

Evaluation of the Farm to Market Alliance (FtMA) Programme for Strengthening Inclusive Markets and Partnerships for Sustainable Food Systems in Tanzania from 2022 to 2025



Decentralized evaluation
Terms of reference
WFP Tanzania Country Office

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1. Introduction

1. These terms of reference (ToRs) were prepared by the World Food Programme (WFP) Tanzania Country Office, based on an initial review of project documents and consultations with stakeholders. The purpose of these ToRs is to provide key information to stakeholders about the evaluation, guide the evaluation team, and specify expectations during the different evaluation phases.

2. This activity evaluation, commissioned by WFP Tanzania Country Office, will assess the design, implementation, and effectiveness of the Farm to Market Alliance (FtMA) Phase II programme. The evaluation will cover the Phase II implementation period from 2022 to 2025, focusing on the role of FtMA in strengthening inclusive markets and partnerships for sustainable food systems in Tanzania. Data collection will take place in November 2025, covering six regions and 16 districts where partners (Nafaka Kilimo and Farm Africa) are implementing the programme.

3. The FTMA is a public-private multi-stakeholder platform managed by WFP to strengthen the resilience of smallholder farmers (SHFs) by increasing their access to productivity-enhancing services and structuring their access to offtake markets. FtMA contributes towards Sustainable Development Goal (SDG) 2: Zero Hunger, specifically SDG Target 2.4: ensure sustainable and resilient food systems and SDG 17: Partnerships for the Goals. The FtMA objectives are (i) to sustainably improve smallholder incomes and resilience, and (ii) to make agricultural value chains more inclusive, viable for all actors, and climate-smart. FtMA utilizes a 'Farmer-Allied-Aggregator-Model' that links farmers to structured markets¹ and promotes sustainable service delivery at the last mile through the Farmer Service Centre (FSC) model. The primary target group includes FSCs, SHFs, offtakers, and other Agri-related businesses within the FtMA network. The FtMA programme focuses on four key interventions:

- FSC network building - Strengthening FSCs to serve as hubs for SHFs.
- Enhancing farmer productivity - Providing demand-driven products and services to improve yields.
- FSC Services – Market Linkages – Connecting farmers with reliable markets and buyers.
- Farmers and FSC Digitization – Leveraging digital tools to improve access to information, services, and markets.

4. The current FtMA coordination and management structure involves a steering committee comprising Yara and WFP, focusing on establishing a local alliance of partners. Previously, the steering committee comprised founding partners (WFP, AGRA, Yara, Bayer, Syngenta, and Rabobank), who provided strategic oversight and partnership alignment. These former partners left the alliance between 2023 and 2025.

5. Through these ToRs, the WFP Tanzania seeks the support of a consultant firm to conduct the FtMA evaluation. The evidence from the evaluation will inform strategic reflections and decision-making processes on the planning, management, and implementation of the programme. The evidence will be shared with partners, donors, and relevant stakeholders.

¹ Structured markets refer to organized trading systems where farmers sell their produce under defined standards and formal arrangements. The sales could be either through collective sales, spot markets, contractual buyers or the warehouse receipts system.

2. Reasons for the evaluation

2.1. Rationale

6. This evaluation aims to provide an independent and objective assessment of the FtMA programme's performance across its four core pillars, its contribution to inclusive market systems, and alignment with national policies, priorities and expectations of stakeholders and donors. The evaluation will identify gaps, assess the intended and unintended outcomes, analyse external drivers of change, and review the implementation of past recommendations. It will also generate evidence-based lessons and recommendations to inform programme improvements, guide the potential design of Phase 3, and enhance FtMA integration with the WFP Tanzania CSP (2022–2027).

7. Specifically, the evaluation will have the following uses for WFP, donors, and stakeholders (public and private):

- **Inform programme planning, management, and implementation:** The evaluation will provide evidence to guide strategic planning and implementation of the FtMA programme, ensuring interventions remain relevant and effective. It will also support long-term sustainability by focusing on institutional capacity, financial stability, and local ownership.
- **Inform future programme design** by identifying how FtMA has integrated evidence and scientific research into its programming and recommending ways to strengthen evidence-based decision-making and adaptive learning in future interventions.
- **Validate strategic alignment:** The evaluation will assess whether FtMA activities align with Tanzania's agricultural policies, strategies, and programmes, including development partners and donor expectations to promote coherence and sustained support.
- **Generate lessons: The evaluation will document insights on** what works, challenges, and areas for improvement, including strategies on how to integrate the FtMA programme into the WFP Tanzania CSP 2022-2027 strategic outcome (S03) to promote coherence.
- **Support advocacy and influence policy reforms** and increased investments to enhance farmers' access to markets, finance, and inputs, and highlight areas for synergy and coordination, while fostering stronger multi-stakeholder partnerships.
- **Support adaptive management** through mechanisms such as learning briefs, real-time feedback loops, and pause-and-reflect sessions, to ensure the evaluation remains useful throughout programme implementation.

2.2. Objectives

8. The FtMA evaluation serves the dual and mutually reinforcing objectives of accountability and learning. Overall, this evaluation leans towards learning to inform reflections and decisions on the Tanzania FtMA Phase 2 programme adjustments, and the potential design of Phase 3.

- **Accountability** – The evaluation will assess and report on the performance and results of the FtMA Programme to promote accountability, meaningful access, participation, and empowerment. This includes an assessment of the achievement of programme objectives and outcomes.
- **Learning** – The evaluation will generate insights into how the FtMA Programme influenced the outcomes, with a focus on contextual factors, operational approaches, and stakeholder experiences. It will identify evidence-based lessons, emerging good practices, and areas for improvement to inform adaptive management and future programme design. The evaluation will examine FtMA's contributions to SHF, stakeholders, and value chain actors, and identify risks to programme implementation, success, local ownership, and sustainability. The findings will be disseminated and integrated into relevant learning and knowledge-sharing systems for continuous improvement.

9. The specific objectives of the evaluation are to:
 - **Assess changes across the four programme pillars and actors:** Identify the intended and unintended outcomes of FtMA interventions across its four pillars. Evaluate the programme effects on key actors, including SHF, FSCs, and a range of market players (e.g., input suppliers, buyers/off-takers, agri-mechanisation firms, and ICT/ digital service providers).
 - **Analyse drivers of change:** Examine internal and external factors that influenced the achievement of results across the programme pillars and actors.
 - **Evaluate the Theory of Change and results frameworks:** Assess the coherence and plausibility of the Theory of Change, results framework, and logical framework, with a focus on the validity of causal pathways, logical alignment, and the feasibility of intended outcomes under the prevailing implementation conditions.
 - **Identify lessons, good practices, and provide evidence-based recommendations** to inform future programming, adaptations, and potential scale-up of FtMA. Recommend specific strategies for mainstreaming and integrating the FtMA into the WFP Tanzania CSP, activities and implementation arrangements.
 - **Document case studies** that illustrate how FtMA interventions have influenced outcomes across the programme pillars and actors, for knowledge sharing, learning, and advocacy.
 - **Assess the continued relevance of the findings and recommendations from the previous assessment:** Review the extent to which the risks identified in the Tanzania 2018/2019 FtMA assessment were addressed and develop strategies to mitigate potential risks.
 - Assess the cooperating partners' (CPs) **understanding of the FtMA model and the level of collaboration** in the programme implementation.
10. In line with WFP's commitment to gender equality and human rights-based approaches, this evaluation will systematically consider the differential impacts of the FtMA programme. It will assess how effectively the programme has promoted gender equality, particularly among FSCs and SHF. Intersectionality will be applied as a central analytical lens, recognizing how overlapping identities, including gender, age, disability, geographic location, poverty, marital status, religion, and ethnicity, interact with structural barriers and institutional practices.

2.3. Key stakeholders

11. The evaluation will engage a broad range of WFP internal and external stakeholders based on their role and power of influence in the FtMA programme design, implementation, funding and their interest in the evaluation findings. WFP's commitment to accountability to affected populations includes recognizing beneficiaries as key stakeholders. The evaluation will uphold principles of gender equality, equity, and inclusion, promote the participation of women, men, boys, and girls from diverse groups, including people with disabilities, the elderly, and individuals from other ethnic and linguistic backgrounds.
12. Stakeholder engagement will be integrated throughout the evaluation to ensure inclusivity, transparency, and utility. During the Inception Phase, stakeholders will help refine the scope, questions, and methodology. In the Data Collection Phase, they will participate in surveys, focus group discussions (FGDs), and key informant interviews (KIIs). Stakeholders will also review preliminary findings for accuracy, contextual relevance, and validation. Finally, the evaluation results will be shared through reports, workshops, and policy dialogues to support the uptake and implementation of recommendations.
13. Table 1 provides a preliminary analysis of key stakeholders, to be revised by the evaluation team during the inception phase.

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in Tanzania	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at the country level. WFP Tanzania is expected to account internally and to its beneficiaries, donors, and partners for the programme performance and results. WFP Tanzania will use the evaluation to assess the FtMA's performance, identify potential risks and inform decisions on integrating FtMA into the broader CSP portfolio. The FtMA team will draw lessons to inform programme improvements and decisions on scale-up and partnerships. The WFP management and partnerships teams will use the evaluation evidence for advocacy and resource mobilization efforts.
FtMA - Global Office (Kenya)	Key informant and primary stakeholder - The FtMA Global Office in Kenya, is managed by WFP. It oversees and provides technical support and guidance to the FtMA programmes in Tanzania, Kenya and Rwanda. The FtMA Global office's role includes fundraising, donor reporting and communication, consolidating learnings and programme oversight. FtMA Global is interested in the programme performance, lessons and will use the evaluation findings for donor reporting and to inform strategic decision-making and future programme direction.
WFP East and Southern Africa Regional Office (ESARO)	Key informant and primary stakeholder - Responsible for both oversight, technical guidance and support to country offices (COs). ESARO is interested in an independent/impartial account of operational performance and understanding FtMA's contribution to the overall regional priorities. and apply the lessons to other country offices. ESARO will use the evaluation lessons for strategic guidance, decision making, oversight and programme planning. The ESARO evaluation team, whose role is to support COs in commissioning and managing evaluations, is interested in quality, credible, and useful evaluations.
WFP HQ (Smallholder Agriculture Market Support (SAMS) Division)	Key informant and primary stakeholder - WFP headquarters divisions issue and oversee the rollout of normative guidance on corporate programme themes, activities, and modalities, including the overarching corporate policies and strategies. They are interested in the lessons emerging from evaluations, as many may have relevance beyond the geographical area of focus. They may use the evaluation for wider organizational learning, accountability and advocacy.
WFP Office of Evaluation (OEV)	Primary stakeholder - OEV is responsible for ensuring that decentralized evaluations (DEs) deliver quality, credible, and useful evaluations, respecting provisions for impartiality as well as roles and accountabilities of various DE stakeholders as identified in the evaluation policy. OEV will use the evaluation findings to feed into centralized evaluations, evaluation syntheses, or other learning products.
WFP Executive Board (EB)	Primary stakeholder - the Executive Board (EB) is a governing body that provides final oversight and guidance to WFP programmes. The EB is interested in understanding the effectiveness of WFP programmes. Although this evaluation will not be presented to the EB, its findings may feed into thematic and/or regional syntheses, corporate learning processes and contribute to the coverage of WFP work, that is reported through the annual evaluation report.
External stakeholders	

Beneficiaries [Farmer Service centres (FSC) and Smallholder Farmers SHF)]	Key informants and primary stakeholders - FSCs are the main beneficiaries of FtMA interventions. They are trained to act as hubs to connect farmers and service providers, facilitate input supply, aggregation, and last-mile service delivery. The FSC will use the findings to strengthen service delivery and market linkages for farmers. SHF benefit from the FtMA programme through the FSC services. They are interested in understanding how FtMA is improving farmers' productivity, market access, livelihoods, climate resilience, and income. As key FtMA beneficiaries, both SHFs and FSCs play a role in helping WFP assess the programme performance. Their perspectives will be sought during data collection, and the level of participation of FSC and SHF women, men, boys, and girls in the evaluation will be determined.
FtMA Alliance Members: AGRA, Yara, Bayer, Syngenta and Rabobank)	Key informants and secondary stakeholders – Alliance Members contribute their expertise and resources to the FtMA programme. They are interested in understanding the programme's performance and their contributions toward enhancing smallholder farmers' market access and agricultural sustainability. Their involvement may include providing technical input, reviewing findings, and leveraging insights to enhance strategies, partnerships, and future interventions.
Government Ministry of Agriculture, Department of Value Addition, Department of Environment Agricultural Sector Development Programme (ASDP II) Tanzania Official Seed Certification Institute (TOSCI) Tanzania Agricultural Cooperatives National Food Reserve Agency (NFRA)	Key informants and Secondary stakeholders – At the district and regional level, the government is interested in ensuring that WFP FtMA activities align with agricultural priorities, complement other development initiatives, and effectively support SHF. At the central government level, WFP collaborates with the Ministry of Agriculture, Department of Value Addition on mechanization, post-harvest handling and storage (PHHS), and the Department of Environment on Climate-smart Agriculture (CSA). Their interest lies in policy alignment, scalability, and long-term sustainability. The central government seeks to ensure that FtMA activities contribute to national agricultural strategies, enhance mechanization efforts, promote CSA and post-harvest management, and align with broader food security and economic goals. The ASDP II, coordinated by the Prime Minister's Office (PMO), aims to transform agriculture by boosting productivity, market access, and rural livelihoods. They are interested in learning from evaluation evidence to strengthen farmer markets and finance linkages, to support ASDP II's goals. TOSCI certifies and monitors seed quality to ensure farmers get reliable seeds. The evaluation will help TOSCI review seed distribution under FtMA, identify gaps, and improve inspection and certification of FSCs and suppliers. The Agricultural Cooperatives organise farmers for better access to inputs, credit, training, and markets through collective action. The evaluation could showcase how they benefit from FtMA's support and offer lessons to strengthen governance, services, and scale-up. NFRA manages national food reserves to ensure food security and stabilize grain markets. They will draw lessons on aggregation, post-harvest handling, and production trends to guide procurement and storage planning.
Non-governmental organizations (NGOs) [Nafaka Kilimo, Farm Africa]	Key informants and secondary stakeholders - Nafaka Kilimo and Farm Africa are WFP's implementing partners for FtMA activities. The results of the evaluation might inform future implementation modalities, strategic orientations, and partnerships. The NGOs will use the evaluation lessons to inform programme implementation and improve their interventions.
Donors	Secondary stakeholders - WFP interventions are voluntarily funded by donors. They are interested in determining whether their funds have been efficiently utilized and if

