficiency, and cost efficiency WFP loss standards and corporate key performance indicators country office internal data 	<p>Data and document review</p> <p>KIIs with Government, cooperating partners</p>	<p>Data and document review plus perspectives of a range of internal and external stakeholders</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
provision of services?	<p>purchased and measures taken to obtain best possible prices</p> <p>Analysis of financial execution rates</p> <p>Analysis of costs per product or services provided and of costs per beneficiary by product or service provided</p>	<p>about sourcing of materials and services</p> <ul style="list-style-type: none"> • Financial execution rates information • Information on costs incurred by country office, compared with costs of alternatives 	<ul style="list-style-type: none"> • CSP, programme design documents and implementation plans • Annual performance plans (plan, mid-year and end-year review) • WINGS food consumption reports • Quarterly loss reports • All country office K3 supply chain indicators quarterly reports (INFOHUB) • DOTS reports: Percentage of post-delivery losses; percentage of pre-delivery losses; USD and mt in food losses due to expired BBD • country office market monitoring reports • Procurement documents • Cost portfolio budget (CPB) • CSP, ACR, programme design documents and implementation plans • COMET: (beneficiary data) CM-R001b – annual country beneficiaries (CSP) or CM-R002b – Annual beneficiaries by strategic outcome, activity and modality (CSP) • COMET: (distribution data) (CM-R007 – annual distribution (CSP) 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			<ul style="list-style-type: none"> IRM analytics: ACR 5 annual country report – annual financial overview IRM analytics: CPB – plan vs actuals report 		
3.4 To what extent were alternative, more cost-effective measures considered?					
3.4.1 What internal organizational factors influence choice of activity, operational area, beneficiary, food assistance modality?	Analysis of country office decisions in relation to corporate strategies and guidelines. Assessment of the influence of perspectives of senior management, organizational structure, staffing and skills, funding, organizational comparative advantage, and other internal factors influencing choices of programming options, and KI perceptions of responses to those factors (Internal Operations Thematic Area)	<ul style="list-style-type: none"> Corporate guidance on recommended cost-effectiveness analysis to be conducted by country offices Documentation of country office decisions, including rationale for the choices made 	<ul style="list-style-type: none"> Internal documentation, external evaluations, meeting notes on targeting decisions, stakeholder perspectives Interviewees Information from country office about cost-effectiveness analyses they have undertaken over the assessment period Information from country office about cost-effectiveness analyses they have undertaken over the assessment period 	Document review KIs with Government, donors and cooperating partners, WFP country office staff, regional bureau	Document review and a comparative analysis of a range of perspectives from internal and external stakeholders
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 country strategic plan?					
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 country strategic plan and modify it in light of new information?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.1.1 How did WFP analyse the food security, nutrition, livelihoods, market and gender context and how did this inform programming and targeting decisions?	<p>Assessment of extent to which WFP implementing staff demonstrate knowledge and understanding of supporting data and analysis</p> <p>Analysis of programme activities against assessed needs, disaggregated by sex, in food security and nutrition assessments and other relevant documentation (Resilient Food System Thematic Area)</p>	<ul style="list-style-type: none"> Evidence of activities targeting identified populations/groups based on clearly articulated needs Match between analysis used and programme/targeting decisions 	<ul style="list-style-type: none"> Analytical reports by WFP country office, either internally or in collaboration with other stakeholders: e.g., programme documents, design documents and analytical tools, various assessments on food and nutrition security, markets, emergency needs Interviewees Records on consultations with stakeholders National zero hunger strategy 	<p>Document review</p> <p>KIIs with WFP country office staff, regional bureau, cooperating partners, and government officials</p> <p>Review of records and meeting minutes on stakeholder consultations</p>	<p>Congruence between WFP analytical work and analysis of other development actors</p> <p>Assessment of internal constraints to response (e.g., funding, staff, etc.)</p> <p>ET assessment of quality of analytical processes and documents</p> <p>Interviews with staff undertaking analysis</p> <p>Analysis of how WFP analytical work was integrated into programme decisions and operational documents</p>
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?					
4.2.1 How well has the CSP been funded (flexibility and predictability of funding) and how has WFP mobilized funding for the CSP?	<p>What is the extent of funding of the CSP and how has that changed over its four-five years?</p> <p>What actions has WFP taken to attract funding (advocacy, communications, donor relations)? (Internal Operations Thematic Area)</p>	<ul style="list-style-type: none"> Annual funding levels of each strategic outcome Advocacy, communications, donor relations events and materials Trends in donor behaviour and funding priorities 	<ul style="list-style-type: none"> WFP financial data; monitoring WFP communication materials and reports Donor reports/documentation and discussion 	<p>Desk review of documents</p> <p>KIIs with donors, United Nations agencies, WFP country office staff, Government</p>	<p>Examine the extent to which the CSP has been funded and which activities received the most funding; the extent to which the country office has communicated its successes and challenges and attempted to engage donors and develop its</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	What have been the challenges and successes in respect of funding?				<p>reputation as a development organization (beyond refugee support).</p> <p>Examine the donor behaviour and messaging over the course of the CSP and how well the country office has responded and engaged with relevant donors</p>
4.2.2 How was monitoring and other data used to inform strategic and programmatic resourcing decisions?	Degree of attention and responsiveness to mobilize adequate resources to different implementation areas of the CSP (Internal Operations Thematic Area)	<ul style="list-style-type: none"> • Level of annual funding to each implementation area • Monitoring indicators – achievement of outputs & outcomes • Evidence of use of monitoring data to inform programme adaptations or advocacy materials 	<ul style="list-style-type: none"> • Post distribution monitoring (PDM) reports and follow-up actions; SPRs, other documentation of decisions based on monitoring feedback • Interviewees 	<p>Document review</p> <p>KIIs with WFP staff, cooperating partner staff, regional bureau, Government, donors</p>	<p>Analysis of how monitoring data and reports were used in subsequent strategic and programme decisions and to inform donors or funding bodies/partners</p>
4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.3.1 How has WFP been strategic in choosing and prioritizing partnerships to ensure that it has a significant positive effect on development?	Analysis of strategic objectives and choice of partners by WFP comparative advantages to ensure development contribution is maximized (Partnership Facilitation Thematic Area)	<ul style="list-style-type: none"> • Documented partner selection procedures, including clarity of purpose by WFP in its selection criteria • Perceived quality of partner organizations and their delivery of services 	<ul style="list-style-type: none"> • National planning and strategic documents • WFP country office strategy and programme documents • Documented partner selection procedures • Field-level agreements (FLAs)/MoUs/other agreements with partners 	<p>Desk review</p> <p>Collation of any additional partner documentation</p> <p>KIIs with Government, WFP country office and regional bureau</p>	<p>Review track record and performance of partners and partnerships and assess the added value of the collaboration</p> <p>Where possible, consider whether different partnerships could have</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	Analysis of how WFP has used its comparative advantage to support and enhance continued development among vulnerable groups	<ul style="list-style-type: none"> • Appropriateness of partners in terms of complementarity of skillsets to WFP and expertise to advance the relevant strategic outcomes • Evidence of outcomes resulting from joint implementation/ strong partnership • Evidence of WFP partnering with organizations bringing complementary skills 	<ul style="list-style-type: none"> • Select partner monitoring reports/studies if available; reviews/evaluations of partner and WFP performance • KIIs, especially partner organization staff 	<p>staff, United Nations partners and donors</p> <p>KIIs with cooperating partners e-survey</p> <p>Evaluation case study (scaling)</p>	<p>been beneficial and whether WFP might have made alternative partnering decisions</p> <p>Alignment between strategies and objectives and alignment of WFP and its chosen partners, and external views and reports, on effect of partner choice on development activities for vulnerable groups</p>
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results - in particular as regards to adaptation and response to COVID-19 and other unexpected crises and challenges?					
4.4.1 What formal and informal efforts did WFP take to generate and apply learning from experience?	<p>Documentation and perceptions of Government, partners, and other stakeholders on country office learning and adaptation based on learning</p> <p>How well the innovation strategic outcome supported improvements to operations across the CSP</p>	<ul style="list-style-type: none"> • Documented lessons learned • Evidence of pilot initiatives • Outputs/outcomes from the innovation activities that have been adopted/utilized in other strategic outcomes 	<ul style="list-style-type: none"> • WFP country office documentation and oral record of lessons, sharing and applications of lessons learned; external evaluations and reviews • Interviewees 	<p>Document review</p> <p>KIIs with WFP country office staff, regional bureau, Government, cooperating partners on how internal learning and external developments incorporated into programming</p> <p>Evaluation case studies</p>	<p>Perceptions of stakeholders and external development actors on applied learning by country office triangulated with evidence of documented learning and its application in CSP activities</p> <p>Analysis of timeliness and creativity in response to COVID-19 (and any other major</p>
4.4.2 What formal and informal adaptive management	Documentation and perceptions of how WFP utilized adaptive management to facilitate	<ul style="list-style-type: none"> • Minutes of country office meetings to plan for COVID-19 response (and other emergency/changing 	<ul style="list-style-type: none"> • WFP country office documentation and oral record of instances and applications of adaptive management 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
practices did WFP adopt in response to dynamic operational contexts?	greater flexibility to respond to changing contexts, with a particular focus on COVID-19 response (Internal Operations Thematic Area)	contextual responses if applicable <ul style="list-style-type: none"> Documented changes /adaptations to respond 	<ul style="list-style-type: none"> Interviewees 		emergencies where adaptive management was employed). Review of appropriateness and perceived effectiveness of approaches
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.5.1 What external factors in the country context have affected WFP performance and how has WFP responded to those?	How the CSP planned interventions have been affected by changes in government policy, guidelines or priorities How WFP has reacted to such changes and whether it has found creative solutions to advance to meet the CSP goals	<ul style="list-style-type: none"> New government guidance, policies, decrees Changes to WFP interventions and approaches 	<ul style="list-style-type: none"> Government documents WFP reports, monitoring reports, meeting minutes, budget revisions Government staff, WFP country office staff, United Nations agencies, cooperating partners, donors 	Review of documents KIs	Assess how new government directions have affected WFP programming and how well the country office responded to these changes
4.5.2 How has WFP exploited synergies across its SOs and workstreams to deliver improved outcomes?	How do strategic outcomes converge to support the same communities/ complement each other How does the WFP team work together to ensure opportunities for joined up working are fully realized (Internal Operations Thematic Area)	<ul style="list-style-type: none"> Targeting and coverage of strategic outcomes Opportunities for activity leads to work together/share and discuss; internal capacity development events 	<ul style="list-style-type: none"> Programme documents/ monitoring reports KIs 	Desk review KIs with WFP staff, cooperating partners, United Nations and government partners	Examine how and where strategic outcomes have converged or provided complementary support to populations; how WFP programme staff have worked together and/or provided technical inputs across strategic outcomes; assess opportunities that have been exploited or missed
4.5.3 Efforts to incorporate relevant new	Review of evolution in strategy and programmes during evaluation period	<ul style="list-style-type: none"> Documented changes in CSP approaches / intervention modalities 	<ul style="list-style-type: none"> WFP country office strategy documents 	Document review	Examine whether and how developments in international guidance,

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
developments in food security, nutrition, resilience, and other changes in international development and relief approaches	Examine whether and how the country office has responded to any new global developments, e.g., COVID-19, the increased focus on food systems, United Nations Nutrition (Resilient Food Systems Thematic Area)	<ul style="list-style-type: none"> • Relevant new global guidance/directives 	<ul style="list-style-type: none"> • Interviewees 	KIIs with WFP country office staff, regional bureau, United Nations partners, Government, cooperating partners	<p>approaches and directives have been adopted and influenced changes in CSP programming</p> <p>Developments in WFP corporate guidance that reflect changes in international development and relief approaches</p>
4.5.4 How has the COVID-19 pandemic affected WFP's programming in the short-term and longer-term	<p>Whether COVID-19 has created opportunities (e.g., focus on urban communities; expanding MAM treatment) and affected strategic direction going forward</p> <p>Whether COVID-19 response resulted in detrimental effects on ongoing activities or delays</p>	<ul style="list-style-type: none"> • Changes in targeting; resource allocation; strategy as a result of COVID-19 • Documented delays/challenges to programme implementation 	<ul style="list-style-type: none"> • Programme documentation and monitoring data • KIIs 	<p>Desk review</p> <p>KIIs with WFP country office staff, regional bureau, Government, cooperating partners on how internal learning and external developments incorporated into programming</p> <p>Evaluation case studies</p>	Examine how WFP adapted programmes in response to COVID-19; challenges and successes; considering short-term changes as well as longer-term implications

Annex 2: Data Collection Tools – e-surveys

This annex contains the Word versions of the surveys administered via Survey Monkey. There is an internal stakeholder survey and an external stakeholder survey.

INTERNAL STAKEHOLDERS

You are invited to participate in a survey to capture your perspective and experience regarding the development and implementation of the WFP Tanzania CSP (2017-2021). The survey should take between 15 to 20 minutes to complete. The survey will close on **August 6, 2021**. As you advance through the survey, you may return to previous pages and update existing responses. After submitting the survey, you will not be able to update any response.

Your responses are confidential. The responses will be analyzed by TANGO International and presented only as group data. They will not be identified with you or associated with you as an individual.

We acknowledge that it is a busy time of the year, so, we thank you in advance for your thoughtful participation in this survey. **If you consent to taking this survey, please click on 'Next' to continue.**

Table 9: e-survey module topics (draft): Internal stakeholders

Module	Topic and questions	Question type / response codes
A	Introduction	
1.	Years of work with WFP. (WFP in general; any post)	Less than 1, 1-5, 6-10, 11-15, 16-20, 21 or more
2.	Please list your roles/designations with WFP in the period 2015-2021, indicating the number of years in each role.	_____ _____
B	Perceived impact in Tanzania of the CSP	
3.	In which domain(s) has this CSP made a substantial positive impact? [check all that apply]	<ul style="list-style-type: none"> - food security - nutrition - disaster risk reduction - HIV/AIDS - climate change adaptation <ul style="list-style-type: none"> - No impact - Some impact - Substantial impact

	- Don't know / don't have information about this	- livelihoods - government capacity - private sector capacity - agriculture - food supply chains - food fortification - food systems efficiency - food systems sustainability - social protection
4.	Are there any areas where WFP has had an unintended impact, positive or negative?	Describe:_____
5.	How would you describe the quality of WFP's work on gender equity and women's empowerment?	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
6.	How would you describe the quality of WFP's accountability to affected populations?	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
7.	As a WFP employee, what are you most proud of related to WFP's work in Tanzania under this CSP?	Describe:_____
8.	As a WFP employee, what are you least proud of related to WFP's work in Tanzania under this CSP?	Describe:_____
9.	What is the greatest value added of WFP's continued presence in Tanzania?	Describe:_____
C	WFPs progress against SOs of the current CSP	
10.	How would you rate WFP's progress against Strategic outcome 1: Refugees and other acutely	Very satisfactory

	food insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis	Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
11.	How would you rate WFP's progress against Strategic outcome 2: Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
12.	How would you rate WFP's progress against Strategic outcome 3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
13.	How would you rate WFP's progress against 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	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
14.	How would you rate WFP's progress against 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	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
E	Quality of WFP Tanzania external partnerships	
15.	How would you rate WFP's external partnerships under this CSP?	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer

		Please explain your answer: _____
16.	Where have partnerships made the greatest contribution to CSP results?	Describe:_____
17.	Which partnerships need to be created or strengthened to optimize CSP results? Why and how?	Describe:_____
F	Quality of WFP Tanzania internal capacity	
18.	How would you rate WFPs internal capacity to implement this CSP?	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
19.	Where does WFP have the strongest internal capacity?	Describe:_____
20.	Where does WFP have the most opportunity to strengthen its internal capacity?	Describe:_____
G	Final remarks	
21.	Do you have any final comments you would like to make?	Optional, open-ended
Thank you for participation in this survey. Have a great day.		

EXTERNAL STAKEHOLDERS

You are invited to participate in a survey to capture your perspective and experience regarding the development and implementation of the WFP Tanzania CSP (2017-2021). The survey should take between 15 to 20 minutes to complete. The survey will close on **August 6, 2021**. As you advance through the survey, you may return to previous pages and update existing responses. After submitting the survey, you will not be able to update any response.

Your responses are confidential. The responses will be analysed by TANGO International and presented only as group data. They will not be identified with you or associated with you as an individual.