[Norad, New Zealand]	WFP's work effectively contributed to their strategic objectives. The donors may use the evaluation findings to inform decisions on future investments.
Private Sector [Off-takers, Aggregators, Inputs and Mechanization companies, digital partners, Local mass media, etc]	Secondary stakeholders – Financial and Input Service Providers are responsible for providing credit, insurance, mechanization, and agricultural inputs. Off-takers and aggregators provide smallholder farmers with access to reliable markets. The private sector is interested in learning from the FtMA evaluation to promote the effectiveness of market linkages, farmer engagement, and overall programme impact. The evaluation will help them to assess how the FtMA interventions influence their business models, improve service delivery, and create new opportunities for engaging SHF. The local mass media outlets will also be interested in showcasing the impact of FtMA on farmers' access to markets and technologies.
National Research Institutions (Tanzania Research Institution (TARI); National Agricultural Research System (NARS))	<p>TARI plays a crucial role in variety development, soil analysis, agronomic trials, and validation of climate-smart technologies. The evaluation could provide insights into the uptake and performance of research-developed seeds and technologies.</p> <p>NARS is a comprehensive framework dedicated to advancing agricultural research and innovation across the country. The evaluation could highlight areas where NARS and FtMA can effectively collaborate to improve agriculture-related activities.</p>

3. Context and subject of the evaluation

3.1. Context

14. **General:** Tanzania's population is approximately 61.7 million, with about 65.1 percent residing in rural areas as per the 2022 National Census. Agriculture is the mainstay of the Tanzanian economy, contributing 26.5 percent of the Gross Domestic Product (GDP), fulfilling 100 percent of all food requirements, supplying 65 percent of industrial raw materials² and employing 65.6 percent of the population³. In the 2023/24 fiscal year, the sector contributed 16 percent to the national income, with plans to increase this to 20 percent in the 2024/25 budget. Approximately 8.9 million households are engaged in agriculture, with about 98.3 percent being involved in crop production and 73 percent being households headed by men, and 27 percent being households headed by women. The country has around 44 million hectares of land suitable for agriculture, but only 39 percent (17.2 million hectares) is currently cultivated, and just 4.6 percent is under irrigation. Despite these contributions, labour productivity in agriculture is notably lower compared to other sectors, with a 98 percent productivity gap⁴. Only 41.3 percent of households use improved seeds, while 79.6 percent still rely on uncertified local seeds. Access to finance remains a challenge, with only 4.9 percent of households securing loans for agricultural activities⁵.

15. **Poverty inequality:** Poverty remains a major development challenge in Tanzania, particularly in rural areas where most of the population depends on subsistence agriculture. The agricultural sector in Tanzania grows at a slower pace compared to the overall economy. For example, in 2023, agriculture grew at 4.2 percent, while the overall economy grew by 5.3 percent. This disparity means that the growth is not pro-poor, despite the sector employing about 65 percent of the population. Approximately 26.4 percent of Tanzanians live below the national poverty line, with rural poverty being nearly double that of urban areas⁶. Factors such as limited access to productive land, low agricultural productivity, weak infrastructure, and climate-related shocks continue to hinder efforts to reduce poverty. Although Tanzania has experienced consistent economic growth, the benefits have not been equitably distributed. Agriculture, which employs 65.6 percent of the workforce, contributes only about 26.5 percent of the GDP, indicating a mismatch between labour distribution and income generation⁷. This discrepancy contributes to persistent poverty among SHF who lack access to modern inputs, financial services, and markets. Women and youth are also disproportionately affected by poverty. For instance, women in rural areas own only about 20 percent of agricultural land, which severely limits their capacity to invest, access credit, and generate income⁸. Furthermore, women face additional constraints, such as limited decision-making power and unequal access to extension services and productive inputs⁹.

16. Tanzania has established several policy frameworks. **The National Gender and Women Development Policy (2023)** aim to enhance women's economic empowerment, particularly in agriculture. **The Agricultural Sector Development Programme (ASDP)** also includes provisions for gender mainstreaming and equitable service delivery. Initiatives like the **Gender Responsive Budgeting Strategy**

² Industrial raw materials mentioned are primarily derived from key crops, e.g., sisal, coffee, cashew nuts, cotton, and tea.

³ Ministry of Agriculture, Tanzania (2023). Agricultural Sector Annual Review

⁴ World Bank (2024). Tanzania Overview

⁵ National Bureau of Statistics (NBS), Tanzania 2022/23 Agricultural Annual Sample Survey Population and Housing Census

⁶ World Bank 2023 Poverty & Equity Brief

⁷ National Bureau of Statistics (NBS) (2022). Tanzania National Panel Survey - <https://www.nbs.go.tz>

⁸ FAO (2021). Country Gender Assessment of Agriculture and the Rural Sector – Tanzania Mainland

⁹ UN Women (2022). Tanzania Country Gender Equality Brief

further support the integration of gender considerations into national planning and resource allocation. The Tanzanian government, in collaboration with various organizations, has implemented programmes aimed at empowering women and youth economically. For example, **‘Women and Youth Loans’** under the LGAs includes interest-free loans to women (4 percent), youth (4 percent), and people with disabilities (2 percent).

17. **Food and nutrition security:** According to the ADB¹⁰ Tanzania has reached **128 percent food self-sufficiency**, underscoring its status as a net food exporter by late 2024. Despite this progress, food and nutrition security remain a challenge in Tanzania. About 35 percent of the population experiences chronic food insecurity¹¹, and over 30 percent of children under five are stunted due to malnutrition¹², due to poverty, climate change, post-harvest losses, and limited dietary diversity. Tanzania’s food system is vulnerable to climate shocks such as droughts, floods, and the El Nino phenomenon, which frequently disrupt food production. The 2023/24 season, for instance, was marked by erratic rainfall and localized flooding, further straining food availability and pushing more households into food insecurity¹³.

18. **Relevant SDGs:** Tanzania's progress on SDG 2 (Zero Hunger) and SDG 1 (No Poverty) has been slow, with persistent food insecurity and poverty. However, there has been progress in increasing agricultural production and improving market linkages. FtMA contributes to SDG 2 by linking smallholder farmers to structured markets, to improve their income and food security. The programme also supports SDG 5 (Gender Equality) through the inclusion of women farmers in its interventions, to reduce gender disparities in agriculture¹⁴.

19. **Agricultural Production:** Agriculture is the cornerstone of Tanzania’s economy, contributing about 26.5 percent of the GDP, employing 65.6 percent of the workforce, and serving as the main livelihood source for around 70 percent of households, particularly in rural areas (NBS, 2022; MOA, 2023). The sector is dominated by SHF, who primarily cultivate staple crops like maize, rice, beans, and sunflowers using traditional methods. There were fluctuations in key crop production levels during the 2022/2023 and 2024/2025 agricultural seasons. For example, in the 2022/2023 season, maize and rice production declined due to delayed rains and prolonged dry spells, especially in central regions like Singida and Dodoma. Conversely, in the 2023/2024 season, El Niño-induced heavy rains led to localized flooding in several districts, damaging crops such as maize and beans in low-lying areas like Morogoro and Mbarali, while improving yields in other regions with adequate drainage. Despite these climate-related challenges, national statistics show remarkable progress. According to the 2025/2026 Agriculture Budget Speech¹⁵, the total food crop production has increased by 33 percent, from 17.1 million tons in 2021/2022 to 22.8 million tons in 2023/2024, raising the national food self-sufficiency level to 128 percent, close to the target of 130 percent. Maize production has nearly doubled, growing by 91 percent from 6.4 million tons in 2021/2022 to 12.26 million tons in 2023/2024, positioning Tanzania as the second-largest maize producer in the region. Rice production rose by 61.5 percent, from 1.77 million tons in 2020/2021 to 3.05 million tons in 2023/2024. Sunflower output increased significantly by 154.13 percent, contributing to improved edible oil availability. Moreover, the supply and use of critical inputs have improved notably. The sale of certified seeds increased from 30,167 tons in 2020/2021 to 63,527 tons in 2024/2025, while the overall availability of quality seeds increased by 78.78 percent, reaching 79,701 tons in 2023/2024. Fertilizer availability grew by 79 percent, with usage rising sharply by 133.47 percent compared to previous years.

20. **Agricultural National Policies:** To bolster agricultural development, the Tanzania government is implementing initiatives such as Agenda 10/30 to commercialize agriculture and achieve a 10 percent annual growth rate by 2030¹⁶. This strategy is being actualized through initiatives such as ¹⁷ASDP II (Agricultural

¹⁰ African Development Bank. (2024, October 12). Tanzania marks record agricultural achievement as African Development Bank President Adesina urges investment in Africa.

¹¹ FAO (2023). State of Food Security and Nutrition in the World.

¹² UNICEF (2022). Tanzania Nutrition Profile

¹³ Tanzania Meteorological Authority (TMA) (2024). Seasonal Weather Impact Assessment t

¹⁴ Tanzania Ministry of Agriculture, Gender and Land Rights Handbook, 2021

¹⁵ 2025/2026 Ministry of Agriculture Budget Speech

¹⁶ Ministry of Agriculture (2023). Agenda 10/30 Framework Presentation and Sector Briefs

¹⁷ Ministry of Agriculture (2023). ASDP II Implementation Report

Sector Development Program II), BBT (Building a Better Tomorrow), and increased budget allocations for irrigation, input subsidies, and extension services. The Agenda10/30 focuses on boosting investment in commercial farming, enhancing productivity through improved inputs and mechanization, strengthening value chains, expanding financial access, and promoting CSA. By transitioning from subsistence to a competitive, high-value sector, Agenda 10/30 aims to drive economic growth, food security, and rural development, aligning with Vision 2025 (Tanzania's long-term development strategy) and the Third National Five-Year Development Plan (FYDP III (2021/22 – 2025/26)).

21. **Climate Shock:** Tanzania experiences frequent and unpredictable weather events, including droughts, floods, and delayed or erratic rainfall, which disrupt agricultural productivity, food security, and rural livelihoods, particularly for smallholder farmers who rely heavily on rain-fed agriculture. The 2023/2024 season was influenced by the **El Niño** phenomenon, bringing above-normal rainfall in many parts of the country¹⁸. While this benefited some regions by improving water availability and crop yields, it also led to **widespread flooding** in low-lying and poorly drained areas such as Morogoro, Mbarali, and parts of the Coastal and Lake Zones. These floods resulted in significant crop losses, the displacement of households, and damage to infrastructure, further straining food security efforts¹⁹.

22. **Gender inequality:** Tanzania ranks 165th out of 191 countries with a score of 0.504 on the Gender Inequality Index (GII)²⁰, which measures gender-based disparities across three dimensions: reproductive health, empowerment, and economic activity. In contrast, Tanzania was ranked 48th out of 146 countries in the 2023 Global Gender Gap Index (GGGI)²¹, which is a substantial improvement from its 82nd position in 2021. This advancement reflects strides made in areas like political empowerment and educational attainment for women. The two rankings suggest that, while Tanzania is making progress in certain aspects of gender equality, significant challenges remain, particularly in health outcomes and economic participation for women. Gender equality remains a critical issue in Tanzania, with women, especially in rural areas, facing significant barriers in accessing land, credit, and agricultural extension services (UN Women, 2023)²². These gender-based differences contribute to disparities in poverty, food security, and nutrition.

23. **United States Agency for International Development (USAID) Funding suspension:** In January 2025, USAID announced a worldwide funding suspension for agricultural programmes, which also affected Tanzania following a United States (US) Executive Order. This decision has put NGOs and agricultural initiatives, including those potentially associated with FtMA, at risk²³. Although FtMA secured \$5.4 million from Norad and New Zealand for 2024–2026, the programme operates within a broader ecosystem reliant on international donors like USAID, which supports the Feed the Future initiatives. The funding halt disrupted complementary agricultural efforts from NGOs, increasing pressure on FtMA to bridge the gaps in farmer support and market linkages. FtMA is intensifying efforts to strengthen private-sector partnerships and engagement with government institutions at the regional and local levels to mitigate the impact of the funding loss.

24. **International assistance from other actors:** Tanzania benefits from long-standing international assistance from the World Bank, FAO, and other bilateral donors. These actors have contributed significant resources to agricultural development, food security, and rural infrastructure. In particular, the World Bank's Agriculture and Rural Development Programme and USAID's Feed the Future initiative have been crucial in promoting agricultural growth and food security. FtMA complements these efforts by focusing specifically on SHF and market linkages to the private and public sectors.

25. **COP16 UN Convention to Combat Desertification (UNCCD) Focus on Land Restoration:** During the UNCCD COP16 held in December 2024, global leaders emphasized the urgent need to restore degraded

¹⁸ Tanzania Meteorological Authority (TMA), 2024. Seasonal Climate Outlook and Agricultural Impact Bulletin

¹⁹ World Bank, 2024. Climate Risk Profile: Tanzania

²⁰ UNDP Human Development Report 2025 – Gender Inequality Index

²¹ World Economic Forum – Global Gender Gap Report 2024

²² UN Women (2023). Progress on the Sustainable Development Goals: The Gender Snapshot 2023

²³ The Citizen: 25 March 2025

lands by 2030²⁴. Reports indicated that unsustainable agricultural practices could reduce crop productivity by up to 50 percent in some regions by 2050²⁵. In Tanzania, this global commitment has reinforced FtMA focus on sustainable farming practices, including agroforestry and soil health improvement. These efforts align with the FtMA broader push for climate-smart agriculture, ensuring long-term resilience for farmers.

26. **Other WFP work:** WFP is involved in several food security programmes in Tanzania. The Food Assistance for Assets (FFA) programme supports vulnerable populations through community-driven development projects, helping improve household resilience and food security. WFP also implements the school meals programme to improve children's nutrition and contribute to better food security outcomes in schools.

27. Furthermore, the Strategic Outcome (SO3) of the WFP Tanzania CSP (2022–2027) complements the objectives of the FtMA programme. Key projects include the MasterCard Foundation Programme/Vijana Kilimo Biashara (VKB), which focuses on supporting SHF, particularly youth and women, through market linkages and agricultural training. The Joint Programme on Accelerating Progress towards Rural Women Economic Empowerment (JPRWEE) implements interventions that aim to empower rural women and their communities, enhance their resilience, and transform the socio-economic landscape, across its four (4) key outcomes focused on (a) Improving food security and nutrition (b) increasing rural women's income, decent work, and economic autonomy (c) increasing women's voice and agency and d) strengthening gender-responsive legal frameworks and policies. The Kilimo Tija Kigoma (KITIKI), Mradi wa Uendelezaji Kilimo Ikolojia (MUKI), and Climate Smart Agriculture Programme (CSAP II) projects complement FtMA by promoting climate-resilient farming practices, improving market access, and enhancing agricultural productivity. These projects align with the FtMA's efforts and contribute to the WFP's broader mission to enhance food security, nutrition, and resilience in Tanzania.