We acknowledge that it is a busy time of the year, so, we thank you in advance for your thoughtful participation in this survey. **If you consent to taking this survey, please click on 'Next' to continue.**

Table 10: e-survey module topics (draft): External stakeholders

Module	Topic and questions	Question type / response codes
A	Introduction	
1.	What has been your main interaction with WFP Tanzania in the period 2015-2021	Describe:_____
B	Perceived impact of the WFP – general assessment	
2.	<p>What has been the CSP's level of impact in the following domains?</p> <ul style="list-style-type: none"> - No impact - Some impact - Substantial impact - Don't know / don't have information about this 	<ul style="list-style-type: none"> - food security - nutrition - Disaster Risk Reduction - HIV/AIDS - climate change adaptation - livelihoods - agriculture - government capacity - private sector capacity - food supply chains - food fortification - food systems efficiency - food systems sustainability - social protection
3.	Are there any areas where WFP has had an unintended impact, positive or negative?	Describe:_____
4.	How would you describe the quality of WFP's work on gender equity and women's empowerment	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer

		Please explain your answer: _____
5.	How would you describe the quality of WFP's accountability to affected populations	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
6.	What is WFP's greatest achievement in Tanzania over the last 5 years?	Describe:_____
7.	What is WFP's main weakness or missed opportunity in Tanzania over the last 5 years?	Describe:_____
8.	What is the greatest value added of WFP's continued presence in Tanzania?	Describe:_____
C	WFPs progress against SOs of the current CSP	
9.	How would you rate WFP's progress against Strategic outcome 1: Refugees and other acutely food insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
10.	How would you rate WFP's progress against Strategic outcome 2: Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
11.	How would you rate WFP's progress against Strategic outcome 3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
12.	How would you rate WFP's progress against Strategic outcome 4: Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the	Very satisfactory Satisfactory Unsatisfactory

	poorest and most food-insecure populations throughout the year, including in times of crisis	Very unsatisfactory Prefer not to answer Please explain your answer: _____
13.	How would you rate WFP's progress against 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	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
E	Quality of WFP Tanzania partnerships	
14.	How would you rate WFP's approach to partnerships under this CSP?	Very satisfactory Satisfactory Unsatisfactory Very unsatisfactory Prefer not to answer Please explain your answer: _____
15.	What aspects of WFP's approach to partnerships are the strongest / work well?	Describe:_____
16.	What aspects of WFP's approach to partnerships are the weakest / do not work well?	Describe:_____
17.	How can WFP strengthen its partnerships?	Describe:_____
G	Final remarks	
18.	Do you have any final comments you would like to make?	Optional, open-ended
Thank you for participation in this survey. Have a great day.		

Annex 3: Data Collection Tools – Interview Guides

Topics for WFP Country Office

1. Analytical work done to support strategy/interventions, including gender analysis
2. How/what lessons and external learning incorporated
3. Process to validate quality of information and contextual analysis
4. Engagement of external stakeholders; quality of participation; how input used (including beneficiaries)
5. How CSPE corresponds to context, government priorities, food security needs, beneficiary needs
6. Degree of alignment with government strategies; challenges
 - a. Were national priorities well-defined?
 - b. How choice of objectives, targeting method, activity choice, protocols and transfer modalities are complementary to government objectives
 - c. Differences between WFP's choices and relevant ministries' priorities and normative guidance; how addressed
7. WFP policies and normative guidance material that were used/helpful, including gender? Gaps in WFP guidance
8. How has the context changed since the beginning of the programme (including COVID-19 impact)?
 - a. Implications for decision-making?
 - b. How strategy has changed to adjust to changing country needs (e.g., improvement in and uneven distribution of economic gains)
 - c. Did WFP make the right decisions in light of the context?
9. Efficiency and effectiveness of the CSPE (optimisation of resources, efforts to contain costs, timeliness of distributions); factors affecting same
10. Internal factors affecting collaboration with government, partners, UN agencies, others working on food security, nutrition, and disaster reduction?
11. Examples of areas of work and type of complementary inputs provided by them to enhance CSPE's implementation and progress towards its objectives/sustainability (as relevant)?
12. Main external factors affecting CSPE implementation over the evaluation period
13. Effect of level of resourcing on coverage and achievement of activities; which activities most affected and why
14. Government, NGO, donor perceptions of the CSPE?
15. How does WFP CO communicate with its stakeholders? Successes and issues with communication with various stakeholders
16. Main results of operation; extent to which results have met expectations; what will affect achievement of outcome targets by end of programme?
17. Main challenges (internal, external)? Suggestions for addressing them?
18. How has CO engaged the RB to support portfolio needs? Responsiveness of RB support
19. Usefulness of M&E (quality, timeliness, user-friendly); extent to which M&E has been used to support implementation; examples of changes made due to M&E The extent to which handover and sustainability strategies for project components is in line with the conditions/constraints in terms of human and financial capacity
20. Priorities and recommendations for the future

Topics for WFP Sub-Offices

1. How the choice of objectives, activities, targeting and transfer modalities correspond to the needs of target groups
2. Extent to which CO policies and gender initiatives are effectively implemented within local contexts
3. Significant implementation achievements; challenges (internal, external)
4. What activities promote gender empowerment and equality of women
5. What activities promote protection, partnership, environmental issues

6. What innovations introduced; success/lessons
7. Priorities and recommendations for future programming

Topics for National Government

1. Nature of the relationship of your department/agency in relation to WFP activities
2. Complementarities/synergies between WFP operations and development assistance programmes supported by GoT (by your ministry)
 - a. What has WFP done to ensure programme implementation synergies with government priorities and programmes
3. Communication and collaboration: successes and issues, factors affecting
 - a. Method and frequency of communication
 - b. Nature of your participation in the programme design process; was this effective, satisfactory
 - c. Do you receive information on implementation, results? Describe.
 - d. Are you satisfied with the information sharing process and with the quality of information received?
4. Relevance of WFP choice of objectives, targeting method, activity choice, protocols and transfer modalities support national policies and strategies ; relevance to need
 - a. Changes in country context; appropriateness of WFP strategic and programme response
5. Strong points of WFP's work in this portfolio
6. Main challenges; suggestions for addressing them
7. Unexpected results or unintended effects (positive or negative); describe
8. What is your assessment of the operations' success in meeting its targets (effectiveness, efficiency, impact, sustainability)?
 - a. Factors influencing implementation, results
9. Effectiveness of integrating gender and protection (incl. HIV/AIDS population, people with disabilities)
 - a. Measures taken to ensure that women/girls and men/boys are not exposed to violence, sexual exploitation or abuse?
 - b. Lessons learned; changes needed; what is important to sustain or build on
10. Capacity development:
 - a. Extent to which WFP has contributed to the human and institutional capacity development of government counterparts; sustainability of this contribution
 - b. Benefits/constraints to capacity strengthening
11. Opportunities that have not been explored
12. Priorities for the next CSP
13. What factors have influenced positively or negatively on the performance of the collaboration during this period?

Table 11: Additional lines of inquiry for specific ministries

Ministry	Additional/Specific Line of Inquiry
Ministry of Agriculture, Livestock and Fisheries	--Alignment with PSTA4 --Role the ministry plays with smallholder farmers, Farm to Market Alliance - degree and quality of participation of female and male farmers, and any constraints to women's participation
Ministry of Infrastructure, Communications and Transportation	Alignment of WFP-supported infrastructure with government priorities and standards, overall rehab of school infrastructure
Office of the President of the Regional Administration and Local Government (PORALG)	--How the implementation of the programme is involving the local authorities as key stakeholders, national – district coordination --Capacity development activities offered to local authorities by WFP / nature of relationship

Ministry	Additional/Specific Line of Inquiry
Ministry of Community Development, Gender and Children	<ul style="list-style-type: none"> --How have gender issues been taken into account in the programme? Is this approach appropriate and effective? --What are the current/top priorities of the Ministry in relation to gender and how is WFP supporting these (if at all)? --Has WFP provided any support to national gender policy/strategy or capacity development for gender across government?
Ministry of Health	<ul style="list-style-type: none"> --Alignment of CSPE with NMNAP 2016-2021 --WFP Support to design and production of the NMNAP and its monitoring/evaluation; engagement in next NMNAP --WFP support to other nutrition/health guidelines/strategy --MOH nutrition priorities and how WFP supports these --Quality of relationship with WFP --Capacity strengthening support provided by WFP (national level; field level) --Perspective on WFP's Boresha Lishe and Maisha Bora activities: successes, challenges, relevance, coherence with nutrition actors/national strategy --COVID-19 response and WFP's role --What they would like to see WFP doing more/less of in the future
Tanzania Bureau of Standards	<ul style="list-style-type: none"> --Development of specialised foods --Collaboration with WFP: successes/challenges --Sustainability: uptake and future marketability
Tanzania Food and Nutrition Centre (TFNC)	<ul style="list-style-type: none"> --Alignment of CSPE with NMNAP 2016-2021 --WFP support to design and production of the NMNAP and its monitoring/evaluation; engagement in next NMNAP --WFP support to other nutrition guidelines / strategy --WFP's ongoing engagement in SUN and coordination structures --TFNC priorities and how WFP supports these --Quality of relationship with WFP --Capacity strengthening support provided by WFP (national level; field level); including role in evidence creation (FNG), guideline development --Perspective on WFP's BoreshaLishe and Maisha Bora activities: successes, challenges, relevance, coherence with nutrition actors/national strategy --COVID-19 response and WFP's role and support to TFNC --What they would like to see WFP doing more/less of in the future --WFP coherence and complementarity to other UN partners in nutrition
Tanzania Ports Authority	<ul style="list-style-type: none"> --Supply Chain Management
Tanzania Social Action Fund (TASAF)	<ul style="list-style-type: none"> --Quality of relationship with WFP --Capacity strengthening support provided by WFP (national level; field level); including role in evidence creation (FNG), guideline development --COVID-19 response and WFP's role and support to TFNC --What they would like to see WFP doing more/less of in the future

Topics for Local Government

1. Nature of the relationship of your department/agency in relation to WFP activities
2. Communication and collaboration: successes and issues, factors affecting
 - a. Method and frequency of communication

- b. Nature of your participation in the programme design process; was this effective, satisfactory
3. Strong points of WFP's work in this portfolio
4. Main challenges; suggestions for addressing them
5. Unexpected results or unintended effects (positive or negative); describe
6. Capacity development:
 - a. Extent to which WFP has contributed to the human and institutional capacity development of government counterparts; probing on any gender-focused support
 - b. Benefits/constraints to capacity strengthening
7. Opportunities that have not been explored
8. Impact of COVID and implications for WFP
9. Priorities for the coming period / where WFP should engage

Topics for Donors

1. Strong points of WFP's work during this CSP
2. Main challenges; suggestions for addressing them
3. Changes in country context; appropriateness of WFP strategic and programme response
4. Overall funding environment and donor priorities in food security / nutrition/ resilience / social protection, as applicable
5. How WFP works in collaboration with UN partner agencies/government/others
6. WFP's role in addressing gender determinants of malnutrition and structural imbalances in country; SGBV and protection in camps (as applicable)
7. WFP's role in the COVID-19 response
8. Communication and collaboration: successes and issues, factors affecting
 - a. Method and frequency of communication
9. Priorities for the next CSP

Topics for Cooperating Partners

1. Nature of the relationship of your organization in relation to WFP activities
2. Strong points of WFP's work during this CSP
3. Main challenges; suggestions for addressing them
4. Capacity strengthening provided by WFP
5. Communication and collaboration: successes and issues, factors affecting
 - a. Method and frequency of communication
6. Effectiveness of integrating gender and protection (incl. HIV/AIDS population, people with disabilities)
 - a. Measures taken to ensure that women/girls and men/boys are not exposed to violence, sexual exploitation or abuse?
 - b. Lessons learned; changes needed; what is important to sustain or build on
7. Opportunities that have not been explored
8. Priorities for next CSP

Topics for United Nations Partners

1. Nature and degree of complementarity (alignment with sector policies and guidance, gap/overlap) between WFP strategy and UN agencies
 - a. How complementarities implemented; examples of partnerships created or constraints to same
 - b. How well has the UN collaborated in response to COVID-19 and what has been WFP's role?
2. WFP role in UN contribution to human and institutional capacity development of government counterparts
 - a. How WFP role supports capacity development for econ/social transition
 - b. Constraints to capacity strengthening; how to address
3. Communication and collaboration: successes and issues, factors affecting
 - a. Method and frequency of communication
4. How well has WFP programme mainstreamed, per United Nations' mandate and policies: gender, protection, partnership, environmental issues? How can WFP better support these going forward?

5. Priorities for the next CSP

Thematic Outline: Gender and Social Inclusion [to be included in all interviews, as appropriate]

1. What level of gender analysis informed the CSP and what specifically has WFP implemented to action the commitment to gender stated in the CSP? What is new in this CSP?
2. Where and how has WFP incorporated gender considerations in its capacity strengthening activities? Has WFP provided partners/staff with any specific gender training/ capacity development?
3. How have the differential roles and priorities of men, women, girls and boys been considered in programme implementation?
4. How has WFP aligned with the National Strategy for Gender Development? Has WFP supported the government to advance and deliver this strategy?
5. How does WFP work collaboratively with its UN partners to advance gender issues and address the structural determinants of inequality?
6. How have the voices of men and women been included in selection of activities, planning of implementation, targeting, food distributions and monitoring?
7. How are M&E and VAM information used to highlight gender or social inclusion issues and how is this information transformed into advocacy messages/action? How does it influence programming adaptation? Please give examples.
8. How does WFP seek to prevent problems with violence or threats going to or at food/cash distributions? How are issues documented?
9. Activities to prevent violence against women, girls and children, or men/boys, people with disabilities.
10. Suggested improvements to current programmes to prevent violence
11. Effects of programme on safety and security; dignity; intra-household dynamics; relationship within beneficiary community and between beneficiaries and non-beneficiaries; access for specific (vulnerable) groups to assistance
12. What are the key bottlenecks to improving gender-sensitivity and sensitivity to people with disabilities of programming and what could WFP do better in its next CSP?

Thematic Outline: Cash/Food Assistance [to be included in all interviews, as appropriate]

1. Rationale behind using a cash/food-based modality? How have WFP and partners decided where to pilot and implement cash/food transfers?
2. Who is targeted, why?
3. Desirability of cash vs food; how do beneficiaries use the cash/food? How is that tracked?
4. Value of the transfer: appropriate; how determined; how often adjusted.
5. Monitoring and use of monitoring data
 - a. Monitoring impact of the cash transfer – concerns, challenges
6. Effectiveness and efficiency of WFP and partners in piloting and implementing cash/food transfers:
 - a. Targeting
 - b. Administration of cash accounting and delivery systems
 - c. Monitoring system
 - d. Logistics
 - e. Market monitoring (frequency and nature of)
 - f. Funding resources
 - f. Effect on other programmes
7. Impact of the cash transfer vs food assistance; unintended effects
8. Nutritional outcomes?
 - a. How determined/measured
 - b. Was nutrient gap analysis used to set transfer value?
9. Main programme strengths/ successes
10. Main programme weaknesses/ challenges
11. Main factors having an influence on the programme (facilitating or constraining)
12. Changes in context, implications for decision-making, were the right decisions made in light of the context
13. Effectiveness of current approach and potential for scale? Factors that make expansion/ replication feasible or difficult

14. Suggested emphases or changes moving forward

Thematic Outline: Nutrition [to be included in all interviews, as appropriate]

1. Your institution's partnership with WFP on this programme: nature of the collaboration, strengths and challenges in communication, decision-making
2. Relevance and appropriateness of programme to context, national priorities/policies, your institution's priorities, beneficiary priorities: field programmes and WFP's policy support at national level.
3. Has WFP's role changed over the last five years? Do you see them as a larger or smaller actor in nutrition? In what way?
4. Scope for WFP to take on a larger role 'upstream' while reducing implementation of programmes at field level?
5. Appropriateness of WFP activities to nutritional and other needs of specific populations:
 - a. Targeting and outreach; coverage
 - b. Screening, enrolment, adherence issues for PLHIV/TB patients
 - c. Mix of supplementary feeding (MAM)/preventative (stunting) feeding programme modalities?
 - d. Ration composition
 - e. Adherence to international, national protocols
 - f. SBCC activities – male/female targeting and how these are implemented
 - g. Relevance and adaptation in context of increasing overweight in women of reproductive age
6. Extent of cooperation and harmonisation of activities among partners in the sector
7. Programme design: your institution's involvement; strengths and challenges in this process
8. Monitoring and use of monitoring data
 - a. How is monitoring data collected and how does it feed into the national system?
 - b. How are changes in feeding/caring practices monitored?
 - c. What is the relevance and response to higher the prevalence of stunting and wasting seen in boys?
9. Programme impacts; unintended effects
10. Main programme strengths/ successes
11. Main programme weaknesses/ challenges (including any supply chain issues/ pipeline breaks)
 - a. Most common bottlenecks in the program? Any mitigation measures?
12. Special observations concerning the interventions in:
 - a. Supplementary feeding
 - b. Pregnant and lactating mothers
 - c. HIV/AIDS and TB awareness activities
13. Effectiveness of nutrition SBCC for men and women, and lessons for scale?
14. Changes in context, implications for decision-making, were the right decisions made in light of the context?
15. Capacity development:
 - a. Nature of WFP support; how was this determined?
 - b. Who has been trained/when/how frequently?
 - c. Sustainability? Programme management skills vs implementation of WFP intervention; inclusion of gender training in curricula?
 - d. National level capacity development – engagement in guidelines. policy, strategy support, mentoring, supervision
 - e. Training of implementing staff on protocols etc.
 - f. Effectiveness of WFP capacity development efforts: most useful, least useful, gaps
16. Phase-out:
 - a. Considerations regarding the end of BoreshaLishe and field programming? Was adequate notice provided to beneficiaries and partners?
 - b. How does WFP ensure that efforts and activities implemented under this component are sustained in order to provide beneficiaries with similar nutrition support?
17. COVID-19 response: how were decisions made around targeting for MAM and food support (locations, households)? How does the response fit with the collective response to COVID-19? How effective has the response been? Is the need timebound or how will it be sustained?

18. Most pressing issues in food security, nutrition and health looking forward?
19. Suggested emphases for WFP in its next CSP.

Annex 4: List of People Interviewed

268. Listed below are the persons with whom the evaluation team held meetings via remote discussions in the inception and data collection phases of the evaluation. Due to COVID-19 protocols and precautions, all interviews were conducted remotely. The list includes persons interviewed for the case studies, and these are marked accordingly.

	First Name	Surname	Position	Organization	Case Study 1 (refugees)	Case Study 2 (scaling)
	WFP					
1	Sarah	Gordon-Gibson	Country Director	WFP TZ CO		
2	Wendy	Bigham	Deputy Country Director	WFP TZ CO		
3	Alessia	Decaterina	Head of Programme	WFP TZ CO		
4	Matthieu	Tockert	M&E/VAM Officer (Evaluation Focal Point)	WFP TZ CO		
5	Octavian	Mushi	Programme Policy Officer	WFP TZ CO		
6	Mdathiru	Abubakar	Senior Programme Assistant (VAM)	WFP TZ CO		
7	Domina	Kambarangwe	National Programme Officer, Refugee Activity Manager	WFP TZ CO	X	
8	Semanga	Ngosingosi	Programme Associate (cash and vouchers) - Gender Focal Point	WFP TZ CO		
9	Juliana	Muiruri	Head of Nutrition Unit	WFP TZ CO		
10	Mamane	Salissou	Programme Policy Officer (Head of Small Holders)	WFP TZ CO		
11	Masasa	Makwassa	National Programme Officer, Small Holder Farmer Unit	WFP TZ CO		
12	Lusajo	Bukuku	Programme Officer (Finance)	WFP TZ CO		
13	Willbroad	Karugaba	Programme Associate (Extension)	WFP TZ CO		
14	Juvenal	Kisanga	National Programme Officer, Deputy Head of Programme	WFP TZ CO		X
15	Manon	Van Paaschen	Innovation Coordinator	WFP TZ CO		X
16	Asia	Sutan	Programme Policy Officer, Innovation	WFP TZ CO		
17	Shellimoh	Mohammed	Innovation Team Member	WFP TZ CO		X
18	Jose	Ferrao	Head of Supply Chain	WFP TZ CO		
19	Mahamud	Mabuyu	Logistics Officer	WFP TZ CO		
20	Amos	Okasida	Procurement Officer	WFP TZ CO		
21	Abdirahim	Ahmed	Logistics Officer - Dar Port	WFP TZ CO		
22	Hannah	Nkhalamba	Head of Finance and Admin	WFP TZ CO		
23	John	Msocha	Info & Communications Tech Officer	WFP TZ CO		
24	Emma	Sabaya	National Finance Officer	WFP TZ CO		
25	Dora	Shayo	Senior Programme Assistant - Budget and Programming	WFP TZ CO		
26	Rosemary	Tirweshobwa	HR Associate	WFP TZ CO		
27	Fizza	Moloo	Donor Relations and Public Information Officer	WFP TZ CO		

28	Semanga	Ngosingosi	Senior Programme Assistant, Gender	WFP TZ CO		
29	Orestes	Sotta	Head of HR	WFP TZ CO		
30	Rosemary	Tirweshobwa	HR Associate	WFP TZ CO		
31	Gertrude	Mboya	Social Protection Officer	WFP TZ CO		
32	Neema	Shoso	Nutritionist Officer	WFP TZ CO		
33	Elianami	Rushatsi	Senior Logistics Associate - Dodoma	WFP Dodoma Sub-Office		
34	Steyne	Roggers	Programme Associate - Dodoma	WFP Dodoma Sub-Office		X
35	Florian	Ngali	Programme Associate - Dodoma	WFP Dodoma Sub-Office		
36	Amasidze	Bohela	Programme Associate (Nutrition Sensitive) - Dodoma	WFP Dodoma Sub-Office		
37	Neema	Urassa	Finance Assistant - Dodoma	WFP Dodoma Sub-Office		
38	Sitta	Neema	Head of WFP Dodoma	WFP Dodoma		X
39	Saidi	Johari	Head of Kibondo Sub-Office	WFP Kibondo Sub-Office		
40	Alunas	Mwamakimbula	Programme Policy Officer - Kibondo	WFP Kibondo Sub-Office		
41	Ally	Ngombesazi	Field Monitor Assistant - Kibondo	WFP Kibondo Sub-Office		
42	Daniel	Lungwa	Storekeeper - Kibondo	WFP Kibondo Sub-Office		
43	Sarah	Luzangi	Programme Associate Nutrition	WFP Kibondo Sub-Office		
44	Kalebe	Zakayo	Team Leader Kibodo	WFP Kibondo Sub-Office	X	
45	Nyanzobe	Malimi	Head of Kasulu Sub-Office	WFP Kasulu Sub-Office	X	
46	Charles	Katikiro	Programme Associate (M&E) - Kasulu	WFP Kasulu Sub-Office	X	
47	Erasmus	Nkya	Logistics Assistant - Kasulu	WFP Kasulu Sub-Office	X	
48	Saul	Bupilipili	Business Support Assistant (Admin/ Finance) - Kasulu	WFP Kasulu Sub-Office	X	
49	Michael	Bisama	Programme Associate (General Food Distribution, Supplementary Feeding Programme (SFP), Wet Feeding) - Kasulu	WFP Kasulu Sub-Office	X	
50	Anjerica	Abiola	Camp Chairperson	WFP Nyarugusu Sub-Office	X	
51	Bugaboza	Banchila	Camp Chairperson	WFP Nyarugusu Sub-Office	X	
52	Ibrahim	Siraji	Monitoring Assistant cash-based transfers (CBT)	WFP RB	X	
53	Joseph	Valerian	Monitoring Assistant	WFP RB	X	
54	Brian	Bogart	Senior Regional Programme Advisor	WFP RB		
55	Andrew	Odero	Regional Head of VAM	WFP RB		
56	Justine	vanRooyen	Regional Gender Adviser (interviewed twice)	WFP RB		
57	Tigest	Sendaba	Regional Humanitarian Policy Adviser	WFP RB		
58	Karen	Rodrigue-Gervais	Programme Policy Officer, Technical Assistance and Country Capacity Strengthening Service	WFP RB		

59	Jaspal	Gill	Regional Partnerships Officer	WFP RB		
60	Grace	Igweta	Regional Evaluation Officer	WFP RB		
61	James	Kingori	Senior Regional Nutrition and HIV Adviser	WFP RB		
62	Omenya	Rizk	Regional Gender Advisor	WFP RB		
63	Caterina	Kireeva	Regional Head of Monitoring	WFP RB		
64	Giovanni	La Costa	Regional Programme Officer, Resilience and Market Access Officer	WFP RB		
65	Ashram	Amin	Regional Resilience Advisor	WFP RB		
66	Kai	Roehm	Team Lead Social Protection and CBT	WFP RB		
67	Mauricio	Burtet	Regional Emergency and Preparedness Officer	WFP RB		
68	Francisco	Mendes	Senior Regional Programme Officer	WFP RB		
69	Charlotte	Lancaster	AAP - Humanitarian Protection Programme Policy Officer	WFP HQ		
70	Sergio	Lenci	Regional Head of Unit and Quality Assurance (QA)2	WFP OEV/HQ		
71	Anne-Claire	Luzot	Deputy Director of Evaluation	WFP OEV/HQ		
72	Catrina	Perch	Evaluation Officer	WFP OEV/HQ		
73	Arianna	Spacca	Research Analyst	WFP OEV/HQ		
74	Michael	Carbon	Senior Evaluation Officer	WFP OEV/HQ		
75	Michael	Dunford	Regional Director, Regional Bureau for Eastern Africa	WFP RBN		
GOVERNMENT OF TANZANIA						
76	Jimmy	Matamwe	Directorate of Disaster Management, Prime Minister's Office (PMO)	Prime Minister's Office) - Directorate of Disaster Management		
77	Charles	Msangi	Directorate of Disaster Management (PMO)	Prime Minister's Office		
78	Honest	Kessy	Director Food Security Department	Ministry of Agriculture		X
79	Joseph	Nyamhanga	Permanent Secretary	President's Office, Regional Administration and Local Government (PO-RALG)		
80	Billy	Singano	Director of Logistics	Medical Store Department		
81	Athumani	Yusuph-Ngenya	Director General	Tanzania Bureau of Standards		
82	Elihuruma	Lema	Port Director	Tanzania Ports Authority		
83	Henry	Machoke	Deputy Director	Tanzania Railways Corporation		
84	Geoffrey	Chiduo	Research Officer	Tanzania Food and Nutrition Centre		

85	Germana	Leyna	Managing Director	Tanzania Food and Nutrition Centre		
86	Ladislaus	Mwamanga	Executive Director	Tanzania Social Action Fund (TASAF)		X
87	Kijazi	Paul	Senior Officer	Tanzania Social Action Fund (TASAF)		X
88	Obey	Assery Nkya	Former SUN Focal Point	Office of the Prime Minister		
89	Msatu	Pima	Agriculture Officer	Kibondo District Council	X	
90	Katakanwa	Albert	Agriculture Officer	Kibondo District Council	X	
NON-GOVERNMENTAL ORGANIZATIONS AND COOPERATING PARTNERS						
91	Benedict	Gwimo	Executive Director	Caritas	X	
92	Agnes	Oyella	Area Manager	Danish Refugee Council	X	
93	Jessica	Achilla	General Food Distribution Project Manager	Danish Refugee Council	X	
94	Joseph	Kavishe	AgriculturalCountry Director	Farm Africa		
95	Mary	Batterman	Country Director	Farm Africa		X
96	Rex	Chipota	Country Representative	Farm Radio International (FRI)	X	X
97	Barlet	Colly-Jaji	Emergency Recovery Programme Manager	HelpAge International	X	
98	Josephine	Miingi	Chief Executive Officer	BRITEN (Farm to Market Alliance –local NGO partner)		
99	Simon	Macrina	M&E Officer	BRITEN (Farm to Market Alliance –local NGO partner)		X
100	Kalolo	Hezron	Project Coordinator	BRITEN (Farm to Market Alliance –local NGO partner)		X
101	Edward	Agaba Richard	Programme Officer	Alliance for a Green Revolution in Africa		X
102	Dominick	Iringo	Director	RECODA		
103	Viva-Oliva	Shoo	Director, Disaster Management (DDM)	Tanzania Red Cross	X	
104	Pandael Kimambo	James	Lead Nutritionist	Tanzania Red Cross	X	
105	Kaswila	Mbaruku	Nutritionist	Tanzania Red Cross	X	
106	Chusi	Vasco	Nutritionist	Tanzania Red Cross	X	
107	Jack	Langworthy	Founder	NINAYO		X
108	Allan	Ngankonda	Deputy Director	Rural Urban Development Initiatives		X
109	Felix	Brooks	Founder	Sanku		X
110	Tronel	Leah	Sanku Officer	Sanku		X

111	Gwao	Omari	Partnership Senior Manager	Sanku		X
112	Clark	Josh	Sanku Officer	Sanku		X
UNITED NATIONS AGENCIES						
113	Zlatan	Milisic	UN Resident Coordinator	UN in Tanzania		
114	Tulahi	Charles	Assistant Representative (Programme)	FAO		X
115	David	Hofmeijer	Programme Manager	IOM	X	
116	Malimu	Museru	Investment Officer	UNCDF		
117	Abbas	Kitogo	Programme Specialist Energy, Climate Change	UNDP		
118	George	Kuchio	Deputy Representative	UNHCR	X	
119	Ramadhani	Mwiru	Nutrition Officer	UNICEF		
120	Judith	Bihondwa	Emergency Coordinator	UNICEF	X	
DONORS AND POTENTIAL DONORS						
121	Jacob	Oduor	Chief Country Economist	African Development Bank		
122	Japhet	Justine	Managing Director	Tanzania Agriculture Development Bank		X
123	Ndunguru	Colletha	Chief of Staff	Tanzania Agriculture Development Bank		X
124	Earnest	Musinamwana	Resident Representative	Enabel (Belgian development agency)	X	
125	Anita	Oberai	Programme Specialist	USAID – Bureau of Humanitarian Affairs		
126	Lilian	Msuya	Programme Manager	Foreign Commonwealth and Development Organisation		
127	Katerina	Mungure	Programme Manager, Inclusive Economic Growth	Embassy of Ireland		X
OTHER						
128	Evaristo	Liwa	Vice Chancellor	Ardhi University		
129	Dionis	Rugai	Professor	Ardhi University		
130	Rashid	Suleiman	Head of Nutrition and Food Science Department	Sokoine University of Agriculture		
131	Tumsifu	Elly	Staff member at University of University of Dar es Salaam Business School (UDBS)	University of Dar es Salaam		
132	Langhus	Asta Ingild	External Partner	Norway Embassy		
133	Amy	Horton	Team Leader for Tanzania CSP Mid-Term Review	Tanzania Country Strategic Plan Evaluation (CSPE) Mid-Term Review		

Annex 5: Methodology

269. This annex supplements the description of methodological design in Section 1.4, first with how details of GEWE considerations were factored into the design, and second with notes on how planned methods were implemented.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT CONSIDERATIONS

270. Regarding the evaluation of GEWE dimensions, the following information was sought across all activities:

- Extent to which design of the activity took into consideration specific and differentiated needs of girls, boys, men, and women (level and quality of gender analysis in the assessments and project documents)
- Extent to which the design of the activity was based on an explicit and common understanding of gender dynamics at household and community levels that determines decision making and participation in relation to nutrition challenges
- Use of the Gender Marker to assess the integration of gender in the programmes
- Existence or not of gender-earmarked budget lines within financial allocations
- Type and adequacy of indicators used to measure gender-sensitive objectives (participation, empowerment, protection)
- Depth of gender analysis in monitoring
- Use of sex-disaggregated data
- Level of knowledge and skills of WFP staff and cooperating partners regarding gender

PLANNED VERSUS ACTUAL METHODOLOGY

271. Table 12 summarizes the intended and actual methods applied in the evaluation, limitations to validity and mitigation measures, and lessons for future evaluations and WFP stakeholders.