3.2. Subject of the evaluation

28. The Farm to Market Alliance (FtMA) programme for strengthening inclusive markets and partnerships for sustainable food systems is the evaluation subject. Implemented in Tanzania as part of WFP's broader strategy to enhance food systems, FtMA was designed to align with national agricultural development priorities, the WFP Tanzania CSP 2022–2027, and the FtMA Global objectives. The FtMA Global is a public-private platform that supports sustainable food systems in Africa by strengthening markets for smallholder farmers (SHF). Its goal is to help farmers increase their yields, incomes, and resilience, contributing to global food security. FtMA Global oversees and provides technical support and guidance to the FtMA programmes in Tanzania, Kenya, and Rwanda. FtMA fosters an inclusive commercial environment across food value chains through strategic investments in infrastructure and policy support. The programme focuses on the ecosystem of commercial partners, crop diversification, and areas with a higher proportion of commercial activity. By partnering with off-takers, Farmer Service Centres (FSCs), and agribusinesses, FtMA seeks to promote accessible and efficient markets for SHFs, especially those with surplus or growth potential. FtMA's mission is guided by two key objectives: (1) to sustainably improve smallholder incomes and livelihood resilience, and (2) to ensure commercial viability for all stakeholders (see Annex 9: Global Results Framework).

29. FtMA Tanzania is the oldest of all FtMA operations globally. It has been implemented in two phases and has built a large partner base and extensive outreach through its FSC Model. Phase one was implemented between 2015–2019, during which the maize market linked to macro-economic interventions was disrupted, resulting in a 40 percent drop in the maize price. This impacted the programme, leading to a temporary cessation of operations and losses to farmers and partners. Preparations for the Phase Two FtMA started in 2021, with the implementation period of February 2022 - December 2026. FtMA Tanzania is implemented in six regions (Iringa, Mbeya, Njombe, Morogoro, Manyara, and Singida) and a total of 16 districts (see operations map on Annex 1). The evaluation will cover the period 2022–2025, with data collection taking place in November 2025.

²⁴ <https://www.unccd.int/cop16/focus-areas/land-restoration?utm>

²⁵ World Economic Forum. (2025). 4 ways partnerships can tackle food security in Africa

30. The FtMA Tanzania, through the global Theory of Change (ToC), presented in Annex 8, seeks to enhance market access, financial inclusion, climate-smart agriculture, and value chain integration, while ensuring FSC sustainability and improved farmer incomes. The ToC is built on the premise that if FSCs deliver timely services and high-quality inputs to farmers, land productivity increases and aggregation of farm output increases, thereby linking farmers to markets and increasing farm incomes.

31. Gender Equality and Women's Empowerment (GEWE) was integrated in the design and implementation by targeting women and youth as beneficiaries, prioritizing support for women-led FSCs, and requiring that at least 51 percent²⁶ of the supported farmers are women or youth. Gender-sensitive trainings on leadership, agribusiness, and gender-based violence (GBV) are delivered to women in collaboration with local leaders to enhance women's participation and decision-making. FtMA is committed to ensuring equitable access to resources, information, and opportunities for women by linking them with various opportunities within the programme. The programme tracks outcome-level indicators on the participation of women, youth, and marginalized groups, including growth in FtMA value chains. The FtMA Tanzania programme focuses on four key interventions to enhance last-mile service delivery through FSCs:

- **FSC network building:** FtMA maps, profiles, screens, selects, onboards, and strengthens the capacities of FSCs to ensure they become commercially viable and sustainable for the last-mile service delivery. To achieve this, the FtMA provides customized business development support through coaching, mentoring, and training. FtMA uses a customized business capacity assessment tool (BCAT) administered to all FSCs to identify capacity gaps and to improve their overall business management, operational efficiency, and effectiveness.
- **Enhancing farmer productivity:** FtMA links FSCs with agriculture input companies²⁷ for access to appropriate seeds, fertilizer, post-harvest kits, and plant protection products, including mechanization service providers, finance institutions, and other private sector partners. The programme markets activation activities, product awareness campaigns, and establishes demonstration sites in collaboration with agricultural input companies. These initiatives aim to train farmers on climate-smart agriculture, post-harvest handling, good agronomic practices, and showcase modern technology. These activities seek to enhance productivity and promote climate-smart and conservation agriculture practices, characterised by minimal soil disturbance (e.g., reduced tillage), continuous soil cover, and diversification of plant species.
- **FSC Services – Market Linkages:** FtMA connects farmers to reliable markets and buyers by leveraging FSCs as intermediaries to aggregate produce and facilitate linkages with processors, exporters, and institutional buyers. Linkages to commodity buyers are essential to FtMA success and provide a pathway to long-term, predictable, and profitable markets that offer fair trading terms (prices). Due diligence is undertaken to ensure the right partners are identified and linked to FSCs and farmers. Business-to-business meetings are organised as a platform for engagement, information sharing, business leads creation, negotiation, and transactions.
- **Farmers and FSC Digitization:** At the farmer level, FtMA aims to increase awareness of digital tools and apps such as Viamo, M-Kilimo, and Farmcare for agronomic advisory, weather, and market information, etc. At the FSC level, FtMA promotes enterprise resource planning systems (ERPS) such as Iprocure Point of Sale (IPOS), Mavuno POS, to promote business operational efficiency, inventory management, record keeping, financial, and customer relationship management.

32. A network of 493 active FSCs that serve over 140,000 SHF across the six regions was established by 2024 (see Table 2). The FSCs increased from 90 in FtMA Phase I, due to a shift from one to four crops and expansion into additional regions. FtMA Phase 1 focused on the maize value chain, which is a staple food crop and livelihood for most Tanzanians. From 2022, FtMA piloted three additional value chains that include sunflower, beans, and rice.

²⁶ FtMA Tanzania Business Plan 2024 -2028

²⁷ Refers to Companies that produce and or distribute agricultural inputs

Table 2: Planned versus actual beneficiary figures

Intervention Type	Years	# FSCs		# Farmers		Partnership
		Planned	Actual	Planned	Actual	In total
FSC network building (Onboarding, Profiling, BDS)	2022	251	295	125,375	60,717	96 – Farm Africa
	2023	369	405	156,825	128,984	123 – Nafaka Kilimo
	2024	498	493	150,920	147,955	
	2025	640	TBD ²⁸	180,180	TBD	
Enhancing Farmers Productivity (Inputs Aggregations, PHM, CSA, GAP, Mechanization, Soil Testing)	2022	110	188	41,000	43,728	50 – Farm Africa
	2023	250	228	71,520	105,161	36 – Nafaka Kilimo
	2024	390	292	119,615	120,345	
	2025	494	TBD	146,570	TBD	
FSC Services – Market Linkages (Logistics, B2B, B2C, Market Information, Aggregation services)	2022	157	150	11,000	9,587	40 – Farm Africa
	2023	154	138	13,806	12,313	78 – Nafaka Kilimo
	2024	204	152	15,000	17,891	
	2025	214	TBD	28,984	TBD	
Digitalization ²⁹	2022	201	100	NA	NA	6 – Farm Africa
	2023	119	145	NA	NA	9 – Nafaka Kilimo
	2024	185	177	12,500	12,040	
	2025	300	TBD	34,950	TBD	

33. FtMA Tanzania developed a new 5-year business plan (2024-2028) with an implementation budget of US\$15.7 million. The business plan embeds the four pillars of the FtMA Phase II Model. It focuses on identifying, developing, and strengthening FSCs to recruit and support farmers in the areas presented on Figure 1 below.

²⁸ TBD (To be done) - the 'achievements for the year 2025' have not yet been measured. To be shared with the evaluation team once available

²⁹ NA indicates no digital implementation at the farmer level in 2022 and 2023, as FtMA focused on FSC digitalization and farmer sensitization during these periods.

Figure 1: FSC Model



34. FSCs in Tanzania are categorized into three broad groups:

- **Micro, Small and Medium Enterprises (MSMEs):** Are involved primarily in agricultural value chains and legally registered to undertake business activities. They take different forms from input providers/distributors (agro dealers), mechanization, financial service providers and off-takers. MSMEs act as hubs for aggregating demand from farmers, processing orders and delivering products and services to the farmers in rural areas.
- **Individual entrepreneurs, lead farmers or Village-based agricultural advisers (VBAAAs):** VBAAAs function as (i) full-time sole proprietors, formalized rural agro dealers or (ii) as Sales Point /Commission Agents. Most VBAAAs fall under the latter category. VBAAAs mobilize farmers and generate demand for agricultural inputs, leverage their community trust and influence to organize collective input purchases, and act as commission-based facilitators between farmers and hub agro-dealers. VBAAAs also serve as links between urban/peri-urban service providers and remote rural communities. They provide training on good agricultural practices through their established demo plots and farmer field days.
- **Agricultural Marketing Cooperatives Societies (AMCOS), Farmer Groups and Savings and Credit Cooperatives Societies (SACCOS):** AMCOS and Farmer Groups are local cooperative societies that facilitate the local purchase of agricultural inputs and help farmers market their crops. SACCOS are members-owned financial cooperative that provides savings and credit services to their members. They act as a key central hub for the aggregation of inputs, services, and outputs from the members and the communities. These FSCs are member-owned entities that earn a commission on the services aggregated. The profits and benefits are shared equally according to members' shares and/ or ploughed back into the entity for development activities.

35. FSCs are identified and selected through a rigorous process guided by a standardised selection tool based on predefined eligibility criteria. During the identification stage, each FSC is assessed and subsequently classified as either rejected, placed on probation, or selected for inclusion in the programme. Following selection, the BCAT is administered to evaluate the FSCs' capacity across six core areas: leadership and

management, financial capacity, purchasing capacity, processing capacity, sales capacity, and the enabling environment. Based on the assessment results, a customised Business Development and Enhancement Plan (BDEC) is developed for each FSC, outlining specific capacity gaps to be addressed according to maturity levels, across three tiers (Starter, Mid-level, and Advanced). Tailored business capacity development support is provided along these tiers to progressively strengthen FSCs' capacities until graduation.

36. **The FtMA coordination and management structure:** FtMA is governed by a Steering Committee created to oversee the Alliance on behalf of the Global Members and ensure that strategic goals are accomplished. The Steering Committee initially comprised founding partners (WFP, AGRA, Yara, Bayer, Syngenta, and Rabobank), who provided strategic oversight and partnership alignment. Currently, the Steering Committee comprises Yara and WFP, with WFP hosting the programme. WFP provides oversight, administrative, financial and human resources support and services to FtMA guided by its rules and regulations, and the full cost recovery principle. At the global level, the FtMA team, under the leadership of the Managing Director, plays a key role in fundraising, donor reporting and communication, consolidating lessons learned and program oversight to ensure harmonisation across countries and coordination with global partners and donors. At the country level, FtMA was initially implemented under the WFP Tanzania CSP (2022–2027) SO4, Activity 8, and later moved to Activity 5 in 2025. A technical team led by the Country Coordinator is responsible for national-level planning, coordination, budgeting, partner management, and stakeholder engagement.

37. **FtMA Tanzania partners (public and private)** are identified and vetted based on the services offered and alignment with the SHFs' needs. To leverage and bridge the gap in technical expertise and capacity across all value chains FtMA partners with organizations such as TARI, TOSCI, NFRA, TADB, etc. These partnerships present an opportunity for potential financial resources (cash and in-kind) to drive the last-mile service model, contribute to cost reduction, and create more business opportunities. The partners remain independent, although they share the benefits, risks, and control over joint actions within the programme. They make ongoing contributions in strategic areas of interest that are aligned with their core business models.

38. FtMA collaborates with cooperating partners (CPs), that is, local and international NGOs responsible for implementing and managing programme interventions under contractual /field-level arrangements (FLAs). The CPs are also responsible for monitoring, recruiting, and onboarding FSCs, and they work closely with private and public sector companies and service providers. CPs are contracted on a roll-on basis via a competitive process, and their FLA runs for a minimum of twelve (12) calendar months. The CPs are capacitated to efficiently roll out the FtMA model, standardize, and preserve the quality of programme delivery.

39. **Funding:** FtMA Tanzania relies on a combination of donor funding and private sector engagement, supported through annual resource mobilization efforts. The new five-year business plan (2024–2028), known as FtMA 2.0, requires a total of \$15.7 million for full implementation. A total of \$5.4 million has been confirmed for the first three years, with funding allocated as follows: \$1.9 million in 2024, \$1.7 million in 2025, and \$1.8 million in 2026. Meanwhile, a total of \$3.03 million was allocated and utilized in 2022 and 2023 through funding from Norad. The programme interventions and targets have been revised to align with the available funding secured from Norad and New Zealand for the period 2024–2026.

40. **FtMA Global Partnerships:** In July 2024, FtMA, in collaboration with WFP HQ, initiated a strategic partnership with Bain & Company to co-create a pilot programme for the development of the paddy value chain in Tanzania. Bain & Company supported the project by conducting a thorough value chain analysis, designing pilot activities, developing an implementation plan, identifying and onboarding key partners, and drafting a scaling strategy. The pilot aimed to reach 2,300 farmers and 35 FSCs in the Morogoro and Mbeya areas. In addition, partners such as Tanzania Agricultural Development Bank (TADB), Equity and Cooperative and Rural Development Bank (CRDB), Yara, Bayer, TARI Dakawa, and Wilmar International were onboarded to support the marketing of 5,000mt of paddy. Furthermore, FtMA partnered with Rabobank to conduct assessments on the financing landscape and develop the FSC financing score maturity tool.

41. **Lessons learned from FtMA Phase 1:** A Lessons learned assessment was carried out following the conclusion of Tanzania FtMA Phase I, to inform reflections on experiences from the 2017/18 implementation period and generate insights to enhance future FtMA operations in Tanzania and globally. The assessment

highlighted the top ten challenges encountered during that period, identified critical pitfalls, evaluated associated risks, and formulated recommendations to guide the FtMA Phase II through experience-rooted strategies. The evaluation Team should review the assessment report³⁰ to assess the progress made as proposed in the evaluation objectives.

4. Evaluation scope, criteria and questions

4.1. Evaluation Scope

- **Temporal coverage/time frame:** The evaluation will cover the FtMA Phase II period from February 2022 to October 2025.
- **Geographical Coverage:** The evaluation will cover six regions, with a total of sixteen districts that have high-potential agricultural zones and structured market development potential. The districts are aligned with major production areas for FtMA-supported value chains (maize, beans, paddy, sunflower). These are:
 - Iringa region: Iringa DC, Mufundi and Kilolo districts.
 - Mbeya region: Mbarali district.
 - Njombe region: Wangingombe district.
 - Morogoro region: Mvomero, Kilosa and Kilombero districts.
 - Manyara region: Kiteto, Babati TC, Babati DC, Simanjiro and Hannang districts.
 - Singida region: Iramba, Singida DC, and Mkalama districts.

A detailed design, including sampling of locations within each targeted and non-targeted area, will be developed during the inception phase.

- **Specific target groups:** The evaluation will target FSCs, smallholder farming households (including men, women, youth, people with disability), service providers, and government extension workers/Intermediaries.

4.2. Evaluation Criteria and Questions

42. The evaluation will apply six evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact. However, the evaluators can advise on any other complementary criteria. To address the **learning and accountability objectives**, the evaluation will answer the following main questions:

- To what extent is the FtMA programme relevant and aligned with the priorities of key stakeholders (including government and partners) and the needs of beneficiary groups? (Relevance and Coherence)
- How efficiently was the FtMA programme implemented in terms of timeliness, quality, and cost-efficiency? (Efficiency)
- To what extent did the FtMA Programme achieve its results, and how did it contribute to improved outcomes for different beneficiary groups, considering intersectionality? (Effectiveness)

³⁰ Tanzania FtMA Top Lessons Learned Report (2019)

- To what extent did the FtMA programme result in or generate significant higher-level effects (positive or negative, intended or unintended)? (Impact)
- To what extent did the FtMA consider the sustainability of the activities and results for the various actors and beneficiaries? (Sustainability)

43. The evaluation should analyse how gender, equity, inclusion, and the mainstreaming principles were included in the intervention design, and whether the programme was guided by WFP and system-wide objectives on GEWE. The gender, equity, and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate and mainstreamed in the evaluation questions and sub-questions.

44. The questions and sub-questions are summarised in Table 2 and will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons (learning) and performance of the FtMA Programme (accountability) to inform future strategic and operational decisions.

Table 3: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 – To what extent is the FtMA programme relevant and aligned with the priorities of key stakeholders (including government and partners) and the needs of beneficiaries?		Relevance/Coherence
1.1	To what extent is FtMA's design and implementation aligned with the needs of targeted beneficiary groups (including those of men, women, youth, and marginalized groups)?	
1.2	To what extent is the programme aligned and coherent with national policies and priorities on agriculture and food systems in the targeted areas, including the strategic frameworks and priorities of Alliance members and donors?	
1.3	What are the opportunities and strategies for mainstreaming and further integration of FtMA into the WFP Tanzania CSP, activities, and implementation arrangements?	
EQ2 – How efficiently was the FtMA programme implemented in terms of timeliness, quality, and cost-efficiency?		Efficiency
2.1	To what extent were the FtMA programme activities implemented as planned and in a timely manner?	
2.2	To what extent have the key stakeholders efficiently provided products and services to smallholder farmers, in terms of timelines, quality, and cost, and what lessons were drawn for improved efficiencies?	
2.3	What opportunities exist to improve the efficiency of the FtMA models, and what other alternative models can enhance the overall efficiency of the FtMA programme?	
EQ3 – To what extent did the FtMA Programme achieve its results, and how did it contribute to improved outcomes for different beneficiary groups, considering intersectionality?		Effectiveness

3.1	To what extent have the targeted outputs and outcomes of the FtMA programme been achieved for the beneficiary groups? (<i>disaggregated by men, women, youth, marginalized groups, SHF, FSCs, Buyers, and Offtakers - testing significant differences between groups as much as possible</i>)	
3.2	In what ways did the FtMA programme interventions and activities contribute to the observed outcomes for the beneficiary groups and what were the contributing internal and/or external factors?	
EQ4 - To what extent did the FtMA programme result in or generate significant higher-level effects (positive or negative, intended or unintended)?		Impact
4.1	To what extent did the programme strengthen market linkages and partnerships to build sustainable food systems for all actors and beneficiaries, including men, women, youth, and marginalised groups?	
4.2	To what extent and how has the FtMA programme supported improved FSCs and SHFs' incomes and contributed to an inclusive, viable, and resilient agricultural value chain for all actors?	
4.3	What are the unintended (positive or negative) effects of the FtMA programme on the beneficiaries and non-beneficiaries?	
EQ5	To what extent did the FtMA consider the sustainability of the activities and results for the various actors and beneficiaries?	Sustainability
5.1	To what extent did the FtMA consider sustainability, such as capacity building of national and local government institutions, communities, FSCs, Private sector/Service Providers, and other partners?	
5.2	To what extent has the FtMA programme resulted in sustainable and commercially viable markets for SHFs and service providers through FSCs across the value chain?	
5.3	To what extent are the FtMA programme benefits and climate-smart practices likely to continue after WFP's work ceases?	
5.4	To what degree has the FtMA programme leveraged public and private sector investments to sustain and scale its model?	

5. Methodological approach and ethical considerations

5.1. Evaluation approach

45. The selected evaluation team will determine the evaluation approach, expand the methodology, and develop a detailed matrix during the inception phase. The evaluation approach must align with the objectives and key evaluation questions while incorporating the principles of rigour, transparency, utility, and ethical standards. The design should respond to the accountability and learning objectives with a strong emphasis on learning, while ensuring gender equality, social inclusion, and participation of marginalized groups. The evaluation team will expand on the methodology presented above and develop a detailed evaluation matrix in the inception report.

46. The proposed evaluation approach should:

- **Employ the evaluation criteria** of relevance, coherence, efficiency, effectiveness, impact, and sustainability.
- **Utilize a mixed-methods design**, combining quantitative, qualitative, and participatory techniques to generate robust and triangulated evidence that fully responds to the evaluation questions, while demonstrating impartiality and reducing bias. The evaluation team (ET) is expected to clarify the type of design (exploratory, explanatory, embedded, etc.), the nature (e.g., mixing of data, analysis, reporting, etc.), timing (concurrent or sequential), and how discrepant or contradictory findings from qualitative or quantitative methods will be addressed. The methodology should incorporate different primary and secondary data sources that are systematically triangulated (documents from different sources, a range of stakeholder groups, including beneficiaries, direct observation in different locations etc.). Additionally, the methodology should be sensitive in terms of GEWE, equity, and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people with disabilities, and other marginalized groups) will be sought and integrated into the evaluation processes from design to reporting.
- **Apply relevant theory-informed and utilization-focused methodologies** such as Contribution Analysis, Outcome Harvesting, Most Significant Change (MSC), or the Adopt-Adapt-Expand-Respond (AAER) framework. The use of cost-effectiveness or cost-efficiency approaches is encouraged to provide insight into value for money and resource optimization.
- **Include a detailed evaluation matrix** that outlines the evaluation questions, lines of inquiry, indicators, data sources, and data collection methods. The matrix will form the basis of the sampling approach, and data collection and analysis instruments. It should map out how each method will contribute to answering specific questions, including those related to gender and inclusion.
- **Incorporate robust sampling strategies that ensure representativeness and inclusivity.** The sampling frame must be gender-responsive and stratified by relevant variables such as gender, age, socio-economic status, geographical region, and other relevant demographics. The approach should ensure that a sufficient number of women, youth, and other underrepresented groups are included to support meaningful disaggregation of data and analysis.
- **Ensure data disaggregation** by sex, age, and other relevant equity dimensions. If disaggregation is not feasible, the evaluation team must justify and outline alternative approaches to explore differential outcomes/impacts across groups.
- **Reflect clear gender and inclusion-sensitive data collection strategies.** The evaluation team must outline practical steps to engage women and men equally, including measures to address potential barriers to participation (e.g., cultural norms, language, time constraints, mobility, and caregiving responsibilities). This includes gender-appropriate enumerator recruitment and training,

gender-sensitive question framing, and safe environments for participation. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork will be too late. Therefore, the evaluation team must have a clear and detailed plan for collecting data from women and men in a gender and equity-sensitive manner before fieldwork begins.

- **Leverage and analyze existing longitudinal data** collected through the FtMA baseline (2022), annual outcome surveys (2023, 2024), and ongoing performance monitoring. This includes trend analysis to assess changes over time and attribution, where feasible. The evaluation should also consider secondary data sources to contextualize findings and supplement data gaps, particularly for indicators such as the vulnerability of value chains to climate shocks.
- **Mitigate bias and enhance validity** through triangulation across multiple data sources, geographic sites, and evaluators. The methodology should include strategies for managing limitations related to timing, budget, or data availability, validity, and reliability.
- The evaluation firm should establish a **data analysis plan**, indicating the unit(s) of analysis in each case and testing significant differences, if any, and effect sizes between socio-demographic groups or baseline vs endline indicator values, wherever applicable. Wherever possible, reference baseline data to assess progress over time.
- **Clearly articulate how the evaluation will generate learning** through conclusions, recommendations, and deliberate reflection on what has worked, what has not worked, how, why, and in which target group. The evaluation team should ensure findings are actionable and tailored for use by WFP, programme managers, donors, government counterparts, and other stakeholders.

47. **Reflect gender and equity analysis in the evaluation findings, conclusions, and recommendations** as appropriate within the context of the subject of evaluation. The final report must include a comprehensive analysis of how the programme has considered intersectionality and influenced different population groups, and identify specific institutional practices and structural barriers, enabling factors, and recommendations to promote more inclusive outcomes. Lessons and challenges related to conducting gender-responsive evaluations should be documented to inform future efforts. The findings should include a discussion on the intended and unintended effects of the intervention, along gender equality and equity dimensions.

48. **Mechanisms for independence and impartiality:** The evaluation team will work independently in the design and implementation of the evaluation. Final decisions on and approval of evaluation products will be made by the evaluation committee (EC). An evaluation reference group (ERG) will review and provide feedback on data collection and the methodology [refer to the [TN on principles, norms, and standards](#)].

49. The following are the identified potential risks likely to affect the proposed approach:

Table 4: Potential Risks and Mitigation Strategies

	Limitation	Mitigation Measures
1.	Unavailability of key data	Combine primary data (e.g., surveys, interviews) with secondary data (e.g., government reports, previous studies) to fill gaps and cross-verify data from different sources or methods to enhance reliability.
2.	Cultural and Language Barriers: Differences in language or cultural norms can hinder communication, making it difficult to engage with communities effectively.	Ensure the evaluation team comprises people who understand the local culture and language to improve communication and rapport and reduce barriers to engagement.
3.	Technically mismatching questions to some population groups.	Adopt a stratified sampling strategy to ensure appropriate respondents are targeted.

		Tailor KIs, surveys, and FDG questions appropriately.
4.	Low participation rates: Difficulties accessing stakeholders and participants (farmers/FSCs) due to burnout, unavailability, and time constraints, etc, affecting sample representativeness.	<p>WFP to use their relationships with key stakeholders to establish means of reaching the key persons, even if they no longer work in the same positions.</p> <p>To compensate for non-responses or attrition, the Evaluation Team should consider oversampling to ensure the reduced sample size remains sufficient for the validity of inferences.</p> <p>Use the established relationships with local leaders, FSCs, and community members to facilitate access.</p> <p>Leverage the approaches adopted by the Implementing Partners in reaching out to key institutions and stakeholders during programme implementation.</p>
6.	Election Campaigns and General Elections: 2025 Political interference or conflicting local agendas, especially during election seasons, could influence responses.	<p>Align the timing for data collection and ensure communication with Local Government Authorities (LGAs).</p> <p>The Evaluation Team should stay informed of local election-related activities, rallies, and events, and postpone activities if they could expose beneficiaries to security risks.</p> <p>Emphasize the non-political principles of the FtMA programme during beneficiary events.</p> <p>Sensitise the Evaluation Team about the potential risk of having FTMA programmes instrumentalized.</p>
7.	Geographical and Access: Populations in remote areas may be hard to reach due to poor infrastructure, Limited resources, or time constraints	<p>Use methods suitable for the context, such as mobile surveys for remote areas, focus groups for accessible locations, and/or remote telephone interviews. This flexibility is crucial in complex environments, as noted in developmental evaluation approaches</p>
8.	Changes in the targeted beneficiaries over the project period.	<p>The Evaluation Team to predetermine the extent of the changes in targeted beneficiaries and ensure that only those community members who have been consistently involved in the implementation period can be sampled for consistent information.</p>

6. Preliminary considerations on evaluability and methodological implications

50. The evaluation team should draw on a combination of internal and external data sources, leveraging both qualitative and quantitative insights. The main sources of data for evaluation will be:

- *Programme documents:* results framework, theory of change, FtMA business plan, annual workplans, etc.
- *FtMA annual donor reports:* The report outlines the FtMA programme's yearly achievements, outputs, outcomes, challenges, and provides an overview of the progress against planned objectives. It serves as a key reference for annual performance analysis.
- *Annual outcome surveys:* These are annual data collection exercises targeting beneficiaries (FSCs and farmers), service providers, staff, and partners. The baseline (2022) and two annual outcome surveys (2023 and 2024) include comprehensive data across all indicators in the results framework, such as changes in farmer income, yield, access to markets, adoption of climate-smart agriculture practices, etc.
- *FtMA quarterly briefs reports and output performance data:* Include quarterly performance data on key output indicators such as farmer outreach, crop volumes aggregated and marketed, input usage, training sessions conducted, and financial linkages facilitated.
- *Implementation, process, and performance monitoring reports:* Include spot checks, field visits, and partners/FSCs performance updates.
- *FSCs list and farmers' profile data:* Includes demographics data (name, age, gender, location) and other details such as land size, crops grown, etc.
- *Past reports:*
 - a. Tanzania FtMA Top Lessons Learned Report (2019)
 - b. Baseline report 2021 and 2022
 - c. Partners' Annual Evaluation Reports

51. Indicators are typically gathered at two levels: (1) **Outcome indicators**, measured annually through surveys. (2) **Output indicators** monitored quarterly, as outlined in Annex 10 (log frame). In addition, relevant **external sources**, including government statistics, partner reports, academic research, and data from other NGOs and United Nations agencies, contribute valuable perspectives.

52. The FtMA Tanzania uses the FtMA Global ToC that specifies the goal, objectives, and the assumptions underpinning its interventions (Annex 9). These assumptions are revisited during review meetings and adjusted based on evidence from implementation experience and monitoring data. Additionally, the Tanzania FtMA logical framework was developed, which includes a set of quantifiable indicators to measure progress across the key result areas (Annex 10).