Table 12: Planned versus actual methodology

Planned method	Comments on application	Limitations to validity	Lessons for future evaluations
Document review	<ul style="list-style-type: none"> • The WFP e-library is a useful central repository of documents, but it is also quite large; the e-library structure document that serves to navigate the library has upwards of 900 lines. WFP has marked what it considers priority 	<ul style="list-style-type: none"> • While it was not feasible to examine all documents shared, some variance in the validity of document is assumed. 	<ul style="list-style-type: none"> • While good systems for document sharing in the course of the evaluation are in place, more attention is needed to pre-sort and reduce the volume of documentation shared, and identify the

Planned method	Comments on application	Limitations to validity	Lessons for future evaluations
	<p>readings, which is useful in the initial phases. Nevertheless, the library has a substantial amount of documentation that is irrelevant to the evaluation, including both draft and versions of some reports. Sorting out what documents are most relevant is a time-consuming process.</p> <ul style="list-style-type: none"> Some important requested documentation was not received until the last 1-2 weeks before the draft report submission; it was challenging to absorb this volume of documents at this late stage. Guidance and support from the OEV research assistant and the OEV and country office evaluation managers were very helpful to identifying and locating relevant documents. 	<p><i>Mitigation:</i> The evaluation team sought to identify and prioritize the documents received from WFP and assess their validity in light of other information sources.</p>	<p>documentation considered most relevant and most up to date.</p>
<p>Key informant interviews (Remote or in-person work, depending on the pandemic context)</p>	<ul style="list-style-type: none"> 91 remote KIIs conducted. OEV organized/scheduled all KIIs in inception phase. Evaluation team and country office organized/scheduled KIIs in evaluation phase. It was a challenge to complete all desired interviews within the time allocated, even with the helpful interventions of the country office. The data collection phase extended for three-four weeks beyond the initial plan, in part due to these difficulties in connecting with informants. Several interviews at country office level had to be rescheduled and came only at the very end of the data collection phase, which limited the time the evaluation team had to reflect, process, and triangulate information to feed into draft report findings. 	<ul style="list-style-type: none"> No limitations beyond the standard caveats of primary data consisting of respondent opinions and perspectives. There is potential for exaggeration or omission of information; inaccurate recall; giving responses perceived as desirable, expected, or acceptable; reporting untruthful information. <p><i>Mitigation:</i> The evaluation team is comprised of senior evaluators with extensive experience in qualitative methods and interviewing, and as such is well skilled in mitigating these types of bias and validity issues to the extent possible. Moreover, KII findings are triangulated across informants and</p>	<ul style="list-style-type: none"> The pandemic has intensified the volume of remote communications and there is “Zoom fatigue” on all sides. Interviews should be carefully selected, planned and timed to lessen this burden and yield productive and relaxed conversations. WFP staff at headquarters and regional level may be overwhelmed with interview requests, especially given the high volume of CSPEs. WFP evaluation managers and the evaluation team need to collaborate to streamline these processes. The evaluation team needs more control over the pace and scheduling of KIIs, especially in the inception phase. Accommodating schedules across

Planned method	Comments on application	Limitations to validity	Lessons for future evaluations
		with other information sources. All respondents are also assured that the report narrative will not include personally identifying information.	multiple parties and time zones is difficult and a too-intensive schedule, especially at odd hours, does not allow the evaluation team time to recuperate and to meet as a team to process the volume of interview input.
Case studies: Case study 1: refugees Case study 1: scaling	In-person data collection for the two case studies by national consultants could not take place due to COVID-19 precautions. Data collection was implemented remotely.	<ul style="list-style-type: none"> • Same as KIIs. 	
External e-survey	<ul style="list-style-type: none"> • E-survey launched on 20 July 2021 and closed on 13 August 2021. • Three reminders sent (27 July; 6 August; 12 August). • Above-average response rate after reminder messages: 25 responses collected out of 57 invitations (44 percent participation rate). • Due to delays in launching the e-survey and multiple extensions of the e-survey deadline to improve response rate, the e-survey results did not inform qualitative lines of inquiry for qualitative data collection to the extent envisaged in the inception report for this evaluation. 	<ul style="list-style-type: none"> • Same as KIIs. 	<ul style="list-style-type: none"> • As with “Zoom fatigue,” stakeholders may receive multiple survey requests (beyond the CSPE) and not prioritize or have adequate time for the CSPE survey. The survey purpose must be communicated clearly, as well as how survey results will be used and communicated and why they are of interest to the respondent. Brevity and simplicity are key to eliciting a robust survey response. • Reminder messages are necessary to encourage participation.
Internal e-survey	<ul style="list-style-type: none"> • E-survey launched on 2 July 2021 and closed on 13 August 2021. • Five reminders sent (14 July; 20 July; 27 July; 6 August; 12 August). 	<ul style="list-style-type: none"> • Same as KIIs. 	<ul style="list-style-type: none"> • Same as external survey.

Planned method	Comments on application	Limitations to validity	Lessons for future evaluations
	<ul style="list-style-type: none"> Above-average response rate after reminder messages: 24 responses collected out of 50 invitations (48 percent participation rate). Due to delays in launching the e-survey and multiple extensions of the e-survey deadline to improve response rate, the e-survey results did not inform qualitative lines of inquiry for qualitative data collection to the extent envisaged in the inception report for this evaluation. 		
Quantitative data review	<ul style="list-style-type: none"> While some evaluability concerns were raised in the inception phase around data availability and inconsistency in reporting quantitative information, further analysis in the data collection and reporting phases revealed differences in numerical values of monitoring indicators across sources, such as ACRs, COMET and the country office WINGS database. For example, the evaluation team encountered numerous examples of where beneficiary numbers, financial data, and outcome and output values do not line up across these sources within and across years. The evaluation team came to learn the reasons for these differences. Essentially, the figures in the ACRs are publicly released and these are considered official results. However, data are sometimes revised in the COMET database, and the values in the ACRs are not correspondingly updated. Data on gender inequality and women empowerment, protection issues, efficiency and sustainability are not systematically collected. Complete and consistent baseline and yearly 	<ul style="list-style-type: none"> The reason for differences in reported values of results indicators between the ACRs and COMET is understood by the evaluation team. However, the decision of which values were appropriate to use in analyses remained an issue, namely whether to use the “official” (ACR) or “corrected” (COMET) data. <p><i>Mitigation:</i> The evaluation team enlisted the support of the research assistant in OEV and the country office finance team to understand the reasons for the differences across reporting platforms, documents and data. As a general rule the decision was made to use results indicator data from COMET, as this is more “correct”, even though this information is somewhat different from the “official” figures in the ACRs. In some instances, due to incomplete</p>	<ul style="list-style-type: none"> Results indicators are reported in several WFP data sources and reports like ACRs, COMET and WINGS, and numerical discrepancies are often found when comparing across these sources. There are rational explanations for these differences, namely they record information that is “correct” at different points in time. Evaluation of these indicators must be aware of the reasons for the observed differences across sources and use the sources that are most appropriate for the analysis. In general, the COMET dataset provides the most accurate and up-to-date information, and this should normally be the appropriate source of results, if available.

Planned method	Comments on application	Limitations to validity	Lessons for future evaluations
	<p>trend data sets on these areas since 2015 are not available.</p> <ul style="list-style-type: none"> The evaluation team does not have access to comparable data from other contexts to make assessments of cost-effectiveness in relation to other similar investments. One of the reasons for lack of comparable data is that costs per activity can be very different in different contexts, because the unit costs of inputs (e.g., wage rates) may be very different across economies. Costs may also be different because of differences in regulatory conditions, infrastructure conditions, etc. For this reason, even if numerical values of costs per unit of activity are available, comparisons of these values across different contexts are not strictly valid. OEV was available to clarify inconsistencies and guide as necessary. 	<p>information available in COMET, results provided by the country office from their WINGS database were used (and cited as such). All supporting tables/graphs involving quantitative data cite the data sources used in the analysis. Findings on cross-cutting themes for which there are little or partial quantitative data relied more on other information types and sources.</p>	
<p>Cost-efficiency analysis of human resource decisions</p>	<p>The evaluation explored the possibility of measuring the cost-efficiency of human resources decisions over the course of the CSP, specifically staffing investments at various stages of the CSP.</p> <p>The hypothesis that cost-efficiency analysis could meaningfully be conducted for human resource decisions was discussed with the country office. It was determined that the hypothesized causal linkages were not strong enough and information for such analysis could not easily be computed from existing datasets. Cost-efficiency analysis of human resource decisions was therefore not conducted.</p>	<p>In consultation with the country office, an alternative cost analysis was undertaken.</p> <p>The cost-effectiveness analysis focuses on trends in the costs in relation to outputs achieved over the years of implementation of the CSP.</p>	

Annex 6: Evaluation Timeline

Table 13: Evaluation 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	Evaluation Manager (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 + team leader (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	6–14 May 2021
	IR clearance	DDoE	17-21 May 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 ²¹⁰			
	In country / remote data collection	Team	5 July–Aug 16 2021
	Exit debrief (ppt)	TL	26 July 2021
	Preliminary findings debrief	Team	18 August 2021
Phase 4 - Reporting			
D r a f t 0	Submit high quality draft evaluation report (ER) to OEV (after the company's quality check)	TL	10 September 2021
	OEV quality feedback sent to TL	EM/QA2	16 September 2021
D r a f t 1	Submit revised draft ER to OEV	TL	22 September 2021
	OEV quality check	EM/QA2	23–24 September 2021
	Seek clearance prior to circulating the ER to internal reference group (IRG)	DDoE	27–30 September 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	1–14 October 2021
	Learning workshop (in country or remote)	TL/EM/QA2	7–8 October 2021
	Consolidate WFP comments and share with team	EM	11–14 October 2021

²¹⁰ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments	ET	27 October 2021
D r a f t 2	Review draft 2	EM/QA2	2 November 2021
	Submit final draft ER to OEV	TL	8 November 2021
D r a f t 3	Review draft 3	EM/QA2	9–12 November 2021
	Seek final approval by DDoE	DDoE	15–19 November 2021
S E R	Draft summary evaluation report (SER)	EM	22–26 November 2021
	Review of draft summary evaluation report QA2	QA2	29 November–3 December 2021
	Seek DDoE clearance to send SER	DDoE	6–10 December 2021
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV 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

Annex 7: Reconstructed Theory of Change

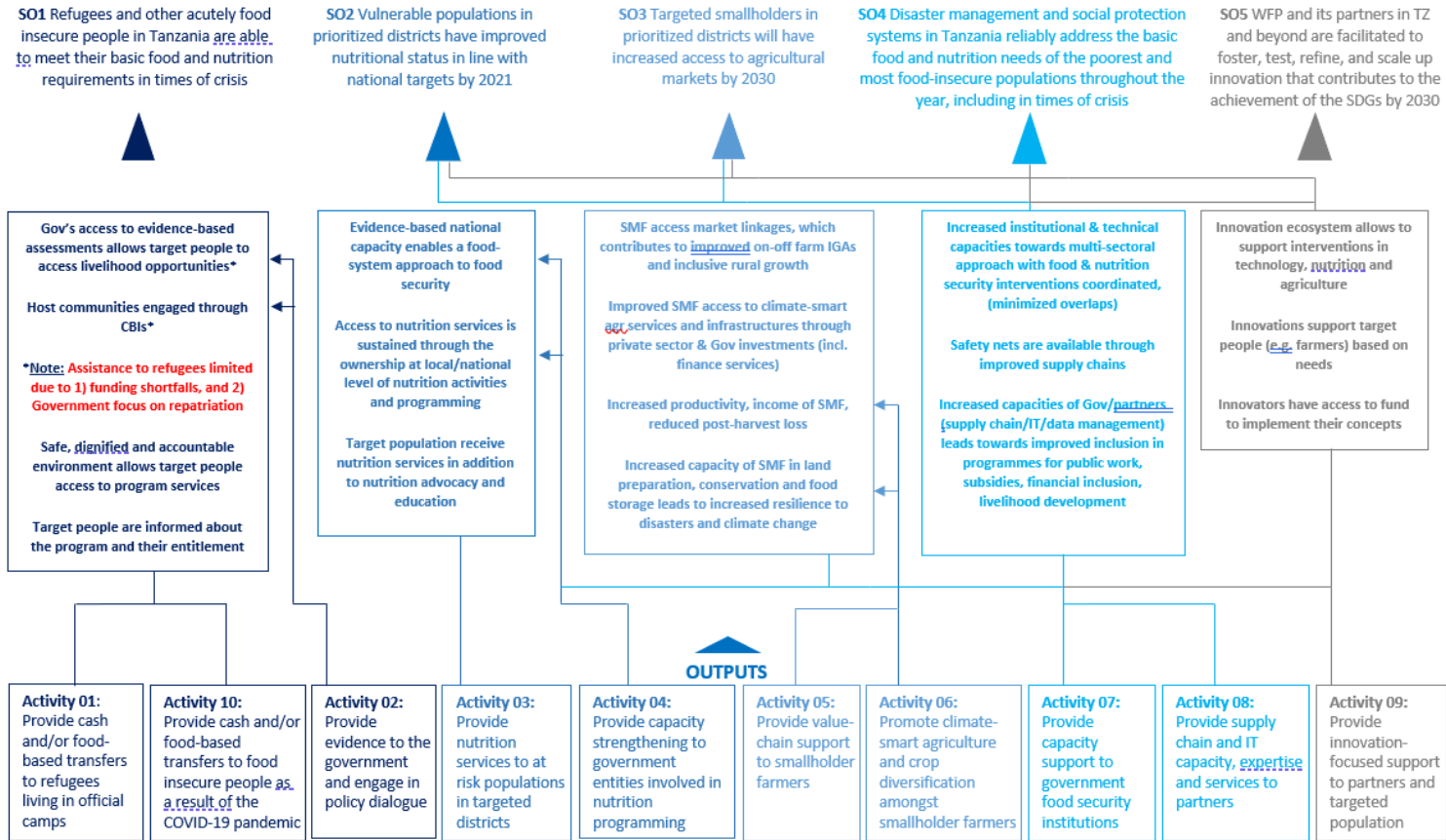
The theory of change (ToC) presented below has been reconstructed by the evaluation team based on the country strategic plan document, budget revisions, annual country report results and key informant interviews. It is designed to capture and illustrate the output-to-outcome pathway logic and assumptions identified by these sources as the main structure of the WFP Tanzania country strategic plan. The evaluation team validated the model during the evaluation phase through a collaborative and iterative process with the country office, revising the preliminary theory of change as necessary to develop it into a functional one that reflected current programming. This process involved a review of theory of change pathway risks and opportunities during the country strategic plan lifetime, and country strategic plan adaptive management along and across theory of change pathways.

See full-page figure below, followed by the table of assumptions



WFP Tanzania CSP Reconstructed Theory of Change

STRATEGIC OUTCOMES



PRE-CONDITIONS



Holistic & programmatic approach management (UNDAP, etc)



Government supports & implements innovations



WFP trusted and perceived as a contributor to the national nutrition response



Gender, protection and accountability mainstreamed across the CSP and projects

WFP Tanzania country strategic plan assumptions		
Narrative summary		Assumptions
Strategic Outcome 1: Refugees and other acutely food insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis		
Intermediate outcomes <ul style="list-style-type: none"> - Medium-term nutrition needs of beneficiaries are met and thus beneficiaries can focus on addressing other needs (e.g. health, livelihood, education...) - Programme services (cash/vouchers/CBIs/livelihoods) are accessible in camps and host communities 		<i>Affecting the intermediate outcome-to-outcome link</i> <ul style="list-style-type: none"> - New modalities (vouchers, cash) are accepted by the Government and included through WFP CSP and government safety nets ... - ...thus allowing beneficiaries to engage in IGAs within/outside camps - Linkage with smallholder farmers to supply commodities to camps/host communities (link with SO3)
Outputs <ul style="list-style-type: none"> - Short-term nutrition needs of beneficiaries are met - Most vulnerable beneficiaries are protected 		<i>Affecting the output-to-intermediate outcome link</i> <ul style="list-style-type: none"> - Adequate use of WFP evidence leads the Government to accept CBI and livelihood assistance
Inputs/activities <ul style="list-style-type: none"> - <u>Activity 01</u>. Provide cash and/or food-based transfers to refugees living in official camps - <u>Activity 10</u>. Provide cash and/or food-based transfers to food insecure people as a result of the COVID-19 pandemic - <u>Activity 02</u>. Provide evidence to the Government and engage in policy dialogue 		<i>Affecting the input-to-output link</i> <ul style="list-style-type: none"> - Effective targeting and distribution of cash/food by WFP - Project information, targeting and entitlement is clearly communicated in camps and to beneficiaries - Adequate resourcing
Strategic Outcome 2: Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021		
Intermediate outcomes <ul style="list-style-type: none"> - Availability and quality of improved health/nutrition services is sustained 		<i>Affecting the intermediate outcome-to-outcome link</i> <ul style="list-style-type: none"> - Contributions from SO4 and SO5 support a transition towards a food-system approach to food security
Outputs <ul style="list-style-type: none"> - Immediate nutrition and health needs of beneficiaries are met - Capacity of trained staff is increased 		<i>Affecting the output-to-intermediate outcome link</i> <ul style="list-style-type: none"> - Government staff and health centre staff are not reassigned to posts away from CSP project areas - No disaster or hazard further deteriorates the current context
Inputs/activities <ul style="list-style-type: none"> - <u>Activity 03</u>. Provide nutrition services to at risk populations in targeted districts - <u>Activity 04</u>. Provide capacity strengthening to government entities involved in nutrition programming 		<i>Affecting the input-to-output link</i> <ul style="list-style-type: none"> - Relevant beneficiary targeting by the CSP - Adequate number of government and health centre staff willing to be trained and participate in CSP project activities - Adequate resourcing
Strategic Outcome 3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030		
Intermediate outcomes <ul style="list-style-type: none"> - Increased productivity, income of smallholder farmers, reduced post-harvest loss 		<i>Affecting the intermediate outcome-to-outcome link</i> <ul style="list-style-type: none"> - Climate-smart agriculture services are sustainable and accessible to smallholder farmers