53. The evaluation team should review existing documentation and verify the completeness and reliability of key components in the TOC and logical framework. Gaps in any of these areas may signal the need for refinement or additional data collection to ensure the framework can effectively support the evaluation process.

54. Below are the limitations to evaluability and how the evaluation will address these limitations:

- **Climate variability and change:** Unpredictable weather patterns and climate shocks significantly impacted crop yields and agricultural timelines. This makes it difficult to assess yield trends, attribute the changes directly to FtMA interventions, and limits the evaluation's ability to draw clear conclusions on productivity outcomes. **Mitigation:** The evaluation will use data triangulation by combining qualitative feedback from farmers, FSCs, and partners with secondary data sources to

complement and validate yield-related information.

- **Policy shifts in input subsidies:** Government policy changes, particularly in the distribution of seed and fertilizer subsidies created market distortions and input shortages during key implementation periods. These external factors slowed FtMA delivery on targets related to input access and productivity. **Mitigation:** The evaluation will account for these external influences, and analysis will differentiate between programme-attributable and policy-related outcomes to the extent possible.
- **External market restrictions:** Export bans and external trade restrictions disrupted the planned market access strategies. This affected aggregation volumes and income generation for farmers. **Mitigation:** The evaluation will assess programme performance within the prevailing market context and incorporate contextual analysis to interpret the findings and results.
- **Data quality concerns in yield measurement:** Inconsistencies and gaps in the reporting of crop cut data, often due to unsatisfactory performance of assigned experts, undermined confidence in yield measurements. **Mitigation:** The evaluation will supplement existing yield data with farmer recall, group discussions, and available secondary sources to strengthen data validity. Limitations in data availability and quality will be transparently reflected in the final analysis.

55. During the inception phase, the evaluation team should critically assess data availability, quality, and gaps to inform the data collection and the choice of evaluation methods. The evaluation team should systematically check the accuracy, consistency, and validity of collected data and secondary information and acknowledge any limitations during the reporting phase.

6.1. Ethical considerations

56. The evaluation must conform to the [UNEG ethical guidelines for evaluation](#) (Integrity, Accountability, Respect, Beneficence³¹). Accordingly, the evaluation team is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality, and anonymity of stakeholders. The evaluators must safeguard sensitive information that stakeholders do not want to disclose to others. The evaluation team must further respect the autonomy of respondents and ensure cultural sensitivity, fair recruitment of participants (including women and socially excluded groups), appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and that the evaluation results do no harm to respondents or their communities.

57. Personal data³² will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

58. The evaluation team will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report, and resolve any ethical issues that might arise during the evaluation process. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

59. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to the WFP Office of Inspection and Investigation (OIGI) through the WFP hotline (<http://www.wfpHotline.ethicspoint.com>)³³. At the same time, the WFP Tanzania office management, and the regional evaluation unit (REU) should also be informed.

60. The evaluator should ensure that data collectors understand and appreciate the cultural norms of

³¹ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

³² Names or identifying information from evaluation participants (e.g. interviewees, survey respondents).

³³ For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#).

different respondents. This understanding is essential not only for showing respect but also for building trust and rapport during the data collection process. Additionally, an informed consent form will be administered to obtain written consent either by signature or mark before any interview begins. If a potential respondent chooses not to provide their consent, they will be respectfully excused from participating in the evaluation.

61. WFP Tanzania will ensure that the evaluation team and evaluation manager will not have been and/or are not currently involved in the design, implementation, or financial management of the Tanzania FtMA programme, have no vested interest, nor have any other potential or perceived conflicts of interest.

62. Conflicts of interest are typically identified by a lack of independence or impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains (UNEG 2020 Guidelines). There should be no official, professional, personal, or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, due to possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations for consistency with the findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in future assignments (e.g., making recommendations for additional work to be contracted to conduct that work). The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit/subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

63. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct, the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation, and the [WFP technical note on gender](#). The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct.³⁴ These templates will be provided by the country office when signing the contract.

6.2. Quality assurance

64. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#) to be systematically applied during this evaluation, and relevant documents will be provided to the evaluation team, including feedback on the quality of each of the evaluation products. The relevant checklist will be applied at each stage to ensure the quality of the evaluation process and outputs.

65. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practices. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

66. The WFP evaluation managers will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization. There will be several rounds of reviews and feedback by WFP and the Evaluation Reference Group (ERG) members until draft deliverables are up to the expected quality.

67. To enhance the quality and credibility of DEs, a quality support (QS) service directly managed by the OEV reviews the draft ToR, the draft inception and evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

³⁴ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement and ethics pledge should also be signed by those additional members.

68. The evaluation managers will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)³⁵, a rationale should be provided for comments that the team does not take into account when finalizing the report.

69. The evaluation team should ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis, and reporting phases.

70. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information, [WFP Directive CP2010/001 on information disclosure](#).

71. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

72. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process managed by the Office of Evaluation (OEV). The overall PHQA results will be published on the WFP website alongside the evaluation report.

³⁵ [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

7. Organization of the evaluation

7.1. Phases and deliverables

73. Table 5 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 5: Summary timeline – key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	End February to September 2025	Preparation of ToR Selection of the evaluation team & contracting Library of key documents	Evaluation managers Evaluation Managers, CO Procurement, Regional Evaluation Unit; Evaluation Committee Evaluation managers
2. Inception	September to mid-November 2025	Preparation and sharing of relevant documents Document review/ briefing Inception mission (in person or remote) Inception report (Data Collection Plan, Data Collection Tools, Updated communication and knowledge management plan) Coordination of the review of the draft inception products	Evaluation Managers Evaluation Team Evaluation Team Evaluation Team Evaluation Managers
3. Data collection	Mid-November - December 2025	Enumerator Training Supporting the coordination of the field mission Fieldwork Exit debriefing	Evaluation Team Evaluation Managers Evaluation Team Evaluation Team

4. Reporting	December - March 2026	Data analysis and report drafting Cleaned & anonymised datasets Coordination of the review of the draft report and the commenting process Organise the learning workshop PowerPoint presentation for the Learning workshop (in-person) Final evaluation report 6-8-page summary of evaluation report	Evaluation Team Evaluation Team Evaluation Managers Evaluation Managers Evaluation Team Evaluation Team Evaluation Team
5. Dissemination and follow-up	April – May 2026	Management response Dissemination of the evaluation report Learning briefs/ Pause-and-reflect learning sessions to inform adaptive management	Evaluation Committee Chair Evaluation Managers, Evaluation Reference Group FtMA Programme Team

7.2. Evaluation team composition

74. The evaluation team will consist of five members: a team leader, two national evaluators with a mix of national/regional and/or international relevant expertise, a data analyst, and a quality assurance evaluator. The team should be diverse in terms of gender, geography, culture, and language, and possess good knowledge of gender, equity, inclusion, and power dynamics. Strong methodological skills in data collection, analysis, synthesis, and report writing are required. At least one member must have recent experience with WFP evaluation, one must have subject matter expertise, one must have Swahili fluency, and one should be a young or emerging evaluator. The evaluation should integrate local enumerators from the districts where FtMA operates, ensuring that data collection is culturally and linguistically sensitive.

Table 6: Summary of the evaluation team and areas of expertise required

	Expertise required
Team Leadership (Senior level evaluator)	MINIMUM REQUIREMENTS
	<ul style="list-style-type: none"> • Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time). • Strong experience in leading evaluations at the country level, such as evaluations of agriculture, smallholder farmers, and market access programmes. • Experience with applying the different evaluation approaches and conducting cost-benefit analysis, including reconstruction, and use of theories of change in evaluations. • Knowledge of evaluation methodologies, and experience in designing data collection tools, strong qualitative and quantitative research skills. • Strong analytical and communication skills, with a track record of written work on similar assignments, • Strong presentation skills and excellent writing and synthesis skills. • Experience facilitating in-person and hybrid meetings and workshops. • Experience in conducting evaluations for the United Nations and other humanitarian and/or development contexts. • Prior experience in conducting evaluations in the following programme areas: <ul style="list-style-type: none"> ○ Agriculture value chains ○ Food Systems ○ Food Security ○ Resilience Building ○ Capacity Strengthening
	DESIRABLE
	<ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Demonstrated experience in applying intersectionality frameworks in gender analysis, including work with marginalized populations. • Good knowledge of the Tanzania and/or Southern Africa context, proven by previous experience in the country. • Previous experience leading or conducting WFP evaluation(s). • Good knowledge of gender, equity, wider inclusion issues, and, to the extent possible, power dynamics.

	Expertise required
Thematic expertise - Evaluator (2 Members)	MINIMUM REQUIREMENTS <ul style="list-style-type: none"> • Fluency and excellent writing skills in English and Swahili languages • Experience in conducting evaluations for the United Nations and other humanitarian and/or development contexts. • Experience in qualitative research, analysis, and reporting. • Expertise in one or more of the technical areas below: <ul style="list-style-type: none"> ○ Agriculture Economics ○ Agriculture Value Chains ○ Market and Financial Analysis ○ Food Systems
	DESIRABLE <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience leading or conducting WFP evaluations • Good knowledge of the country context, proven by previous experience in the country. • Good knowledge of gender, equity, wider inclusion issues, and, to the extent possible, power dynamics • Administrative and logistical experience
Data Analyst (Expert)	MINIMUM REQUIREMENTS <ul style="list-style-type: none"> • Strong quantitative and qualitative data analysis skills, including the ability to process and interpret large, complex datasets. • Experience in managing datasets related to agriculture, value chains, or market systems. • Ability to design data collection tools and ensure data quality assurance. • Experience in synthesizing data for evaluations and contributing to evidence-based reporting.
	DESIRABLE <ul style="list-style-type: none"> • Experience working with the United Nations or in humanitarian/development evaluations. • Familiarity with WFP programmes and modalities of intervention.
Quality assurance Evaluator	MINIMUM REQUIREMENTS <ul style="list-style-type: none"> • Experience in quality assurance of evaluations.
	DESIRABLE <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience with WFP evaluation(s).

75. The team leader will have expertise in conducting evaluations on programme thematic areas such as agriculture value chains, food systems, food security, resilience building, and capacity strengthening, as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical, and communication skills, including a track record of excellent English writing, synthesis, and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

76. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

77. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation managers. The team will be hired following an agreement with WFP on its composition.

7.3. Roles and responsibilities

78. **The WFP Tanzania Country Director** (Ronald Tranbahuy) will take responsibility to:

- Assign managers for the FtMA evaluation. Establish the internal evaluation committee (EC) and the evaluation reference group (ERG).
- Approve the final ToRs, inception, and evaluation reports.
- Approve the evaluation team selection.
- Ensure the independence and impartiality of the evaluation at all stages through EC and ERG.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance, and results with the evaluation manager and the evaluation team.
- Organize and participate in debriefings with internal and external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

79. **The evaluation managers** will manage the evaluation process through all phases, including:

- Acting as the main interlocutor between the evaluation team, represented by the team leader, the firm's focal point, and WFP counterparts, to ensure a smooth implementation process.
- Drafting the evaluation ToRs in consultation with key stakeholders.
- Identifying and contracting the evaluation team and preparing and managing the evaluation budget.
- Preparing the ToRs and schedule of engagement for the EC and ERG.
- Ensuring quality assurance mechanisms are operational and effectively used.
- Consolidating and sharing comments on draft inception and evaluation reports with the evaluation team.
- Ensuring that the team has access to all the necessary documentation and information and facilitating the team's contacts with local stakeholders.
- Supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork, and arranging for interpretation, if required.
- Organizing security briefings for the evaluation team and providing any materials as required.
- Ensuring EC and ERG are kept informed on progress, and escalating issues to the EC as appropriate.
- Conducting the first-level quality assurance of the evaluation products.
- Submit all drafts to the Regional Evaluation Unit (REU) for second-level quality assurance before submission for approval.

80. **An internal Evaluation Committee (EC)** is formed to steer the evaluation process and ensure it is independent and impartial. The roles and responsibilities of the EC include overseeing the evaluation process, making key decisions, and reviewing evaluation products. See Annex 3 for information on the EC composition.

81. **An evaluation reference group (ERG)** is formed as an advisory body with representation from WFP Tanzania, ESARO, and Headquarters (Rome), and relevant government counterparts from different government departments, implementing partners, NGOs, Farmer Organizations, and the relevant private sector entities in Tanzania. The ERG will review and comment on the draft evaluation products and act as key informants to contribute to the relevance, impartiality, and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process. See Annex 4 for information on the ERG composition.

82. **The WFP Regional Office** will take responsibility to:

- Advise the Evaluation Managers and provide technical support to the evaluation throughout the process through the Regional Evaluation Unit (REU)

- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject as required. Provide comments on the draft ToR, inception, and evaluation reports from a subject-content perspective.
- Provide second-level quality assurance of all evaluation products before they are approved
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

83. While the Regional Evaluation Officer is the regional focal person for this evaluation and will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the ERG and/or comment on evaluation products as appropriate.

84. **Relevant WFP Headquarters divisions will take responsibility to:**

Discuss WFP strategies, policies, or systems in their area of responsibility and subject of evaluation. Comment on the evaluation TOR, inception, and evaluation reports, as required.

85. **Other Stakeholders (National Government, including relevant ministries, implementing partners / NGOs, private sector)** will review and comment on the draft evaluation ToRs, inception and evaluation reports as required.

86. **The Office of Evaluation (OEV).** OEV is responsible for overseeing the WFP DE function, defining evaluation norms and standards, managing the outsourced quality support service, publishing and submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the REU, EM, and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the REU and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines or other risks to the credibility of the evaluation process

7.4. Security considerations

87. **Security clearance**, where required, is to be obtained from the WFP Tanzania Country Office.

The United Nations Department of Safety & Security (UNDSS) system for United Nations personnel covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advanced security trainings (BSAFE & SSAFE) in advance, print out their certificates, and travel with them. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation managers will ensure that the WFP country office registers the team members with the security officer on arrival in the country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations, including taking security training (BSAFE & SSAFE), curfews (when applicable), and attending in-country briefings.

88. As per Annex I of the Long-Term Agreement (LTA), companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Before participation in a mini-bid and submission of a proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team members’ travel, the company should not participate in the mini-bid.

89. The Tanzania General Election of the President, Members of Parliament, and Councillors is set for October 2025. The data collection plan should consider this for protection and security reasons, and the possible unavailability of key informants and political instrumentalization of programme activities. When travelling to the field, female team members are encouraged to wear clothes that cover enough and are not short or revealing. Trousers are acceptable if they are comfortable for the field. In some cases, females can carry a wrapper (kanga or lesa) to cover up further, especially when interacting with religious leaders and elderly community members.

7.5. Communication

90. To ensure a smooth and efficient evaluation process and enhance the learning from this evaluation, the evaluation team should emphasize transparent and open communication with key stakeholders throughout the process. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

91. The evaluation managers will be responsible for:

- Updating key stakeholders on the evaluation processes and milestones
- Sharing the reference documents or information as requested by the requests by the Evaluation Team.
- Sharing all draft products, including TOR, inception report, and evaluation report, with the internal and external stakeholders to solicit their feedback. The communication will specify the deadline for feedback and highlight the next steps.
- Consolidating stakeholder comments to the draft inception and evaluation reports and sharing them with the Evaluation Team.
- Ensuring the Evaluation Team systematically documents how stakeholders' feedback has been used in finalising the products, and where feedback has not been used, a rationale is provided.
- Organizing meetings between key stakeholders and the evaluation team, sharing the agenda, and informing the team leader in advance about the nature of stakeholders invited to ensure adequate preparation.
- Sharing final evaluation products (TOR, inception and evaluation report) with all the internal and external stakeholders for their information and action as appropriate.

92. The evaluation team will be responsible for:

- Communicating the rationale for the evaluation design decisions, sampling, methodology, and tools in the inception report and through discussions.
- Collaborating with the evaluation managers to ensure a detailed evaluation schedule is communicated to stakeholders before fieldwork starts (annexed to the inception report).
- Preparing PowerPoint presentations and sharing them before the debriefings to enable stakeholders joining the meetings to remotely follow the discussions.
- Communicating any changes to the evaluation processes and activities to evaluation managers and seeking approvals as appropriate.
- Providing an end-of-fieldwork debriefing to the WFP Country Office at the end of data collection.

93. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) during the inception phase.

94. Should translators be required for fieldwork, the evaluation firm will decide and include the cost in the budget proposal, which will be adjusted as needed.

95. Based on the stakeholder analysis, the draft communication and knowledge management plan (Annex 5) identifies the users and stakeholders to be involved in the process and to whom the various products should be disseminated. The communication and knowledge management plan indicates how the findings, including gender, equity, and wider inclusion issues, will be disseminated and how stakeholders interested in, or affected issues will be engaged.

96. As per norms and standards for evaluation, WFP requires that all evaluations be made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting and the use of evaluations. Following the approval of the final evaluation report, the evaluation will be published on WFP internal and public websites.

97. To enhance the use of the evaluation findings, WFP may consider holding a dissemination and learning workshop. Such a workshop will target key government officials, donors, UN staff, and partners. The team leader will be called to co-facilitate the workshop. The details will be provided in a communication plan that will be developed by the evaluation manager jointly with the team leader during the inception phase.

98. Evaluators shall provide a copy of the evaluation report that is free of personally identifiable

information (PII) and proprietary information. Final versions of the evaluation report ready for publication should be accessible to persons with disabilities. For guidance on creating documents accessible to persons with disabilities, please see the following resources: <https://www.section508.gov/create/documents>; <https://www.section508.gov/create/pdfs>

99. The evaluation team is also expected to produce a 6-page summary of the evaluation report that highlights the key findings, conclusions, lessons learned, and recommendations. This summary will include relevant infographics and visualizations of the results.

7.6. Proposal

100. The evaluation will be financed from the WFP Tanzania FtMA Budget.

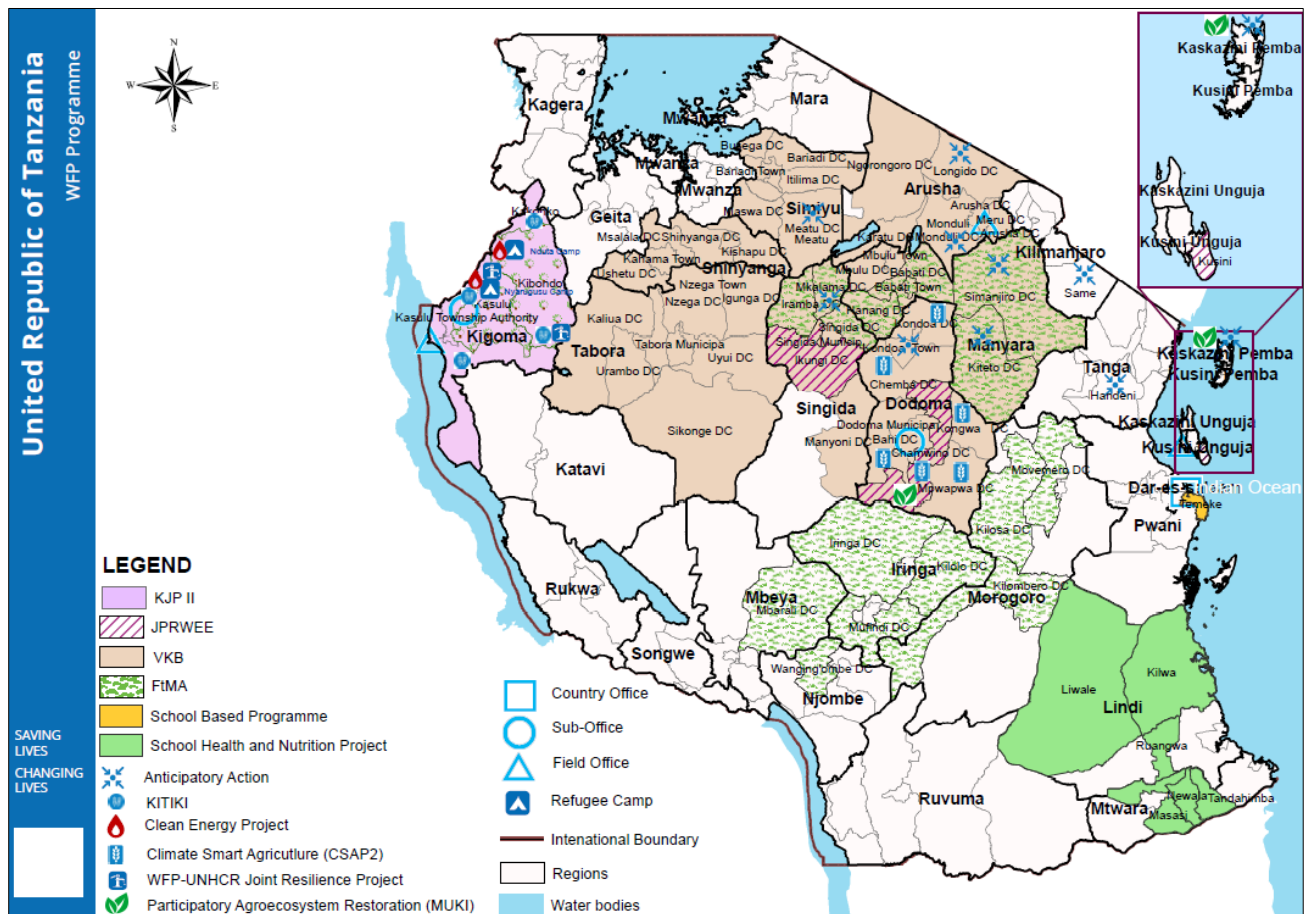
101. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs, and other costs (interpreters, etc.). In-country road travel costs, accommodation, meals, and incidentals should be arranged and covered by the evaluation team. The budget should be submitted as an Excel file separate from the technical proposal document.

102. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with proposed team members as part of the decision-making process and selection.

Please send any queries to:

- Lindiwe Kwidini - Evaluation Analyst – (Evaluation Manager), lindiwe.kwidini@wfp.org
- Eliflorida Mushi - Programme Policy Officer – Monitoring and Evaluation (Co-Evaluation Manager), eliflorida.mushi@wfp.org
- Sasha Guyetsky - Head of Research Assessments and Monitoring (Co-Evaluation Manager), sasha.guyetsky@wfp.org
- Jean Providence Nzabonimpa - Regional Evaluation Officer, jeanprovidence.nzabonimpa@wfp.org

Annex 1. Map



Annex 2. Timeline

NB: Please note that this is a tentative draft timeline to be revised as the evaluation progresses.

	Phases, deliverables and timeline	Level of effort	Total time required for the step
Phase 1 - Preparation (total duration: Recommended – 2.25 months; Average: 4.4 months)			
EM	Desk review, draft ToR and quality assure (QA) using ToR QC	(2 weeks)	26 Feb–25 April 2025
REU	Quality assurance of draft 0 TOR by REU	(2 Days)	28–29 April 2025 (1 week)
EM	Revise draft ToR based on feedback received	(3 days)	30 April–02 May 2025 (1 week)
EM	Share draft 1 ToR with quality support service (DEQS)	N/A	05 May 2025 (0.5 day)
DEQS	DEQS review of draft 1 ToR and follow-up call with DEQS, if required	3 days	5-14 May 2025 (1 week)
EM	Revise draft ToR based on DEQS and share with ERG	(3 days)	15-30 May 2025 (1 week)
ERG	ERG stakeholder review and comment on draft 2 ToR	(1 day)	02-13 June 2025 (2 weeks)
EM	Revise draft ToR based on ERG comments received and submit final ToR to EC Chair	(3 days)	16-19 June 2025 (1 week)
EM	Start recruitment process (Share TOR with supply chain and launch the call for proposal)	(0.5 day)	20 June 2025 (0.5 day)
EC Chair	Approve the final ToR, share with ERG, and key stakeholders	(0.5 day)	03-18 July 2025 (2 weeks)
LTA Firms	LTA firms submit evaluation proposals and budgets	(10 days)	23 June -13 July 2025 (2 week)
EM	Download and Assess evaluation proposals/ Conduct interviews and meetings to recommend team selection	(4 days)	14 July – 01 Aug 2025 (1 week)
	Presentation of recommended firms to the EC and follow-up, clarifications and EC decision	(2 days)	04 -22 Aug 2025
EM	Negotiations with LTA firms and revision of the proposal	(2 days)	25 Aug - 01 Sept 2025 (1 week)
EC Chair	Approve the evaluation team selection	(0.5 day)	02 – 03 Sept 2025 (1 week)
EM	Evaluation team contracting and PO issuance	(1 day)	04-10 Sept 2025 (1 week)
Phase 2 - Inception (total duration: Recommended – 1.75 months; Average: 2.1 months)			
EM	Evaluation team orientation meeting	(0.5 day)	10 Sept 2025 (1 day)
ET	Desk review of key documents	(5 days)	11 - 21 Sept 2025 (2 weeks)
EM/ET	Inception briefings, with REU support as needed	(1-2 days)	16 Sept 2025 (1-2 days)
ET	Inception mission in the country (remote)	(1 week)	16- 19 Sept 2025 (1 week)

ET	Draft inception report	(2 weeks)	20 Sept -10 Oct 2025 (3 weeks)
EM	Quality assures draft IR by EM and REU using QC	(2 days)	11-14 Oct 2025 (1 week)
ET	Revise draft IR based on feedback received by EM and REU	(2-3 days)	15-16 Oct 2025 (1 week)
REU	Share draft IR with quality support service (DEQS)	(0.5 day)	17 October 2025 (0.5 day)
DEQS/EM	Review draft 1 IR and follow-up call with DEQS, if required	(3 days)	20-24 Oct 2025 (1 week)
ET	Revise draft IR based on feedback received by DEQS	(2 days) National Election week	27-28 Oct 2025 (1 week)
EM	Share revised IR with ERG	(0.5 day)	29 Oct 2025 (0.5 day)
ERG	ERG stakeholders review and comment on draft 2 IR	(1 day)	29 Oct- 04 Nov 2025 (1 week)
ET/ ERG	Inception Workshop (remote)	(0.5 day)	03 Nov 2025 (0.5 day)
EM	Consolidate comments	(0.5 day)	05 Nov 2025 (1 day)
ET	Revise draft IR based on feedback received and submit final revised IR	(3 days)	06-09 Nov 2025 (1 week)
EM	Review final IR and submit to the evaluation committee for approval	(2 days)	10 Nov 2025 (1 week)
EC Chair	Approve final IR and share with ERG for information	(1 week)	11-12 Nov 2025 (1 week)
Phase 3 – Data collection (total duration: Recommended – 0.75 months; Average: 1 month)			
ET	Enumerators training	(5 days)	10-14 Nov 2025 (1 week)
ET	Data collection	(3 weeks)	17 Nov – 05 Dec 2025 (3 weeks)
ET	In-country end-of-fieldwork debriefing	(1.5 day)	05 Nov (1 day)
Phase 4 – Reporting (total duration: Recommended – 2.75 months; Average: 5.8 months)			
ET	Draft evaluation report	(3 weeks)	06 Dec 2025 -16 Jan 2026 (7 weeks)
EM	Quality assurance of draft 0 ER by EM and REU using the QC	(2-3 days)	19-23 Jan 2026 (1 week)
ET	Revise and submit draft ER based on feedback received by EM and REU	(2-3 days)	26-30 Jan 2026 (1 week)
EM	Share draft 1 ER with quality support service (DEQS)	(0.5 day)	02 Feb 2026 (0.5 day)
DEQS	Review of draft 1 ER and follow-up call with DEQS, if required	(1 week)	02-06 2026 (1 week)
ET	Revise and submit draft ER based on feedback received by DEQS	(2-3 days)	09-13 Feb 2026 (1 week)
ERG	ERG stakeholders review and comment on draft 2 ER	(3 days)	16-27 Feb 2026 (2 weeks)
ET	Learning workshop (Internal and External) In-person	(2 days)	26-27 Feb (2 days)

EM	Consolidate comments received	(0.5 day)	02 Mar 2026 (0.5 day)
ET	Revise draft ER based on feedback received. Submit the revised ER and the summary of the ER (6 -8 Pages)	(2-3 days)	03-13 Mar 2026 (2 weeks)
EM	Review the revised ER to check if the comments have been adequately addressed, engage ET if there are outstanding comments, and submit the final ER to the evaluation committee	(2-3 days)	16-20 Mar 2026 (1 week)
EC Chair	Approve final evaluation report and share with key stakeholders	(1 day)	23-27 Mar 2026 (1 week)
Phase 5 - Dissemination (total duration: Recommended – 1 month; Average: 1.9 months)			
EC Chair	CO to prepare management response (MR)	(5 days)	30 Mar – 30 April 2026 (4 weeks)
EM & REU	Facilitate Regional Office stakeholders review of the draft MR	(1 day)	01-08 May 2026 (1 Week)
EC Chair	CO to revise the draft MR to address stakeholders' comments	(1 day)	11-15 May 2026 (2 days)
EM	Share final evaluation report and management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call	(0.5 day)	01 -29 May 2026 (3 weeks)

Annex 3. Role and composition of the evaluation committee

103. Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial, and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report, and evaluation report), and submitting them for approval by the Country Director, who will be the chair of the committee.