<ul style="list-style-type: none"> - Increased capacity in land preparation, conservation and food storage leads to increased resilience to disasters and climate change 		
<p>Outputs</p> <ul style="list-style-type: none"> - Smallholder farmers are trained and engage in new value chains 		<p><i>Affecting the output-to-intermediate outcome link</i></p> <ul style="list-style-type: none"> - Climate-smart agriculture services and finance are accessible to smallholder farmers - Interventions under SO4 and SO5 contribute towards the establishment of climate-smart agriculture services (e.g., connection to markets) - New potential markets are made accessible through CSP support and interventions
<p>Inputs/activities</p> <ul style="list-style-type: none"> - <u>Activity 05</u>: Provide value-chain support to smallholder farmers - <u>Activity 06</u>: Promote climate-smart agriculture and crop diversification amongst smallholder farmers 		<p><i>Affecting the input-to-output link</i></p> <ul style="list-style-type: none"> - Relevant beneficiary targeting by the CSP - Beneficiaries willing to engage in project activities and value chains identified/promoted under the CSP - Adequate resourcing
<p>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</p>		
<p>Intermediate outcomes</p> <ul style="list-style-type: none"> - Safety nets are available through improved government capacity and supply chains - Increased institutional and technical capacities towards multisectoral approach with food and nutrition security interventions coordinated, (minimized overlaps) 		<p><i>Affecting the intermediate outcome-to-outcome link</i></p> <ul style="list-style-type: none"> - Capacity within government institutions and partners is sustained
<p>Outputs</p> <ul style="list-style-type: none"> - Capacity of trained government staff is increased - Capacity of trained partners is increased - Improved inclusion in programmes for public work, subsidies, financial inclusion, livelihood development 		<p><i>Affecting the output-to-intermediate outcome link</i></p> <ul style="list-style-type: none"> - Government staff are not reassigned to posts away from CSP project areas - Partners do not go out of business and remain committed to the project and CSP - SO4 has direct contributions to SO2 and SO3
<p>Inputs/activities</p> <ul style="list-style-type: none"> - <u>Activity 07</u>: Provide capacity support to government food security institutions - <u>Activity 08</u>: Provide supply chain and IT capacity, expertise and services to partners 		<p><i>Affecting the input-to-output link</i></p> <ul style="list-style-type: none"> - Number of adequate government staff and partners willing to be trained and participate in CSP project activities - Number of partners willing to receive technical support expertise from WFP CSP - Synergies sought with CSP SO2 and SO3 - Adequate resourcing
<p>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</p>		
<p>Intermediate outcomes</p> <ul style="list-style-type: none"> - Projects are linked with interventions in technology, nutrition and agriculture 		<p><i>Affecting the intermediate outcome-to-outcome link</i></p> <ul style="list-style-type: none"> - Results and lessons learned are captured by WFP and partners and used for policy advocacy for further potential linkage and support to SO1, SO2, and SO3

<ul style="list-style-type: none"> - Projects generate lessons learned and evidence for advocacy 		
<p>Outputs</p> <ul style="list-style-type: none"> - Innovators have access to fund and implement their projects 		<p><i>Affecting the output-to-intermediate outcome link</i></p> <ul style="list-style-type: none"> - Innovations have the potential to support SO2 and SO3 pathways - Innovations and projects are linked with SO2 and SO3 for synergized results - Innovators carry on with project implementation
<p>Inputs/activities</p> <ul style="list-style-type: none"> - <u>Activity 09</u>: Provide innovation-focused support to partners and targeted population 		<p><i>Affecting the input-to-output link</i></p> <ul style="list-style-type: none"> - Relevant and scalable projects are supported by the CSP and possibly backed up by the Government - Government interest in supporting/promoting innovation - Number of innovators applying for funding - Adequate resourcing

Annex 8: Line of Sight

TANZANIA				
SR 1 – Access to Food (SDG Target 2.1)	SR 2 – End Malnutrition (SDG Target 2.2)	SR 3 – Smallholder Productivity and Incomes (SDG Target 2.3)	SR 5 – Countries Strengthened Capacities (SDG Target 17.9)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING
OUTCOME 1: Refugees and other acutely food insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis (category 1.1)	OUTCOME 2: Vulnerable populations in prioritized districts have improved nutritional status in line with national targets by 2021 (category 2.1)	OUTCOME 3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030 (category 3.1)	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 (category 5.1)	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 (category 8.2)
OUTPUTS: <ul style="list-style-type: none"> Refugees and other vulnerable populations (tier 1) receive unconditional cash and/or food-based transfers (category A1) in order to meet their basic food and nutrition requirements (SR1) Targeted refugees and other beneficiaries (tier 1) receive cash and/or food, benefit from improved knowledge in nutrition and/or receive supplementary nutritious foods (category B) in order to improve their nutritional status (SR2) Refugees and host communities (tier 3) benefit from government access to evidence based assessments in livelihood opportunities for refugees (category C) in order to have sustainable access to food (SR1) and improve their resilience to shocks (SR3) 	OUTPUTS: <ul style="list-style-type: none"> Children and pregnant and lactating women (tier 1) receive specialized nutritious foods (category B) in order to prevent malnutrition (SR2) Malnourished children and pregnant and lactating women (tier 1) receive specialized nutritious foods (category B) in order to treat malnutrition (SR2) Vulnerable individuals (tier 1) benefit from improved knowledge in behavioural and/or agricultural practices for better nutrition (category E) in order to improve their nutritional status (SR2) At risk populations (tier 3) benefit from strengthened, evidence-based national capacity to address nutrition needs (category C) in order to give people sustainable access to adequate food and nutrition (SR1) and complementary health services (SDG 3) 	OUTPUTS: <ul style="list-style-type: none"> Targeted smallholder farmers (tier 2) benefit from WFP value chain support (category F) in order to have improved access to profitable markets and increase their incomes (SR3) Targeted smallholder farmers (tier 2) benefit from increased availability of financial and insurance services (category G) in order to increase production and incomes (SR3) Targeted smallholder farmers (tier 2) benefit from improved availability of climate-smart agricultural services and products (category C) in order to increase productivity and incomes (SR3) and mitigate the negative effects of climate-change (SDG 13) Targeted smallholder farmers (tier 2) benefit from increased access to household and community storage infrastructure (category L) in order to reduce post-harvest losses and increase incomes (SR3) 	OUTPUTS: <ul style="list-style-type: none"> Food insecure people (tier 3) benefit from improved government capacity in safety net development and management (category C) in order to have improved access to their basic needs (SR1, SR5) Food insecure people (tier 3) benefit from the Government's improved ability to scale up safety net provision in times of shocks (category C) in order to ensure that they continuously meet their basic needs (SR3, SR5) Targeted food insecure communities (tier 2) benefit from construction of long-term community assets (category D) in order to improve food security (SR1) Vulnerable communities in Tanzania (tier 3) benefit from WFP provision of supply chain and IT services to development partners and their strengthened capacity (category H) that improves the effectiveness of development and humanitarian programmes (SR5, SR8) 	OUTPUTS: <ul style="list-style-type: none"> Vulnerable individuals in Tanzania (tier 3) benefit from increased access of humanitarian/ development partners to innovative assistance programming (category H) in order to receive more effective support, including in times of crisis (SR8)
ACTIVITY 1: Provide cash and/or food based transfers to refugees living in official camps (category 1; modality: food/CBT/Capacity Strengthening (CS))	ACTIVITY 3: Provide nutrition services to at risk populations in targeted districts (category 6; modality: food, CS)	ACTIVITY 5: Provide value-chain support to smallholder farmers (category 7; modality: CS)	ACTIVITY 7: Provide capacity support to government food security institutions (category 3; modality: CS, food/CBT)	ACTIVITY 9: Provide innovation-focused support to partners and targeted populations (category 10; modality: CS, SD)
ACTIVITY 2: Provide evidence to the government and engage in policy dialogue (category 9; modality: CS)	ACTIVITY 4: Provide capacity strengthening to government entities involved in nutrition programming (category 3; modality: CS)	ACTIVITY 6: Promote climate-smart agriculture and crop diversification amongst smallholder farmers (category 7; modality: CS)	ACTIVITY 8: Provide supply chain and IT capacity, expertise and services to partners (category 10; modality: SD)	
ACTIVITY 10: Provide cash and/or food-based transfers to food insecure people as a result of the COVID-19 pandemic (category 9; modality: food/CBT/CS)				

Source: United Republic of Tanzania Country Strategic Plan Revision 6

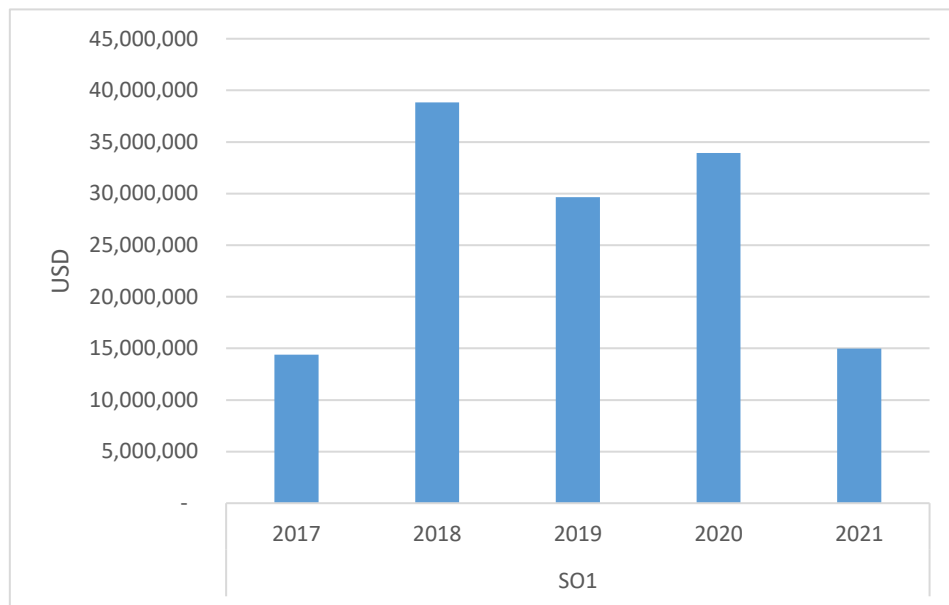
Annex 9: Supplemental tables and figures

Table 14: Beneficiary data by sex and age group

Year	2017						2018					
Beneficiary category	Planned Male	Planned Female	Planned Total	Actual Male	Actual Female	Actual Total	Planned Male	Planned Female	Planned Total	Actual Male	Actual Female	Actual Total
Total beneficiaries	203,865	248,792	452,657	162,077	183,297	345,374	208,837	237,395	446,232	156,539	183,026	339,565
Children (under 5 years)	75,243	78,521	153,764	36,900	52,793	89,693	52,209	54,440	106,649	39,050	40,748	79,798
Children (5-18 years)	56,295	59,913	116,209	41,792	27,626	69,418	68,720	73,182	141,902	51,614	54,670	106,284
Adults (18 years plus)	72,327	110,357	182,684	83,385	102,878	186,263	87,908	109,773	197,681	65,875	87,608	153,483
Year	2019						2020					
Beneficiary category	Planned Male	Planned Female	Planned Total	Actual Male	Actual Female	Actual Total	Planned Male	Planned Female	Planned Total	Actual Male	Actual Female	Actual Total
Total beneficiaries	173,180	200,052	373,232	139,176	155,908	295,084	404,004	452,228	856,232	129,226	149,420	278,646
Children (under 5 years)	45,161	46,281	91,442	48,669	51,789	100,458	108,043	110,260	218,302	32,103	34,221	66,324
Children (5-18 years)	57,478	59,717	117,195	40,474	41,580	82,054	128,513	132,751	261,263	37,559	39,049	76,608
Adults (18 years plus)	70,541	94,054	164,595	50,033	62,539	112,572	167,449	209,218	376,667	59,564	76,150	135,714

Source: COMET data, filename 2021.03.23_CM-R001b_-_Annual_Country_Beneficiaries_(CSP)_2017, 2018, 2019, 2020

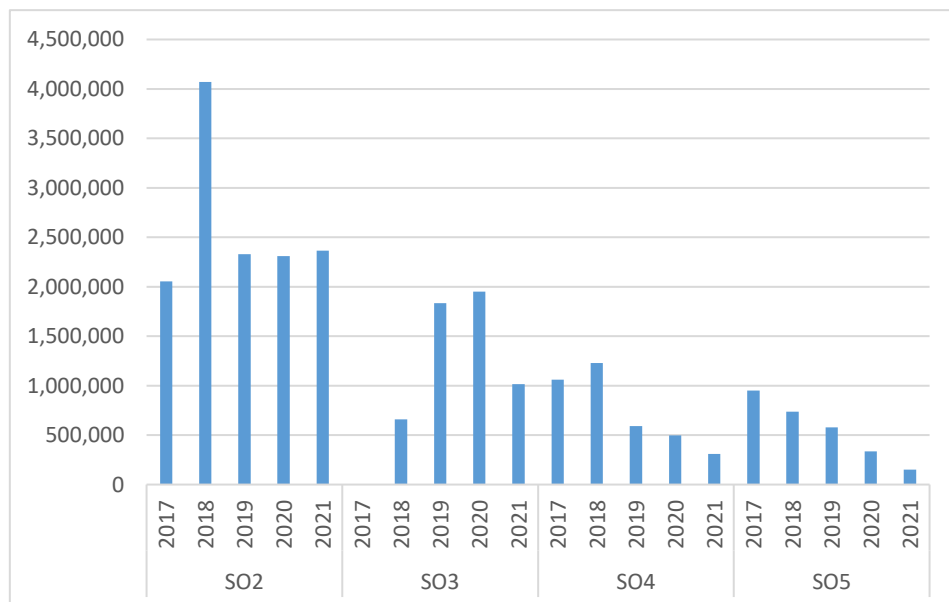
Figure 21: Total expenditures, close-up: SO1 only



Source:

- Annual country reports 2017–2021
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2017)
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2018)
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2019)
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2020)
- *2021.09.02_ACR5-A_-_Annual_Country_Report_v16 (1 Jan - 2 Sept 2021). Note: 2021 expenditures only cover January – Sept 2.

Figure 22: Total expenditures, close-up: SO2 – SO5



Source:

- Annual country reports 2017–2021
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2017)
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2018)
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2019)
- 2021.03.24_ACR5-A_-_Annual_Country_Report (1 Jan - 31 Dec 2020)
- *2021.09.02_ACR5-A_-_Annual_Country_Report_v16 (1 Jan - 2 Sept 2021). Note: 2021 expenditures only cover January – Sept 2.

Annex 10: History of Budget Revisions

Table 15: Tanzania CSP (2017–2021) history of budget revisions

Budget Revision	Date	Rational for budget revisions
BR 1	Unknown	<ul style="list-style-type: none"> Technical revision accounting for the corporate-wide reduction in the indirect cost rate from 7 to 6.5 percent.
BR 2	Aug 2018	<ul style="list-style-type: none"> 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. Changes cover the period of 1 April 2018 to 30 June 2021.
BR 3	Unknown	<ul style="list-style-type: none"> Technical revision implemented at headquarters level to ensure all CSPs transition to the simplified country portfolio budget structure.
BR 4	June 2020	<ul style="list-style-type: none"> Activity 1 of the CSP assumes that WFP will provide food assistance to refugees through a combination of in-kind and cash-based transfers (CBT), with CBT gradually increasing over time. In August 2017, the Government of Tanzania requested the suspension of CBTs; approval to re-start CBTs has not been forthcoming. The BR seeks to convert food assistance from CBT to in-kind modality from May 2020 to June 2021. The overall budget decreased to USD 340,587,592.
BR 5	Aug 2020	<ul style="list-style-type: none"> The BR includes the first phase of a response to COVID-19 through the creation of Activity 10 (SO1), adjustments for reduced refugee beneficiary numbers (SO1, Activity 1) and programme design and reduced beneficiary numbers in SO2. The overall budget was increased to USD 356,755,759 (including implementation costs and direct support costs (DSC) and indirect support (IDS) costs) This first phase of the COVID-19 response has a duration of six months.
BR 6	May 2021	<ul style="list-style-type: none"> Expands on Activity 10 to provide food and cash-based transfers to food-insecure people as a result of the COVID-19 pandemic. BR 06 officially extends the CSP by one year (to 30 June 2022) to align with the extended UNDAF II Reduces the overall number of beneficiaries over the programme duration from 1,118,157 (original duration, 01 July 2017–30 June 2021) to 508,828 (programme period including extension, 01 July 2017–30 June 2022), which is 45.5 percent of the original total.

* BR 3 had no consequences for the overall budget.

Source: OEV, based on CSPE budget revision documents.