104. Composition: The evaluation committee will be composed of the following staff:

1. Ronald Tranbahuy, Country Director (EC Chair), ronald.tranbahuy@wfp.org
2. Christine Mendes, Deputy Country Director (Alternate Chair), christine.mendes@wfp.org
3. Lindiwe Kwidini, Evaluation Manager (EC Secretariat), lindiwe.kwidini@wfp.org
4. Eliflorida Mushi, Co-Evaluation Manager (EC Secretariat), eliflorida.mushi@wfp.org
5. Sasha Guyetsky, Co-Evaluation Manager and Head of RAM (Research, Assessments & Monitoring), sasha.guyetsky@wfp.org
6. Nichola Peach, Head of Programme, nichola.peach@wfp.org
7. Honest Mseri, FtMA Programme Deputy Coordinator (honest.mseri@wfp.org)
8. Jean Providence Nzabonimpa, Regional Evaluation Officer (REO), jeanprovidence.nzabonimpa@wfp.org
9. Fatuma Alaroker, Country Office Head of Procurement fatuma.alaroker@wfp.org
10. Emmanuel Gondwe, SO3 Manager, emmanuel.gondwe@wfp.org
11. Joyce Tesha, CO Gender Officer, joyce.tesha@wfp.org
12. Anastacia Maluki, M&E Lead FtMA Global Office, anastacia.maluki@wfp.org

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
Preparation Phase <ul style="list-style-type: none"> Select and establish ERG membership. Reviews the revised draft ToR prepared by the EMs Approves the final TOR Approves the final evaluation team and budget 	2 days	March – September 2025
Inception Phase <ul style="list-style-type: none"> Brief the evaluation team about the evaluation. Inform evaluation design through discussions with the evaluators. Support identifying field visit sites based on selection criteria Review the revised draft IR Approve the final IR 	2 days	September- November 2025
Data Collection Phase <ul style="list-style-type: none"> Act as key informants and respond to interview questions Facilitate access to sources of contextual information and data, and to stakeholders Attend the end of field work debriefing(s) meeting Support the team in clarifying emerging issues/gaps and how to fill them 	2 days	November - December 2025
Analysis and Reporting Phase <ul style="list-style-type: none"> Review final evaluation report after quality assurance by ET + EM Approve the final ER 	2 days	December 2025 - March 2026
Dissemination and Follow-up Phase	2 days	April - May

<ul style="list-style-type: none"> • Decide whether management agrees, partially agrees or does not agree with the recommendations and provides justification • Lead preparation of the management response to the evaluation recommendations 		2026
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Annex 4. Role, composition and schedule of engagement of the evaluation reference group

[See TN Evaluation Reference Group]

105. **Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all DEs.

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

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

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

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

Composition

WFP Country office	Name
Core members: <ul style="list-style-type: none"> Country Director (Chair) Deputy Country Director (Alternate Chair) Evaluation Manager (EC secretariat) Co-Evaluation Manager Co-Evaluation Manager and Head of RAM Head of Programme FtMA Programme Deputy Coordinator Head of Supply Chain Unit Gender Officer M&E Lead FtMA Global Office Programme Policy Officer, Markets & Finance Programme Policy Officer, SHFs & Productivity SO3 Manager SO3 M&E Officer 	<ul style="list-style-type: none"> Ronald Tranbahuy Christine Mendes Lindiwe Kwidini Eliflorida Mushi Sasha Guyetsky Nichola Peach Honest Mseri Fatuma Alaroker Joyce Tesha Anastacia Maluki, Lusajo Bukuku Tumuhufidze Mvena Emmanuel Gondwe Frank Thomas
WFP Regional bureau	Name
Core members: <ul style="list-style-type: none"> Regional Evaluation Officer 	<ul style="list-style-type: none"> Jean Providence Nzabonimpa

<ul style="list-style-type: none"> Regional Monitoring Advisor Regional Gender Adviser Head of Food Systems and Smallholder Market Support 	<ul style="list-style-type: none"> Caterina Kireeva Jane Remme Leigh Hildyard
WFP Headquarters	Name
<ul style="list-style-type: none"> Consultant Programme Policy, FtMA Global Office 	Anastasia Mbatia
Government	Name
<ul style="list-style-type: none"> Government representatives (with knowledge of the intervention and ideally an M&E profile) <ul style="list-style-type: none"> Director of Market and Food Security, MOA Regional Zonal Manager- National Food Reserve Authority (NFRA) Regional Agriculture Advisor, LGA – Njombe Region Regional Agriculture Advisor, LGA – Manyara Region 	<ul style="list-style-type: none"> Magreth Natai Revocatus Bisama Wilson Joel Samwel Dahaye
NGOs/Partners	Name
<ul style="list-style-type: none"> FtMA Programme Coordinator - Farm Africa FtMA Programme Coordinator - Nafaka Kilimo – 	<ul style="list-style-type: none"> Thomas Mbaga Moses Logan
Private Sector	Name
<ul style="list-style-type: none"> Commercial Manager - YARA Sales and Marketing Manager - AGRO Z Country Lead - AGNEXUS 	<ul style="list-style-type: none"> Andrew Ndululu Obadia Bitanako Cyrila Antony
National Research Actors	Name
<ul style="list-style-type: none"> Seed Breeder, Tanzania Research Institute - Dakawa 	<ul style="list-style-type: none"> Mbaraka Batare

Schedule of ERG engagement and Time commitments

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
Preparation Phase <ul style="list-style-type: none"> Review and comment on the draft ToR Where appropriate, provide input on the evaluation questions. <ul style="list-style-type: none"> Identify source documents useful to the evaluation team Attend ERG meeting/conference call etc 	2 days	April – September 2025
Inception Phase <ul style="list-style-type: none"> Meet with the evaluation team to discuss how the evaluation team can design a realistic/practical, relevant, and useful evaluation. Identify and facilitate dialogues with key stakeholders for interviews Identify and access documents and data Help identify appropriate field sites according to the selection criteria set up by the evaluation team in the inception report. Review and comment on the draft Inception Report 	2 days	September - November

Data Collection Phase <ul style="list-style-type: none"> • Act as a key informant: respond to interview questions • Provide information sources and facilitate access to data • Attend the evaluation team's end-of-fieldwork debriefing 	2 days	November - December 2025
Analysis and Reporting Phase <ul style="list-style-type: none"> • Review and comment on the draft evaluation report focusing on accuracy, quality, and comprehensiveness of findings, and of links to conclusions and recommendations. 	2 days	December 2025-March 2026
Dissemination and Follow-up Phase <ul style="list-style-type: none"> • Disseminate final report internally and externally, as relevant; • Share findings within units, organizations, networks, and at events; • Provide input to management response and its implementation 	2 days	April – May 2026

Annex 5. Communication and knowledge management plan

107. WFP's Evaluation Policy, in line with international standards on evaluation, requires that all evaluation reports are made publicly available and disseminated widely. For this, WFP Evaluation Communications and Knowledge Management Strategy (2021-2026) focus on promoting evaluation use across diverse audiences, raising greater awareness of the evaluation function and embedding an evaluation culture among WFP employees. Emphasis is placed on knowledge sharing and knowledge access for which communication activities and approaches are crucial to engage effectively with different internal and external audiences in the pursuit of learning.

108. The purpose of this note is to ensure that evidence emerging from the FtMA decentralized evaluation is consistently made available and accessible to all internal and external stakeholders for accountability, learning, and decision-making, ensuring that learning continues long after the evaluation process has been completed. Key audiences should be engaged through well-timed and tailored products on targeted channels, utilizing various technologies.

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
Preparation	Draft TOR	Evaluation Reference Group: WFP (CO & Regional Office)	Evaluation managers	Email; Meetings; SharePoint	To request a review of and comments on the draft TOR
	Final TOR	Evaluation Reference Group; WFP (CO, Regional Office, HQ & OEV); Partner NGOs (Nafaka Kilimo, Farm Africa); Government (Ministry of Agriculture, Department of Value Addition, Department of Environment)	Evaluation managers	Email; WFPgo; WFP.org	To inform of the final or agreed upon overall plan, purpose, scope, and timing of the evaluation
Inception	Draft report	Inception Evaluation Reference Group; WFP (CO & Regional Office)	Evaluation managers	Email	To request a review of and comments on the inception report

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
	Final Inception Report	Evaluation Reference Group; WFP (CO, Regional Office, HQ & OEV); Partner NGOs (Nafaka Kilimo, Farm Africa); Government (Ministry of Agriculture, Department of Value Addition, Department of Environment)	Evaluation managers	Email; WFPgo	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.
Data collection	Debriefing power-point	WFP Tanzania management and programme staff; Evaluation Reference Group	Team leader and Evaluation managers	Meeting	To discuss the preliminary findings after data collection
Reporting	Draft Evaluation Report	Evaluation Reference Group	Evaluation managers	Email	To request a review of and comments on the evaluation report
	Validation workshop PowerPoint and visual thinking ³⁶	WFP Tanzania management and programme staff; WFP Regional Office & HQ; Evaluation Reference Group; Partner NGOs (Nafaka Kilimo, Farm Africa); Government (Ministry of Agriculture, Department of Value Addition, Department of Environment)	Evaluation managers and Team Leader	Meeting	To discuss preliminary conclusions and recommendations

³⁶ See WFP visual thinking evaluation workshop video from Sri Lanka CO on climate change DE ([here](#) and [here](#)).

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
	Final Evaluation report	Evaluation Reference Group; WFP Management; WFP employees (CO, Regional Office, HQ, OEV); Donors Partner NGOs (Nafaka Kilimo, Farm Africa); Government (Ministry of Agriculture, Department of Value Addition, Department of Environment); donors and partners; Evaluation community; Farmer Service Centers; Smallholder Farmers; General public	Evaluation managers	Email; WFPgo; WFP.org; Evaluation Network platforms (e.g. UNEG, ALNAP)	To inform key stakeholders of the final main product from the evaluation and make the report available publicly
Dissemination & Follow-up	Draft Management Response	WFP CO & Regional Office Management, Programme & M&E Staff; WFP Regional Office Senior Regional Programme Adviser; M&E; Evaluation Reference Group;	Evaluation managers	Email and/or webinar	To discuss the commissioning office's actions to address the evaluation recommendations and solicit comments
	Final Management Response	WFP Management; WFP (CO, Regional Office, HQ, OEV); donors, partners, and government	Evaluation managers	Email; WFPgo; WFP.org;	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
Dissemination & Follow-up	Evaluation Summery/Brief	WFP employees (CO, Regional Office, HQ, OEV); donors and partners; National decision-makers	Evaluation managers	WFP.org, WFPgo	To disseminate evaluation findings

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
(Associated Content)	Infographics ³⁷ , posters & data visualization ³⁸	Donors and partners; Evaluation community; National decision-makers; Affected populations, beneficiaries, and communities; General public	Evaluation Team; OEV/Regional Office/CO Communications/KM unit	WFP.org, WFPgo; Evaluation Network platforms (e.g. UNEG, ALNAP); Newsletter; business card for events; radio programmes; theater/drama, town-hall meetings; exhibition space	
	Video ³⁹				
	Blog, lessons learned papers, tailored briefs, summaries of findings		Evaluation managers		

³⁷ See the example of the [Strategic Evaluation of WFP's Capacity to Respond to Emergencies](#).

³⁸ See the example of [Data viz in the Annual Evaluation Report](#).

³⁹ See the example of the [Senegal evaluation](#) and the [Colombia evaluation](#).

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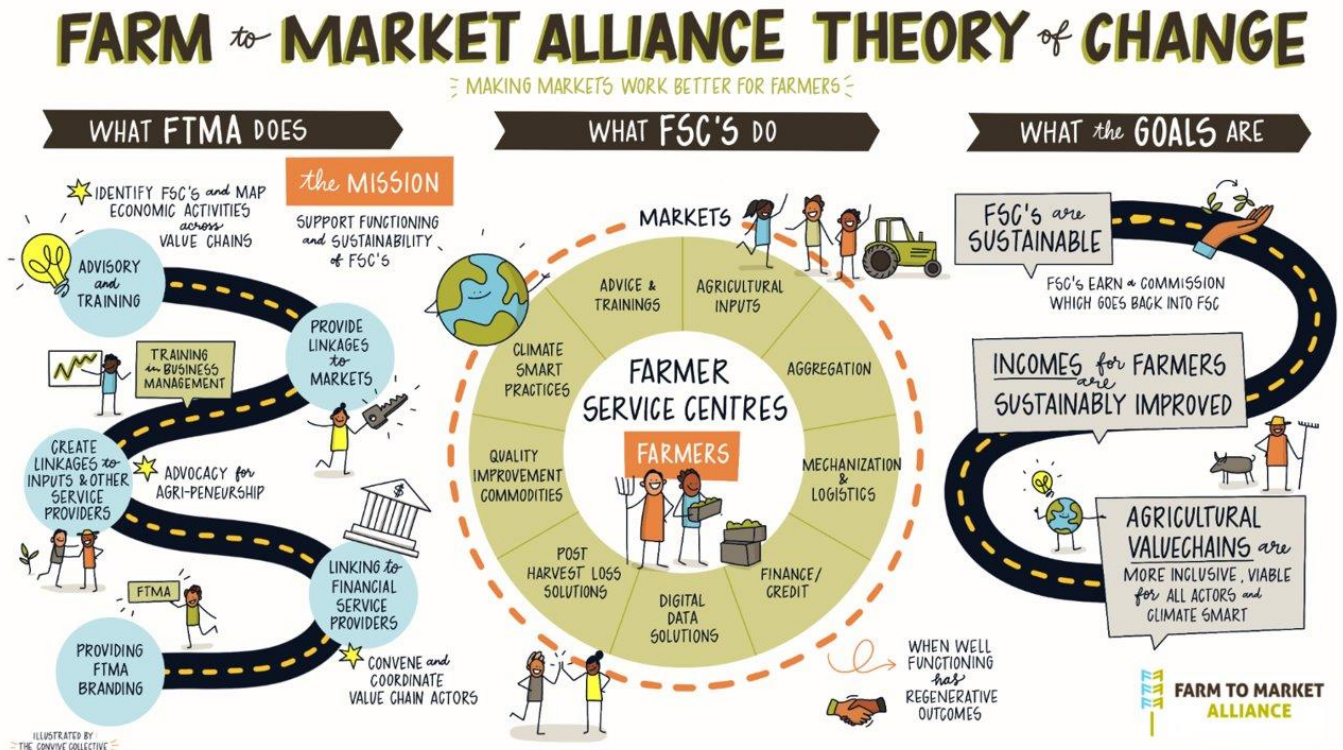
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Annex 7. Acronyms and abbreviations