Annex 11: Analyses Commissioned by Country Office

Table 16: Analytical work commissioned or conducted by WFP Tanzania (2015 – current)

Year	Theme	Report Title
2018 (Aug)	Disability	Emergencies and Transitions Unit (OSZPH) Protection Disability Adviser Mission to WFP Tanzania
2018 (Nov)	Agriculture	Feasibility and Market Study for Sorghum Value Chain in Dodoma Region
2019 (Sep)	Agriculture	Baseline Survey Kigoma Joint Programme (Agriculture Theme): Maize, Beans, Cassava
2020 (Aug)	Agriculture	Endline Evaluation: Climate and weather Information Services for Farmers and Pastoralists (CWIP)
2020 (May)	COVID, urban	Rapid Urban Baseline Food Security Assessment Amid COVID-19 Pandemic. Dar es Salaam, Tanzania.
2020 (July)	COVID, urban	Rapid Urban Baseline Food Security Assessment Amid COVID-19 Pandemic. Urban West, Zanzibar.
2020 (July)	WFP and UNHCR	Community and Household Surveillance in North Western Tanzania Programme Outcome Monitoring in Nyarugusu, Nduta, and Mtendeli Refugee Camps
2020 (July)	COVID, market functionality	Market Functionality Assessment Amid COVID-19 Pandemic in the United Republic of Tanzania: Market Functionality Index
2020 (Sep)	Agriculture	Climate-Smart Agriculture Programme (CSAP) Feedback Survey: GAP and PHHS Survey
2020 (Nov)	CSP	Mid-Term Review Country Strategic Plan (2017-2021)
2020 (Dec)	PDM, refugees	mVAM Report – Tanzania. Boresha Lishe Beneficiaries – Dodoma and Singida
2021 (Apr)	PDM, refugees	mVAM Report – Tanzania. Boresha Lishe Beneficiaries – Dodoma and Singida (Round 2)
2021 (Aug) DRAFT	Boresha Lishe	Endline Survey Report of Boresha Lishe Project: Dodoma and Singida Regions, Tanzania
2021 (Mar)	PDM, refugees	PDM Summary Report
2021 in process	PDM, refugees	PDM Summary Report
Ongoing since June 2000	Food security monitoring	mVAM: Remote Food Security Monitoring by Phone
2021 (Aug) in process	Refugees	Community Household Survey (ongoing in three refugee camps)

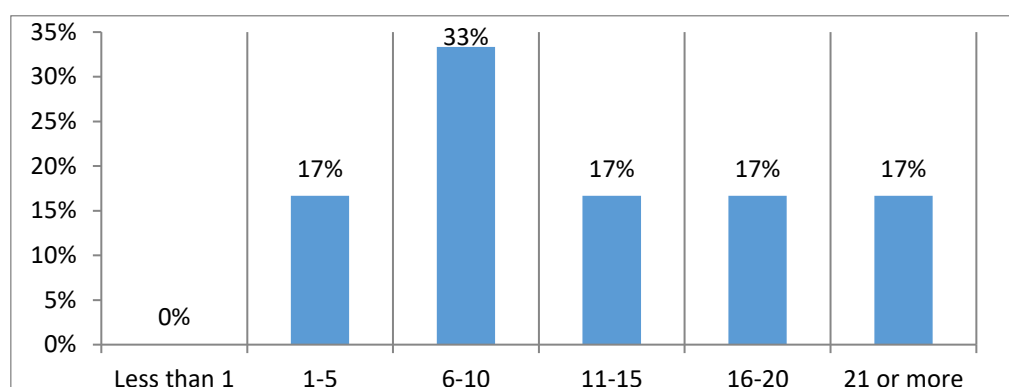
Annex 12: E-Survey Briefs

INTERNAL E-SURVEY BRIEF

Internal stakeholders were invited to participate in an e-survey to capture their perspective and experience regarding the development and implementation of the WFP Tanzania Country Strategic Plan (2017-2022). In consultation with the country office, the e-survey was launched on 2 July 2021 and closed on 13 August 2021. The focus of the internal e-survey was to address how WFP staff have experienced the evolution of the WFP Tanzania strategy and operating model, and perceptions of strategic outcomes and activity results.

Out of the 50 invitations sent on 2 July, with three reminders sent in July and three in August, nearly half (24) responded (48 percent participation rate). Most respondents (84 percent) have been working six or more years for WFP, which suggests respondents are knowledgeable about the WFP Tanzania country strategic plan (see **Figure 23**). WFP staff invited to participate in the survey included senior management, vulnerability analysis and monitoring staff, monitoring and evaluation staff, programme associates, nutrition officers, procurement officers, finance officers, programme heads, programme officers, regional officers, social protection staff and human resources staff.






Figure 23: Years of work with WFP in any post



Source: WFP Tanzania CSPE e-survey of internal stakeholders 2021

The information presented below is a synthesis of programme insights from the perspective of internal country strategic plan stakeholders. It should be interpreted as respondents' views, which are not necessarily the views of the evaluation team; respondents' perspectives are a component of the analysis presented in the main report.

Table 17: WFP Tanzania CSPE: Key findings, e-survey of internal stakeholders

	<p>Respondents indicated WFP made a substantial impact on food supply chains (77 percent), nutrition (73 percent), and agriculture (64 percent), and to a lesser extent on food security (59 percent), livelihoods and government capacity development (50 percent)</p>
	<p>Most respondents indicated that WFP work on gender equity and empowerment was satisfactory or very satisfactory (59 percent and 27 percent, respectively). It was noted that the Gender and Age Marker shows improvement, but that there is still room to do more in terms of activities, policy engagement, strengthening partnerships, gender analysis, and improving the gender budget</p>
	<p>Accountability towards refugee populations is largely rated very satisfactory or satisfactory (45 percent and 41 percent, respectively). However, respondents noted needs for improvement in non-refugee programmes. They also indicated that some beneficiary groups still need to be reached, improvements are needed in the feedback mechanism, and resources need to be allocated to target the most vulnerable populations</p>
	<p>Support to smallholder farmers through: local procurement; refugee operations; agriculture and value chains; social protection systems; nutrition activities in communities; and food delivery and assistance to refugees were seen as the greatest added value of the continued presence of WFP in Tanzania</p>
<p>SO1</p>	<p>WFP progress against SO1 was generally considered satisfactory or very satisfactory (59 percent and 32 percent, respectively). Respondent feedback included comments that there is satisfactory pipeline management, that there has been a notable improvement in the efficiency of food distribution, and that refugees are well served.</p>
<p>SO2</p>	<p>WFP progress against SO2 was largely considered satisfactory or very satisfactory (50 percent and 36 percent, respectively). Feedback from respondents included comments that WFP is a lead agency on nutrition work, though interventions do not cover a wide area and have few beneficiaries; and that WFP has good visibility of projects and results.</p>
<p>SO3</p>	<p>WFP progress against SO3 is generally considered satisfactory (59 percent). Reasons given include the view that SO3 progress has increased access to agricultural markets, and knowledge management on storage and post-harvest losses.</p>
<p>SO4</p>	<p>WFP progress against SO4 has mixed ratings of unsatisfactory (32 percent) and satisfactory (27 percent). Respondents noted frequent changes of leadership that made it difficult to achieve goals under SO4; “nothing substantial was done on SO4”; and that WFP engagement in disaster management and social protection is minimal compared to the previous country programme</p>
<p>SO5</p>	<p>WFP progress against SO5 also received mixed ratings of satisfactory (50 percent) and unsatisfactory (18 percent). Respondents noted: a need to expand work done under the WFP Innovation Hub; a missing link between innovation activities and other programme activities; and that more funding is needed to support work under SO5</p>
	<p>Respondents reported that WFP partnership with the Government needs to be strengthened by aligning WFP activities with government priorities and by ensuring the Government is fully aware of the existence and activities of WFP</p>



WFP internal capacity was largely considered satisfactory or very satisfactory (62 percent and 29 percent, respectively). Respondents described strong internal capacity as being due to: commitment from WFP staff; strong programming capacity; supply chain capacity; finance; nutrition expertise; and disaster risk reduction. However, respondents stated more capacity is needed in terms of social protection, gender, and accountability to affected populations/complaint feedback mechanisms at both strategic and operational levels



Respondents felt that to improve programme efficiency, the next country strategic plan should capitalize on identifying synergies between strategic objectives during the design stage and throughout the project cycle, including resource allocation and tracking. Respondents felt that programmes are fragmented, and the scale of interventions is small

Icon sources: WFP and OCHA humanitarian icons

EXTERNAL E-SURVEY BRIEF

External stakeholders were invited to participate in an e-survey to capture their perspective and experience regarding the development and implementation of the WFP Tanzania Country Strategic Plan (2017-2022). In consultation with the country office, the e-survey was launched on 20 July 2021 and closed on 13 August 2021. The focus of the external e-survey was to address the partnership experience, including respondents' perceptions of: i) WFP influence on the country strategic plan focus areas over the last five years; and ii) strategic objectives and activity results.

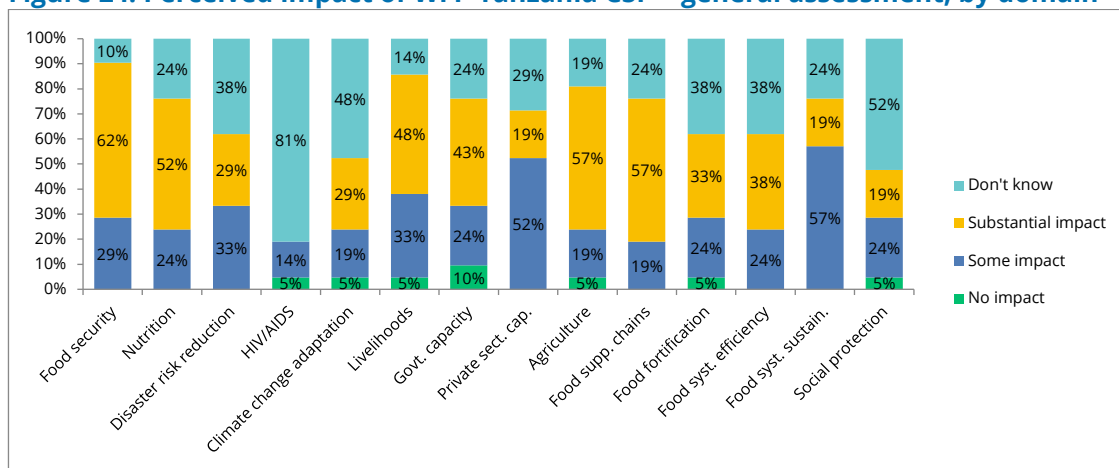
Out of 57 invitations sent on 20 July, with one reminder sent in July and two in August, 25 responses were collected (44 percent participation rate). Respondents surveyed included government ministry partners, non-governmental organization and cooperating partners, United Nations agencies, donors and potential donors, and academic institutions. A review of responses shows that respondents were involved with WFP in a wide range of activities and sectors including:

- 1) Multisectoral nutrition-sensitive interventions and nutrition governance
- 2) Integrated management of acute malnutrition
- 3) Maternal, infant, young child and adolescent nutrition
- 4) Multisectoral nutrition governance
- 5) Multisectoral nutrition information systems
- 6) Prevention and management of micronutrient deficiencies
- 7) Nutrition in emergencies
- 8) Stakeholder engagement in food and nutrition initiatives through training and capacity development
- 9) Nutrition research, innovation and use of evidence-based information in improving nutrition status of people
- 10) Implementation of the NMNAP I and development of NMNAP II
- 11) Policy and guideline formulation and monitoring achievement of national nutrition targets
- 12) Nutrition in the context of HIV/AIDS.

The information presented below is a synthesis of programme insights from the perspective of external country strategic plan stakeholders. It should be interpreted as respondents' views, which are not necessarily the views of the evaluation team; respondents' perspectives are a component of the analysis presented in the main report.

Figure 24 (below) shows the domains in which respondents felt the country strategic plan had the most impact.

Figure 24: Perceived impact of WFP Tanzania CSP – general assessment, by domain



Source: WFP Tanzania CSPE e-survey of external stakeholders 2021

Table 18: WFP Tanzania CSPE: Key findings, e-survey of external stakeholders

	<p>Most respondents indicated that WFP had a substantial impact on food security (62 percent), agriculture (57 percent), food supply chains (57 percent), and nutrition (52 percent). Some respondents (10 percent) indicated that WFP had no impact on government capacity.</p>
	<p>Respondents indicated that WFP work on gender equity¹ and empowerment is satisfactory or very satisfactory (76 percent and 19 percent, respectively). Reasons given by respondents who rated WFP work as unsatisfactory included that projects do not specifically target women and that WFP imposes Western standards of gender equity in rural Africa</p>
	<p>Accountability to affected populations was generally considered to be satisfactory or very satisfactory (62 percent and 29 percent, respectively). Reasons given for these positive ratings are WFP accountability in field monitoring to ensure all targeted beneficiaries are well engaged in implementation, participatory assessments, and WFP targeting of hard-to-reach areas</p>
	<p>WFP main weaknesses in Tanzania were said to be: the lack of integration of relevant nutrition indicators in routine information systems; the need to implement nutrition scorecards to improve accountability; the need to better operationalize multi-sectoral nutrition information and surveillance systems; the need to work more closely with the Government to extend activities into Zanzibar; and the need to improve integration of HIV interventions in WFP programmes</p>
	<p>Respondents considered WFP greatest added value to Tanzania to be: coordination of nutrition in the country; food distribution; contributions toward nutrition status improvement and planning at national level; capacity development of relevant ministries, departments, agencies, and select local government authorities; and influencing nutrition and agriculture policies and practices</p>
	<p>Progress against SO1 was generally considered satisfactory or very satisfactory (42 percent and 26 percent, respectively). Explanations given for these ratings included the presence of the large WFP warehousing capacity to support activities and good activity monitoring, especially in food basket provision</p>

SO2

Progress against SO2 was generally considered satisfactory or very satisfactory (47 percent and 21 percent, respectively). Explanations for these ratings included a change in the community mindset on using locally available foods through nutrition-sensitive agriculture, and substantial nutrition knowledge being cascaded to communities and the Government. Respondents also appreciated WFP engagement with the Tanzania Home Economics Association in supporting improved food processing technologies (solar dryers) and the development of ready-to-use food for children

SO3

Progress against SO3 was generally considered satisfactory or very satisfactory (42 percent and 26 percent, respectively). Reasons given by respondents for these ratings included WFP changing the market landscape by helping farmers increase their negotiation confidence, and buyer perceptions of dealing directly with smallholders

SO4

Progress against SO4 was considered satisfactory or very satisfactory (37 percent and 16 percent, respectively). However, respondents felt there is a need to engage more with local authorities during disasters to “avoid exclusion”, which the evaluation team interprets as exclusion in the context of beneficiary targeting

SO5

Progress against SO5 was considered satisfactory and very satisfactory (53 percent and 16 percent, respectively).



The WFP approach to partnerships is largely considered satisfactory or very satisfactory (50 percent and 44 percent, respectively), Respondents noted: good coordination of emergency preparedness and response and the United Nations Emergency Coordination Group;² good joint planning and flexibility; the WFP participatory approach with grantees; and strong WFP technical backstopping for partners. Respondents also indicated that WFP could strengthen partnerships by : high-level dialogue; ceasing micro-management of small civil society organizations/non-governmental organizations; continuing the user-driven approach; the timely disbursement of funds; a flexible implementation approach based on ground assessments; the promotion of long-term partnerships rather than short interventions; and including partners during early programme planning stages

¹ “Equity” was the term used in the e-survey question. Whereas “equality” is the preferred term, this presentation preserves the terminology used in the e-survey questions and responses.

² Respondent wrote “EPR and UN ECG”; evaluation team assumes this refers to emergency preparedness and response and the United Nations Emergency Coordination Group

Icon sources: WFP and OCHA humanitarian icons

Annex 13: Outcome, Cross-cutting, and Output Indicator Data, 2017-2020

Table 19: Strategic Outcome 1 indicator data, by activity and year

Indicator	Target group; Location	Sex	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Activity 01: Provide cash and/or food based transfers to refugees living in official camps								
Proportion of children 6-23 months of age who receive a minimum acceptable diet	Children 6 - 23 months; Dodoma and Singida	Female	23.2	>23.2	35	36.7	24.4	ND
		Male	23.4	>23.4	25	28.8	23.1	ND
		Overall	24.1	>24.1	29	32.7	23.7	ND
MAM treatment default rate	Children 6 - 59 months; Refugee camps	Overall	0	<15	2.78	2.6	0.8	2.61
MAM treatment mortality rate	Children 6 - 59 months; Refugee camps	Overall	0	<3	0	0	0	0
MAM treatment non-response rate	Children 6 - 59 months; Refugee Camps	Overall	0	<15	0.15	1.3	0	2
MAM treatment recovery rate	Children 6 - 59 months; Refugee camps	Overall	100	>75	92.1	94.5	94.4	95.39
Proportion of eligible population that participates in programme (coverage)	Children 6 - 59 months; Refugee camps	Overall	85	≥90	101	102	294	85.32
Proportion of target population that participates in an adequate number of distributions (adherence)	Refugees - MND (stand-alone micronutrient supplementation) Children 24-59 months	Female	71.93	>71.93	94	97	97	94.17
		Male	72.17	>72.17	91	98	95.7	95.07
		Overall	72.05	>72.05	92	97	96.4	94.62
Consumption-based Coping Strategy Index (Average)	General population; Refugee camps	Female	6.45	≤6.45	7.3	10.4	10.9	12
		Male	7.45	≤7.45	5.9	9.8	9.5	13.1
		Overall	6.75	≤6.75	6.4	10	10	12.25
Food Consumption Score: Percentage of households with Acceptable Food Consumption Score	General population; Refugee camps	Female	87.38	≥87.38	81.4	83	76.4	88.56
		Male	94.99	≥94.99	81.1	87	82.8	81.35
		Overall	89.67	≥89.67	81.2	86	80.4	86.79
Food Consumption Score: Percentage	General population; Refugee camps	Female	7.69	≤7.69	10.5	13	17.9	8.64
		Male	3.34	≤3.34	13.7	9	14.9	14.55
		Overall	6.39	≤6.39	12.5	10	16	10.09

Indicator	Target group; Location	Sex	Baseline	End-of- CSP target	2020 follow- up	2019 follow- up	2018 follow- up	2017 follow- up
of households with Borderline Food Consumption Score								
Food Consumption Score: Percentage of households with Poor Food Consumption Score	General population; Refugee camps	Female	4.93	≤4.93	8.1	4	5.7	2.8
		Male	1.67	≤1.67	5.2	4	2.3	4.1
		Overall	3.94	≤3.94	6.3	4	3.6	3.12
Minimum Dietary Diversity – Women	Pregnant and lactating women	PLW	53.5	>53.5	49	53.4	48.9	ND

Source: WFP Tanzania ACR 2017 and ACR 2020
ND = no data

Table 20: Strategic Outcome 2 indicator data, by activity and year

Indicator	Target group; Location	Sex	Base-line	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Activity 03: Provide nutrition services to at risk populations in targeted districts								
Proportion of children 6-23 months of age who receive a minimum acceptable diet	Children 6 - 23 months; Dodoma and Singida	Female	24.9	>24.9	30	14.6	21	19.4
		Male	24.9	>24.9	41	18.8	21.5	16.4
		Overall	24.9	>24.9	35	16.7	21.9	18.3
MAM treatment default rate	Children 6 - 59 months; Dodoma and Singida	Overall	3	<15	3.5	2.66	2	2.49
MAM treatment mortality rate	Children 6 - 59 months; Dodoma and Singida	Overall	0	<3	0	0	0	0
MAM treatment non-response rate	Children 6 - 59 months; Dodoma and Singida	Overall	5.95	<15	5	6.59	4	5.94
MAM treatment recovery rate	Children 6 - 59 months; Dodoma and Singida	Overall	91.05	>75	88.5	90.75	94	91.57
Proportion of eligible population that participates in programme (coverage)	Children 6 - 59 months; Dodoma and Singida	Overall	49	>50	45.47	27.34	27.6	42.4
Proportion of target population that participates in an adequate number of distributions (adherence)	Dodoma and Singida	Overall	67.19	≥67.19	80	60.7	82.3	52.43
Minimum Dietary Diversity – Women	Pregnant and lactating women	PLW	41.47	>41.47	49.2	37.1	58.4	ND

Source: WFP Tanzania ACR 2017 and ACR 2020

ND = no data

Table 21: Strategic Outcome 3 indicator data, by activity and year

Indicator	Target Group	Sex	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Activity 05: Provide value-chain support to smallholder farmers								
Rate of smallholder post-harvest losses	Smallholder farmers; Dodoma	Overall	27	<27	17.5	ND	ND	ND
Value and volume of smallholder sales through WFP-supported aggregation systems	Smallholder farmers; Dodoma	Overall	3,339	=10,000	ND	ND	ND	8,278
Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	Tanzania	Female	0	ND	ND	ND	ND	85
		Male	0					85
		Overall	0					85
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	Tanzania	Female	14	2017: >50	ND	ND	ND	11
		Male	11					11
		Overall	25					11

Source: WFP Tanzania ACR 2020 and ACR 2017

ND = no data

Table 22: Strategic Outcome 4 indicator data, by activity and year

Indicator	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	ND	ND	ND	ND	Not present in logframe	Not present in logframe
Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)	ND	ND	ND	ND	Not present in logframe	Not present in logframe
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	ND	ND	ND	ND	Not present in logframe	Not present in logframe
Zero Hunger Capacity Scorecard	ND	ND	Not present in logframe	Not present in logframe	ND	ND

Source file (author: OEV): *Output, Outcome, Cross-cutting - evaluability assessment*

ND = no data

Table 23: Strategic Outcome 5 indicator data, by activity and year

Indicator	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
User satisfaction rate	ND	ND	ND	ND	ND	Not present in logframe

Source file (author: OEV): *Output, Outcome, Cross-cutting - evaluability assessment*

ND = no data

Table 24: Cross-cutting outcome indicator data: Gender equality, by activity and year

Indicator	Target Group; Location	Sex	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Act 01: Provide cash- and/or food-based transfers to refugees living in official camps								
Proportion of households where women, men, or both women and men make decisions on the use of food/ cash/ vouchers, disaggregated by transfer modality – Decisions made by WOMEN	Refugees; refugee camps	Overall	49.45	≤49.45	46	51.30	42.9	45.5
Same as above – Decisions made by MEN	Refugees; refugee camps	Overall	13.10	≤13.10	37	16.50	18.2	12.85
Same as above – Decisions JOINTLY made by WOMEN AND MEN	Refugees; refugee camps	Overall	37.45	≥37.45	18	32.20	38.9	41.65

Source: COMET data (source file: 2021.03.23_CM-L009b_-_CRF_Cross_Cutting_Indicator_Values_2017, 2018, 2019, 2020)

Table 25: Cross-cutting outcome indicator data: Protection, by activity and year

Indicator	Target Group; Location	Sex	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Act 01: Provide cash- and/or food-based transfers to refugees living in official camps								
Proportion of targeted people accessing assistance without protection challenges	Refugees; refugee camps	Female	94.20	=100	95	94	93.3	87.69
		Male	96.70	=100	93	94.10	95	94.15
		Overall	95.34	=100	94	94	94.4	92.56

Source: COMET data (source file: 2021.03.23_CM-L009b_-_CRF_Cross_Cutting_Indicator_Values_2017, 2018, 2019, 2020)

Table 26: Cross-cutting outcome indicator data: Accountability to affected populations, by activity and year

Indicator	Target Group; Location	Sex	Baseline	End-of-CSP target	2020 follow-up	2019 follow-up	2018 follow-up	2017 follow-up
Act 01: Provide cash- and/or food-based transfers to refugees living in official camps								
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Refugees; refugee camps	Female	48.10	>48.10	84.90	76.50	70.2	ND
		Male	49.90	>49.90	87	78	70.3	ND
		Overall	48.60	>48.60	85.70	78	70.3	ND

Source: COMET data (source file: 2021.03.23_CM-L009b_-_CRF_Cross_Cutting_Indicator_Values_2017, 2018, 2019, 2020)

Table 27: Summary of output data, by activity and year: Strategic Outcome 1

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A	
1	A.1: Beneficiaries receiving cash-based transfers	All	F	ND	ND	ND	ND	ND	ND	112,200	0	0%	112,200	0	0%	
			M	ND	ND	ND	ND	ND	ND	ND	107,800	0	0%	107,800	0	0%
			Total	16,000	5,887	36.79%	ND	ND	ND	ND	220,000	0	0%	220,000	0	0%
1	A.1: Beneficiaries receiving food transfers	ART clients	F	ND	ND	ND	ND	ND	ND	825	166	20.1%	825	156	18.9%	
			M	ND	ND	ND	ND	ND	ND	675	116	17.2%	675	100	14.8%	
			Total	1,500	1,074	71.6%	ND	ND	ND	ND	1,500	282	18.8%	1,500	256	17.1%
1	A.1: Beneficiaries receiving food transfers	All	F	ND	ND	ND	ND	ND	ND	146,370	134,164	91.7%	137,970	123,033	89.2%	
			M	ND	ND	ND	ND	ND	ND	ND	140,630	128,901	91.7%	132,030	117,267	88.8%
			Total	111,500	85,493	76.68%	ND	ND	ND	ND	287,000	263,065	91.7%	270,000	240,300	89.0%
1	A.1: Beneficiaries receiving food transfers (stunting)	Children	F	ND	ND	ND	ND	ND	ND	13,342	13,404	100.5%	11,016	10,728	97.4%	
			M	ND	ND	ND	ND	ND	ND	ND	12,818	12,522	97.7%	10,584	10,234	96.7%
			Total	32,000	28,212	88.16%	ND	ND	ND	ND	26,160	25,926	99.1%	21,600	20,962	97.0%
1	A.1: Beneficiaries receiving food transfers (MND prevention)	Children	F	ND	ND	ND	ND	ND	ND	20,012	19,172	95.8%	16,524	17,746	107.4%	
			M	ND	ND	ND	ND	ND	ND	ND	19,228	17,911	93.2%	15,876	14,907	93.9%
			Total	48,000	31,130	64.85%	ND	ND	ND	ND	39,240	37,083	94.5%	32,400	32,653	100.8%
1	A.1: Beneficiaries receiving food transfers (MAM treat)	Children	F	ND	ND	ND	ND	ND	ND	1,668	2,290	137.3%	1,377	1,584	115.0%	
			M	ND	ND	ND	ND	ND	ND	ND	1,602	1,673	104.4%	1,323	1,084	81.9%
			Total	4,000	2,420	60.50%	ND	ND	ND	ND	3,270	3,963	121.2%	2,700	2,668	98.8%
1	A.1: Beneficiaries receiving food transfers	In-patients	F	ND	ND	ND	ND	ND	ND	3,545	6,468	182.5%	2,928	4,128	141.0%	
			M	ND	ND	ND	ND	ND	ND	ND	2,995	4,187	139.8%	2,472	3,306	133.7%
			Total	8,000	7,526	94.08%	ND	ND	ND	ND	6,540	10,655	162.9%	5,400	7,434	137.7%
1	A.1: Beneficiaries receiving food transfers	PLW	Total (F)	26,000	22,657	87.14%	ND	ND	ND	21,255	23,094	108.7%	17,550	22,440	127.9%	
1	A.2: Quantity of food transfers	All	MT	38,594.539	24,343.420	63.07%	71,946	53,316	74.1%	38,791	54,175	139.7%	42,844	45,530	106.3%	
1	A.3: Cash-based transfers	All	USD	8,912,657.00	835,749.64	9.38%	7,090,199	0	0%	21,059,984	0	0%	11,439,991	0	0%	
1	A.9*: PWDs receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	PWDs	F	N/A	N/A	N/A	N/A	N/A	N/A	ND	ND	ND	ND	ND	ND	
			M	N/A	N/A	N/A	N/A	N/A	N/A	ND	ND	ND	ND	ND	ND	
			Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A	ND	ND	ND	ND	ND	ND

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
1	B.1: Quantity of fortified food provided	Refugees	MT	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
1	B.2: Quantity of specialized nutritious foods provided	Refugees	MT	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
1	B.3*: Percentage of staple commodities distributed that is fortified	Refugees	Perce nt	N/A	N/A	N/A	N/A	N/A	N/A	ND	ND	ND	ND	ND	ND
1	E.2 Number of people exposed to WFP-supported nutrition messaging	Women	Indivl (F)	10,000	10,000	10,000	62,000	54,357	87.7%	62,855	53,149	84.6%	ND	ND	ND
1	E.3 Number of people receiving WFP-supported nutrition counselling	Women	Indivl (F)	26,000	21,127	81.3%	26,000	24,284	93.4%	26,855	23,260	86.6%	ND	ND	ND
1	E*.4: Number of people reached through interpersonal SBCC approaches	All	F M Total	N/A	N/A	N/A	N/A	N/A	N/A	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND
2	C.1: Number of people trained	All	F M Total	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND
2	C.2: Number of capacity development activities provided	All	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
2	C.3: Number of technical support activities provided	All	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
10	A.1: Beneficiaries receiving cash-based transfers	All	F M Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	248,803 236,197 485,000	ND ND ND	ND ND ND
10	A.1: Beneficiaries receiving food transfers	All	F M Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5,200 4,800 10,000	ND ND ND	ND ND ND

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
10	A.1: Beneficiaries receiving food transfers	Children	F M Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	18,360 17,640 36,000	ND ND ND	ND ND ND
10	A.1: Beneficiaries receiving food transfers	PLW	Total (F)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	9,000	ND	ND
10	A.2: Quantity of food transfers	All	MT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	681	0	0%
10	A.3: Cash-based transfers	All	USD	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15,985,014	0	0%

ND = no data available N/A = not applicable

Source: WFP Tanzania ACRs 2017, 2018, 2019, 2020.

Table 28: Summary of output data, by activity and year: Strategic Outcome 2

Act- ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A	
3	A.1: Beneficiaries receiving food transfers (stunting)	Children	F	ND	ND	ND	ND	ND	ND	9,420	9,739	103.4%	9,420	12,242	130.0%	
			M	ND	ND	ND	ND	ND	ND	ND	9,050	9,471	104.7%	9,050	10,611	117.2%
			Total	ND	ND	ND	ND	ND	ND	ND	18,470	19,210	104.0%	18,470	22,853	123.7%
3	A.1: Beneficiaries receiving food transfers (MAM treat)	Children	F	ND	ND	ND	ND	ND	ND	4,183	563	13.5%	4,183	636	15.2%	
			M	ND	ND	ND	ND	ND	ND	ND	4,018	510	12.7%	4,018	567	14.1%
			Total	ND	ND	ND	ND	ND	ND	ND	8,201	1,073	13.1%	8,201	1,203	14.7%
3	A.1: Beneficiaries receiving food transfers (stunting & MAM treat)	Children	F	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	
			M	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	
			Total	26,671**	18,135**	68.0%**	ND	ND	ND	ND	ND	ND	ND	ND	ND	
3	A.1: Beneficiaries receiving food transfers (stunting)	PLW	Total (F)	ND	ND	ND	ND	ND	ND	12,088	10,241	84.7%	12,088	13,354	110.5%	
3	A.1: Beneficiaries receiving food Transfers (MAM)	PLW	Total (F)	ND	ND	ND	ND	ND	ND	7,473	1,495	20.0%	7,473	936	12.5%	
3	A.1: Beneficiaries receiving food transfers (stunting & MAM)	PLW	Total (F)	19,561**	9,841**	50.3%**	ND	ND	ND	ND	ND	ND	ND	ND	ND	
3	A.2: Food transfers	--	MT	3,024.30	1,268.52	41.94%	3,732	1,853	49.7%	3,732	1,067	28.6%	2,291	457	19.9%	
3	A.5 Number of IEC materials distributed	All	Non-food item	ND	ND	ND	ND	ND	ND	3,720	4,018	108.0%	ND	ND	ND	
3	A.5 Quantity of agricultural tools distributed	All	Non-food item	ND	ND	ND	ND	ND	ND	124	124	100%	ND	ND	ND	
3	A.5 Quantity of livestock distributed	All	Total (n)	ND	ND	ND	ND	ND	ND	11,400	23,490	206.1%	ND	ND	ND	
3	B.1: Quantity of fortified food provided	Children and PLWs	MT	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	
3	B.2: Quantity of specialized nutritious foods provided	Children and PLWs	MT	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	ND***	
3	E.2 Number of women exposed to WFP-supported nutrition messaging	Women	Indivl (F)	ND	ND	ND	26,280	27,100	103.1%	40,920	24,998	61.1%	ND	ND	ND	
3	E.3 Number of women exposed to WFP-supported nutrition counselling	Women	Indivl (F)	19,561	9,032	46.2%	35,510	33,705	94.9%	ND	ND	ND	ND	ND	ND	

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
3	E*.4 Number of people reached through interpersonal SBCC approaches (male)	Men	Indivl (M)	N/A	N/A	N/A	N/A	N/A	N/A	0	248	--	ND	2,153	ND
3	E*.4 Number of people reached through interpersonal SBCC approaches (female)	Women	Indivl (F)	N/A	N/A	N/A	N/A	N/A	N/A	30,690	26,824	87.4%	ND	ND	ND
4	C.1: Number of people trained	All	Indivl (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
4	C.2: Number of capacity development activities provided	All	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
4	C.3: Number of technical support activities provided	All	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
4	C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	All	F M Total	N/A	N/A	N/A	N/A	N/A	N/A	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND
4	C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	All	Total (n)	N/A	N/A	N/A	N/A	N/A	N/A	ND	ND	ND	ND	ND	ND

ND = no data available N/A = not applicable

**Output A.1: Combines stunting prevention, MND prevention and MAM treatment.

*** Indicators under Output B are reported under Output indicator A.2 Food transfers, which provides an overall picture and does not detail between fortified food and specialized nutrition food, and if the food was distributed for treatment of malnutrition or malnutrition prevention.

Source: WFP Tanzania ACRs 2017, 2018, 2019, 2020.

Table 29: Summary of output data, by activity and year: Strategic Outcome 3

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
5	F.1 Number of farmers supported/trained in marketing skills and post-harvest handling	smallholder farmers	Indiv (n)	50,000	49,143	98.3%	57,000	32,751	57.5%	44,359	25,287	57.0%	53,705	38,206	71.1%
5	G.1 Number of people insured through risk management interventions	smallholder farmers	Indiv (n)	4,000	3,713	92.8%	5,033	6,511	129.4%	ND	ND	ND	ND	ND	ND
5	G.2 Amount of premium paid, by access modality (insurance for assets or cash)	smallholder farmers	USD	\$45,000	\$30,294	67.3%	\$77,481.0	\$61,863.0	79.8%	ND	ND	ND	ND	ND	ND
5	G.3 Total sum insured through risk management interventions	smallholder farmers	USD	\$1,500,000	\$1,026,900	68.5%	\$2,278,859.0	\$1,819,509.0	79.8%	ND	ND	ND	ND	ND	ND
5	G.4 Number of commercially viable financial products and services developed	smallholder farmers	Total (n)	2	1	50.0%	3	3	100.0%	ND	ND	ND	ND	ND	ND
5	G.6 Number of public, private and public-private partnerships for financing hunger solutions	smallholder farmers	Total (n)	3	3	100.0%	5	6	120.0%	ND	ND	ND	ND	ND	ND
6	C.1 Number of direct beneficiaries receiving capacity strengthening transfers (female)	Female	Indiv (F)	ND	ND	ND	ND	ND	ND	5,100	8,167	160.1%	ND	ND	ND
6	C.1 Number of direct beneficiaries receiving capacity strengthening transfers (male)	Male	Indiv (M)	ND	ND	ND	ND	ND	ND	4,900	9,928	202.6%	ND	ND	ND
6	C.2: Number of capacity development activities provided	smallholder farmers	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
6	C.3: Number of technical support activities provided	smallholder farmers	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
6	C.4: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	smallholder farmers	Individuals	N/A	N/A	N/A	N/A	N/A	N/A	ND	ND	ND	ND	ND	ND
6	C.5*:Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Smallholder farmers	Training Session (n)	N/A	N/A	N/A	N/A	N/A	N/A	5	5	100.0%	5	4	80.0%
6	L.1: Number of infrastructure works implemented, by type	--	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
6	L.2: Amount of investments in equipment made, by type	--	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND

ND = no data available N/A = not applicable

Source: WFP Tanzania ACRs 2017, 2018, 2019, 2020.

Table 30: Summary of output data, by activity and year: Strategic Outcome 4

Activity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
7	A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	Food insecure households (HHs)	F M Total	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND	ND ND ND
7	A.2: Quantity of food provided	Food insecure HHs	MT	576.45 0	406.996	70.6%	ND	ND	ND	0	0	0%	0	0	0%
7	A.3: Total amount of cash transferred to targeted beneficiaries	Food insecure HHs	USD	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
7	C.1: Number of people trained	Food insecure HHs	Indiv (n)	ND	ND	ND	300	278	92.7%	ND	ND	ND	ND	ND	ND
7	C.2: Number of capacity development activities provided	Food insecure HHs	Total (n)	ND	ND	ND	3	2	66.7%	ND	ND	ND	ND	ND	ND
7	C.3 Number of technical support activities provided on food security monitoring and food assistance, by type (technical workshops, meetings at national and subnational level)	Food insecure HHs	Activity (n)	ND	ND	ND	3	2	66.7%	ND	ND	ND	ND	ND	ND
7	C.4 Number of government/national partner staff receiving technical assistance and training	Staff	Indiv (n)	N/A	N/A	N/A	300	278	92.7%	200	350	175.0%	ND	ND	ND
7	C.5 Number of training sessions/workshop organized	Workshops	Total (n)	N/A	N/A	N/A	3	2	66.7%	4	6	150.0%	ND	ND	ND
7	D.1 Hectares (ha) of land cleared	Assets	Ha	160	160	100.0%	ND	ND	ND	ND	ND	ND	ND	ND	ND
7	D.1 Linear metres (m) of soil/stones bunds or small dikes rehabilitated	Assets	Meters (m)	1,500	1,500	100.0%	ND	ND	ND	ND	ND	ND	ND	ND	ND

Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
7	D.1 Volume (m3) of sand/sub-surface dams constructed	Assets	M3	120,000	120,000	100.0%	ND	ND	ND	ND	ND	ND	ND	ND	ND
8	H.1 Number of staff trained	Staff	Indiv (n)	ND	ND	ND	ND	ND	ND	1,100	1,026	93.3%	ND	ND	ND
8	H.4: Total volume of cargo transported	All	Volume (M3)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
8	H.5: Percentage of cargo capacity offered against total capacity requested	All	Percent	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND

ND = no data available N/A = not applicable
Source: WFP Tanzania ACRs 2017, 2018, 2019, 2020.

Table 31: Summary of output data, by activity and year: Strategic Outcome 5

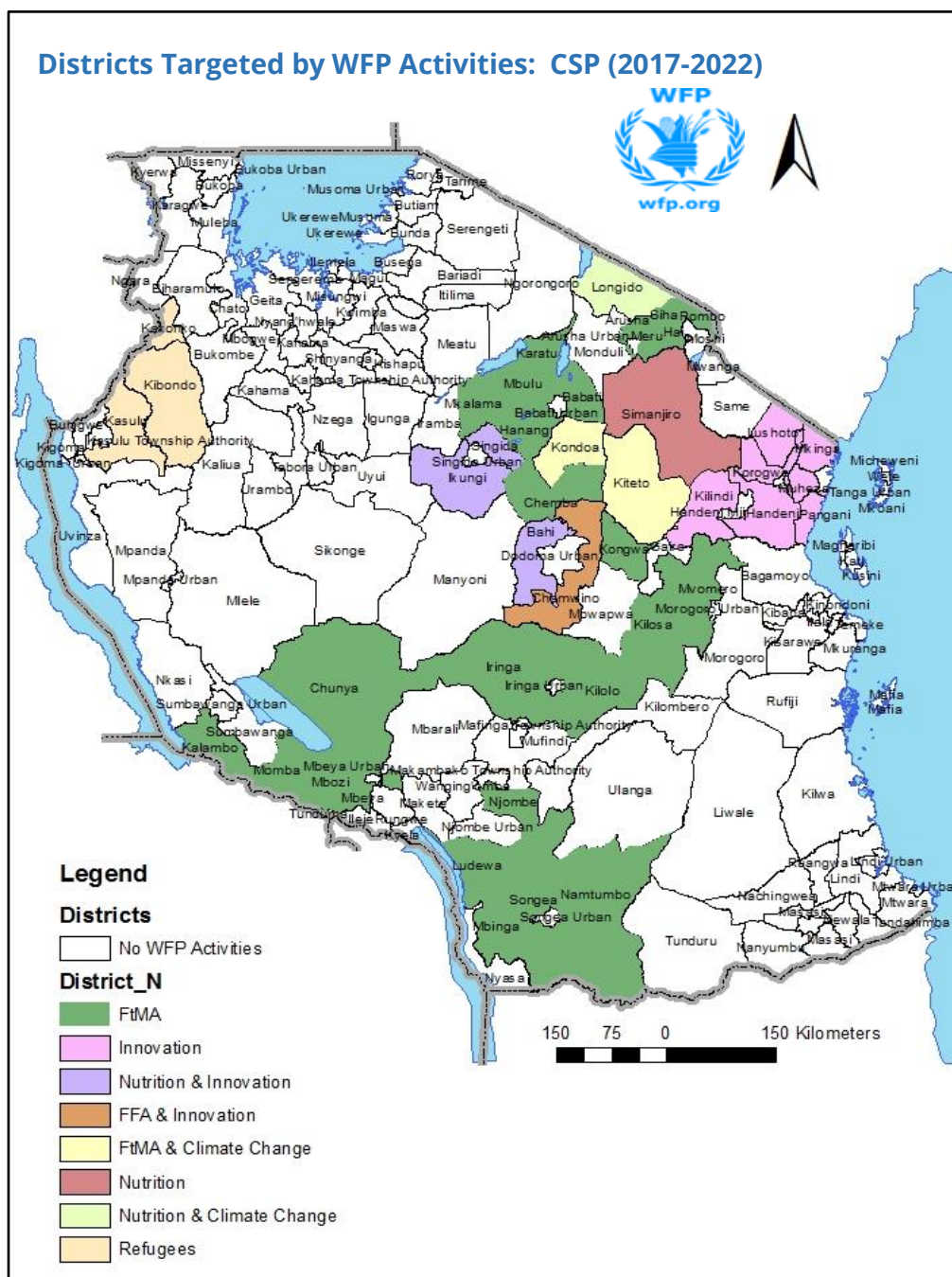
Act-ivity	Indicator	Benef Group	Unit	2017 P	2017 A	2017 % P/A	2018 P	2018 A	2018 % P/A	2019 P	2019 A	2019 % P/A	2020 P	2020 A	2020 % P/A
9	H.1: Number of shared services provided, by type	All	Total (n)	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND

ND = no data available N/A = not applicable
Source: WFP Tanzania ACRs 2017, 2018, 2019, 2020.

Annex 14: Map of Districts Targeted by WFP Activities: Country Strategic Plan (2017-2022)

This map was prepared by the Vulnerability Analysis and Mapping Unit in October 2017. The country office confirmed to the evaluation team in September 2021 that the coverage shown in the map remains current.

(see map below)



Annex 15: Summary Terms of Reference

Evaluation of Tanzania WFP Country Strategic Plan 2017-2021

Summary Terms of Reference

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

Subject and focus of the evaluation

The Tanzania CSP (2017-2021) centres around five Strategic Outcomes focusing on smallholder farmers, nutrition, social protection, climate change, disaster risk reduction and supply chain. Under the CSP, WFP planned to implement a gradual shift from direct assistance to increase technical assistance to Government. The CSP was developed with a goal towards eventual exit and handover by 2030.

The overall budget of the Tanzania CSP approved by the Executive Board was USD 455.67 million for a total of 591.3 thousand beneficiaries. The CSP went through five budget revisions. The last budget revision, approved in August 2020 to cater for the COVID19 response, brought the overall budget to USD 356.75 million and total planned beneficiaries to 1.118 million.

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

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

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

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

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

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

Key evaluation questions

The evaluation will address the following four key questions:

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

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that

no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Tanzania?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.²

QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

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

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

Scope, methodology and ethical considerations

The unit of analysis is the Tanzania Country Strategic Plan, approved by the WFP Executive Board in June 2017, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2015 to mid-2021 and includes activities prior to the Country Strategic Plan (2017 - 2021) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

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

In light of recent developments related to the COVID19 pandemic, the evaluation will be conducted remotely. Depending on how the situation evolves, the final Learning Workshop will be held remotely or in the Country.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Tanzania CSPE (i.e., nutrition and health, agriculture, food security and livelihoods and resilience).

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

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

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

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

Communication

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

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

Timing and key milestones

Inception Phase: March - May 2021

Remote Data collection: July 2021

Remote Debriefing: August 2021

Reports: August 2021 – Jan 2022

Learning Workshop: October 2021

Executive Board: June 2022

Annex 16: Fieldwork Agenda

Due to pandemic precautions and protocols, in-country fieldwork was not possible. The evaluation was conducted exclusively in remote format (for example, via email, MS Teams, Whatsapp and similar platforms). See Annex 4 for a list of interviews conducted.

Annex 17: Findings-Conclusions-Recommendations Mapping

Recommendation	Conclusions	Findings
Recommendation 1: Focus on thematic areas where WFP has a demonstrated added value and long-term view.	1, 3	1, 6, 8, 12, 19,29, 36, 39
Recommendation 2: Define change pathways across the CSP.	2	2, 9, 12, 18, 36, 39
Recommendation 3: Rigorously analyse performance data for effective adaptive management decisions through a structured approach.	3, 4	4, 5, 13, 20, 23, 31, 32, 37
Recommendation 4: Assess operating model readiness.	4	15, 31, 33, 37

Annex 18: Documents Cited

The list of documents is organized into four categories: WFP Tanzania (includes where WFP Tanzania is a joint author), Other United Nations agency documents, United Republic of Tanzania, and Other.

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Annex 19: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
AMCO	Agriculture Market Cooperative
APP	Annual Performance Plan
APR	Annual Performance Report
ART	Antiretroviral Therapy
ASDP	Agricultural Sector Development Programme
BMGF	Bill and Melinda Gates Foundation
BR	Budget Revision
CAADP	Comprehensive Africa Agriculture Development Program
CBT	Cash-Based Transfer
CFM	Complaint and Feedback Mechanism
CHS	Community and Household Surveillance
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
COVID-19	Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2)
CP	Country Programme
CRF	Corporate Results Framework
CRRF	Comprehensive Refugee Response Framework
CSAP	Climate Smart Agriculture Programme
CSO	Civil Society Organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CU5	Children Under 5
DaO	Delivering as One
DEV	Development Project
DMD	Disaster Management Department
DRC	The Democratic Republic of the Congo
DRR	Disaster Risk Reduction
EB	Executive Board
EM	Evaluation Manager
EMOP	Emergency Operation
EO	Executive Officer
EQ	Evaluation Question
EQAS	Evaluation Quality Assurance System
ER	Evaluation Report
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FEWS NET	Famine Early Warning Systems Network
FFA	Food Assistance For Assets
FNG	Fill the Nutrient Gap
FRI	Farm Radio International
FtMA	Farm-to-Market Alliance
FYDP	Five-Year Development Plan
GAM	Global Acute Malnutrition – OR – Gender and Age Marker

GAP	Good Agronomic Practices
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GFCS	Global Framework for Climatic Services
GHI	Global Hunger Index
GoT	Government of Tanzania
HGSF	Home-Grown School Feeding
HH	Household
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HQ	Headquarters
HRP	Humanitarian Response Plan
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IPC	Integrated Phase Classification
IR	Inception Report
IRG	Internal Reference Group
IT	Information Technology
ITC	International Trade Centre
JAM	Joint Assessment Mission
KIIs	Key Informant Interviews
KJP	Kigoma Joint Programme
LTPP	Long-Term Perspective Plan
M&E	Monitoring and Evaluation
MAD	Minimum Acceptable Diet
MAM	Moderate Acute Malnutrition
MCHN	Mother and Child Health and Nutrition
MDD-C	Minimum Dietary Diversity – Children
MDD-W	Minimum Dietary Diversity – Women
MDGs	Millennium Development Goals
MoDA	Mobile Operational Data Acquisition
MoFP	Ministry of Finance and Planning
MoHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children
MoU	Memorandum of Understanding
MTR	Mid-Term Review
mVAM	mobile Vulnerability Analysis and Mapping
NACS	Nutrition Assessment Counselling and Support
NAPA	National Adaptation Programme of Action
NBS	National Bureau of Statistics
NCCS	National Climate Change Strategy
NCCTC	National Climate Change Technical Committee
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NMNAP	National Multisectoral Nutrition Action Plan
NMSF	National Multisectoral Strategic Framework [for HIV and AIDS]
NPA-VAWC	National Plan of Action to End Violence against Women and Children
NSGD	National Strategy for Gender Development
OCGS	Office of the Chief Government Statistician
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee

OEV	Office of Evaluation
OPM	Office of the Prime Minister
PCI	Project Concern International
PDM	Post-Distribution Monitoring
PHHS	Post-Harvest Handling and Storage
PLW	Pregnant and Lactating Women
PM	Project Manager
PMTCT	Prevention of Mother-To-Child Transmission
PoC	Persons of Concern
PO-RALG	President's Office Regional Administration and Local Government
PPP	Purchasing Power Parity
PRRO	Protracted Relief and Recovery Operation
PSSN	Productive Social Safety Net
QA	Quality Assurance
RB	Regional Bureau
RBJ	Regional Bureau of Johannesburg
RECODA	Research, Community and Organizational Development Associates
REO	Regional Evaluation Officer
SADC	South African Development Community
SAM	Severe Acute Malnutrition
SBCC	Social and Behavioural Change Communication
SCI	Save the Children International
SDG	Sustainable Development Goal
SDP	Strategic Development Plan
SEMA	Sustainable Environment Management Action
SER	Summary Evaluation Report
SFP	Supplementary Feeding Programme
SGBV	Sexual and Gender-Based Violence
SO	Strategic Objective
SOP	Standard Operating Procedures
SPR	Standard Project Report
SUN	Scaling Up Nutrition
TAHEA	Tanzania Home Economics Association
TASAF	Tanzania Social Action Fund
TDHS	Tanzania Demographic Health Survey Report
TFNC	Tanzania Food and Nutrition Centre
TL	Team Leader
ToC	Theory of Change
TOR	Terms of Reference
TSA	Tanzania Start-up Association
TSFP	Targeted Supplementary Feeding Programme
TWG	Thematic Working Group
UN	United Nations
UN CERF	United Nations Central Emergency Response Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNFSS	United Nations Food System Summit

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNPDF	United Nations Partnership for Development Framework
UN-SWAP	United Nations System Wide Action Plan
USA	United States of America
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping
VAWC	Violence Against Women and Children
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization
WINGS	WFP Information Network and Global Systems

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