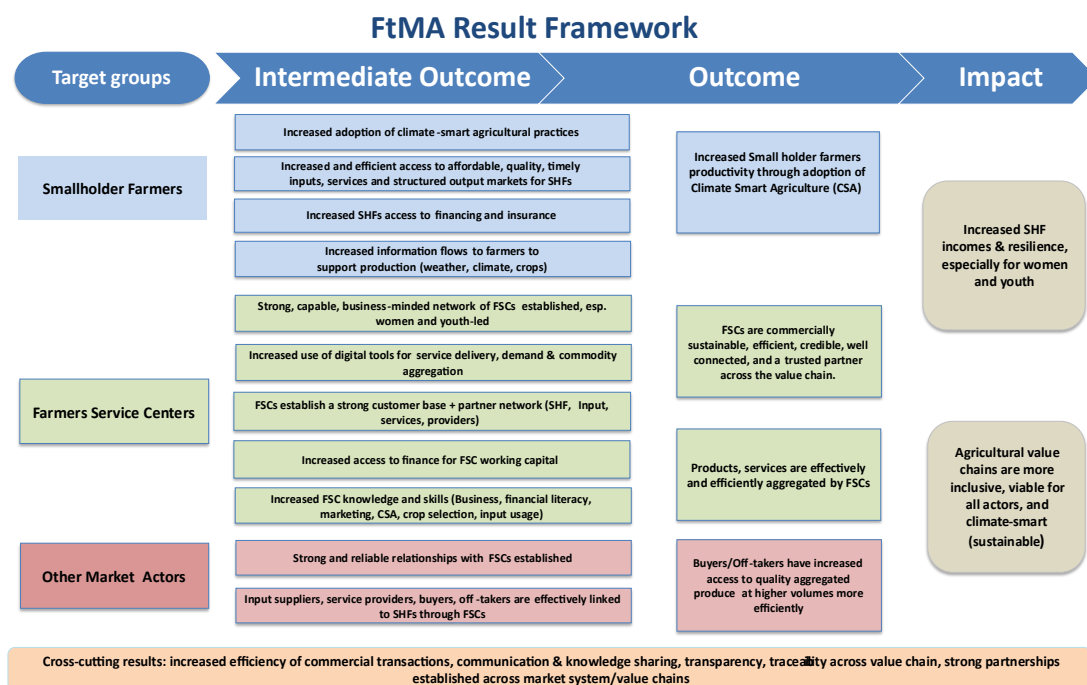
AAER	Adopt-Adapt- Expand-Respond
ASDP	Agricultural Sector Development Programme
AMCOS	Agricultural Marketing Cooperative Society
BCAT	Business Capacity Assessment Tool
BDEC	Business Development Entrepreneurship Coaching
BDS	Business Development Services
CCC	Country Coordinating Committee
CO	Country Office
CSP	Country Strategic Plan
CSA	Climate Smart Agriculture
CSAP	Climate Smart Agriculture Programme
DE	Decentralized Evaluation
DEQAS	Decentralized Evaluation Quality Assurance System
EC	Evaluation Committee
EM	Evaluation Manager
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FSC	Farmer Service Centre
FtMA	Farm to Market Alliance
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
HQ	Headquarters
IPOS	Iprocure Point of Sale
JPRWEE	Joint Programme on Accelerating Progress towards Rural Women's Economic Empowerment
KII	Key Informant Interviews

LTA	Long-term Agreement
MOA	Ministry of Agriculture
MOFP	Ministry of Finance and Planning
MSME	Micro, Small, Medium Enterprises
NFRA	National Food Reserve Authority
NBS	National Bureau of Statistics
NGO	Non-Governmental Organization
OEV	Office of Evaluation
PHHS	Post-Harvest Handling and Storage
PHQA	Post-hoc Quality Assessment
SACCO	Savings and Credit Cooperatives Societies
SDG	Sustainable Development Goals
SHF	Smallholder Farmers
TADB	Tanzania Development Bank
TARI	Tanzania Rice Institute
TFRA	Tanzania Fertilizer Regulatory Authority
TNBS	Tanzania National Bureau of Statistics
TMA	Tanzania Metrology Authority
TOC	Theory of Change
TOR	Terms of Reference
TOSCI	Tanzania Official Seeds Certification Institute
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Safety and Security
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
USD	United States Dollar
VBAA	Village-Based Agriculture Advisor
VSLA	Village Savings and Loan Association
WFP	World Food Programme

Annex 8: FtMA Global Theory of Change



Annex 9: FtMA Global Results Framework



Annex 10: FtMA Tanzania Logical Framework

S/N	Indicators (12 key indicators in bold)	Indicator Definition and how to calculate	Unit of Measure	Disaggregation	Data collection methods	Means of verification/Data source	Data collection frequency	Annual targets			
								2024	2025	2026	EOP
1.1	% change in agriculture income for SHFs	Agricultural income refers to money (\$) that SHFs earn from agricultural activities such as farming. To calculate; the percentage change identifies the difference in income of SHFs in current year versus income in previous years. Divide the difference by previous year convert to percentage (Y2-Y1)/Y1*100.	%	Country, Gender	Review of secondary information from FSCs/FOs/SHFs, Primary data collection	Impact Household Survey	Midline, Endline	10%	15%	20%	20%
1.2	% of farmers reporting on (none and stress category) livelihood coping strategies	The Livelihood Coping Strategies – Food Security (LCS-FS) is used to understand medium and longer-term coping capacity of households in response to lack of food or lack of money to buy food and their ability to overcome challenges in the future.(tool Available) To calculate: a series of questions regarding the households' experiences with livelihood stress and asset depletion to cope with food shortages is used with the guidance of WFP Technical guidance for the Consolidated Approach for Reporting Indicators of Food Security (CARI). In order to calculate the LCS-FS indicator, you must always select at least 4 stress strategies, 3 crisis strategies and 3 emergency strategies that are most relevant for the context. The outcome of the analysis is within a scale of 1-4 (none strategies, stress strategies, crisis strategies and emergency strategies	%	Country, Gender, age group	Review of secondary information from FSCs/FOs/SHFs, Primary data collection	Impact Household Survey	Midline, Endline	91%	91%	91%	91%

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2.1	% of women, youth and marginalized groups reporting high participation and growth within the FtMA value chains.	This refers to % of women, youth (Youth Defined differently in various countries but the range is 16-35) and marginalized (Marginalized groups / communities are those excluded from mainstream social, economic, educational, and/or cultural life. Examples of marginalized populations include, but are not limited to, groups excluded due to race, gender identity, sexual orientation, age, physical ability, language, and/or immigration status) groups reporting participation and growth within the FtMA value chains. Likert Scale: Have no idea /No opinion; low participation; average participation, high participation Likert scale: Have no idea /No opinion; - participation in zero pillars Low participation; - participation in 1 pillars Average participation- participation in 2 pillars High participation - participation in 3-4 pillars	%	Country, Gender, age group	Review of secondary information from FSCs/FOs/SHFs, Primary data collection	Impact Household Survey	Midline, Endline				
								42%	44%	46%	46%
2.2	Value chains' degree of vulnerability to climate shocks (index)	The Climate Change Vulnerability Index (CCVI) can be calculated using three factors: how much a system is exposed to climate change (climate exposure), how much a system is sensitive to climate change (sensitivity), and the capacity of a system to adapt to climate change (adaptive capacity).	index	Country, Gender	Review of secondary information from FSCs/FOs/SHFs, Primary data collection	Impact Household Survey	Midline, Endline				
								0.961	0.960	0.959	0.959
1.1	Number of FSCs in the network	This refers to the total number FSCs engaging farmers through transactions. Training of farmers is also an FSCs activity	#	Country, Gender, tiers, youth	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Quarterly	490	585	675	675
1.2	Average value of commissions earned annually	This refers to the average income commission or profits that FSCs earn from their agribusinesses / income streams (\$) generated by the FSC in one year. To calculate, we sum up all the income from the different income streams for all the active FSCs within the year and divide it by the number of FSCs	\$	Country, Gender, Business/Income stream	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Quarterly	\$ 661	\$ 714	\$ 1,015	\$ 1,015.00

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1.1.1	Average number of business/income streams per FSC	FSCs accrue incomes by engaging in various agribusinesses like, mechanization, sale of inputs, aggregation, financial linkage etc. Commonly called by FtMA income streams. To calculate, sum the number of business streams for all the Active FSCs and divide by number of FSCs	#	Country, Gender, Regions	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Monthly				
								2	2	3	2
1.2.1	% of FSCs reporting use of digital tools for their business	A digital tool is any electronic tool/platform used for various reasons such as record keeping, communication, market interaction, service delivery (mechanization, loan application, organizing logistics), training and mentorship by FSCs in their day-to-day activities. To calculate, sum of all FSCs using the digital tools divided by total number of FSCs as a percentage.	%	Country, Gender	Review of secondary information from partners / review digital dashboard	FSCs/Fos Records, Surveys	annually				
								18%	25%	31%	31%
1.3.1	Number of SHF served through FSCs	This refers to the total number of all farmers transacting or trained by FSCs.	#	Country, Gender, Age group,	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Activity reports	Monthly	150,920	180,180	207,900	207,900
1A	Value of public and private partner investment in the FSC model	This refers to the total value in (\$) of cash and in-kind support to FSCs and SHFs (through FSCs) within FtMA locations of interventions from private and public sector partners. In-kind support can include Demo materials, branding, trainings, equipment etc. Which aim to build capacity of FSCs	\$	Country, type of partnership	Primary data collection at FSCs/FOs/Partners	Surveys	annually				
								\$ 60,000	\$ 65,000	\$ 75,000	\$ 200,000

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2.1	Total value of Products and Services sold or provided by FSCs	Absolute sum of amount (\$) generated from products such as seeds, fertilizer, pesticides, PHHS, herbicides and services such as spraying, mechanization, storage, soil testing, etc.) sold or provided by the FSCs	\$	Country, Input type	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Monthly	\$7,659,617	\$7,281,365	\$9,598,162	\$24,539,144
2.1.1	% of FSCs accessing formal & informal credit and financial services	FSCs are accessing credit in form of cash or in-kind from formal and informal institutions like; banks, Savings and Credit Cooperatives Societies (SACCOs), Micro finance, FinTech's and Villages saving and loans associations (VSLAs). Other financial services include savings, and insurance through. To calculate, sum of all FSCs accessing the financial services and credit divided by total number of FSCs supported as a percentage.	%	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Quarterly	13%	13%	15%	15%
2.2.1	% of FSCs reporting increase in knowledge and skills in (Business, financial literacy, marketing, CSA, crop selection, input usage)	This refers to % of FSCs reporting increase in knowledge and skills in (Business, financial literacy, marketing, CSA, crop selection, input usage) after training. To calculate; number of FSCs reporting the highest level of knowledge in a scale divided by the total number of FSCs, as a percentage. An average will be calculated within the different trainings. Likert Scale: Have no idea /No opinion; low, average, high, very high	%	Country, Gender, technical knowledge Area (PHHS, CA, input usage, etc.)	Primary data collection at FSCs/FOs/Partners	Surveys	annually	70%	80%	80%	80%
2.A	Value of inputs & PHHS equipment sold through FSCs	This refers to the total value (\$) of sales of inputs like fertilizers, seeds, pesticides, PHHS equipment etc.) through FSCs	\$	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Activity reports, Surveys	Monthly	\$6,698,136	\$6,367,364	\$8,393,344	\$21,458,845

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2.B	Value of Mechanization, soil testing, spraying services and other agriculture services offered to SHFs through FSCs	This refers to the total value (\$) of mechanization services such as) (ploughing, weeding, planting, harrowing, harvesting, shelling etc.) soil testing, spraying, agriculture services such as extension services, aggregation services (milling, storage; financial services etc.); offered to SHFs through FSCs.	\$	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Activity reports, Surveys	Monthly	\$ 961,481	\$ 914,000	\$1,204,819	\$ 3,080,300
2.C	# of FSCs trained	This refers to is the total number FSCs who have received training and mentorship on business and financial management, commonly known as BDEC/BDS Financial literacy and / or VSLA, PHHS & Markets, CSA & Productivity	#	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Activity & Partners reports	Monthly	282	329	360	360
3.1	Total volume of Crop tonnage marketed through FSCs	Through FSCs, buyers provide a market for SHFs crop produce with a common understanding of produce quality standards, quantity required, price and time of supply. The terms can be contractual or reliable spot purchases. This refers to the total quantity (MT) generated from sale of targeted crop produce through FSCs	MT	Country, Crop	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Monthly	46,626	56,987	93,252	196,865
3.1.1	% of partners that report satisfaction with the engagement with FSCs	To calculate; number of partners reporting the highest level of satisfaction in a scale divided by the total number of partners, as a percentage. Likert Scale: Have no idea /No opinion; Very dissatisfied; Dissatisfied; Satisfied; Very satisfied	%	Country	Primary data collection at FSCs/FOs/Partners	Surveys	annually	70%	90%	90%	90%

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3.2.1	Number of partners linked to SHFs through FSCs in the country	This refers to the total number of all partners (Private and Public) interacting and delivering products, services and knowledge to SHFs through FSCs. The Partners can be categorized by their area of specialization	#	Country	Primary data collection at FSCs/FOs/Partners	Surveys	annually				
								162	180	200	200
4.1	Average yield from a selection of FtMA-promoted crops	Crop yield refers to the measure of crop produced (MT) per unit area of land (HA). This refers to estimated average yield (MT/ha) from a selection of FtMA promoted crops.	MT/Ha	Country, Crop	Primary data collection at SHFs through crop cuts/self-reporting	Crop Cuts / household Survey	annually	2.1	2.6	2.6	2.6
4.2	% change in yields compared to previous season	To calculate: The percentage change identifies the difference in yield data (MT/HA) of FtMA farmers as compared to the previous season; divide the difference by FtMA Farmers' yield and convert to percentage. All the data should be collected in a similar cropping cycle within the same region/area. The change could be either positive, negative, or constant. Yield is measured in (MT) per Ha of consolidated land.	%	Country, Crop	Primary data collection at SHFs through crop cuts/self-reporting	Crop Cuts/ Household Survey	Midline, Endline	0%	19%	23%	23%
4.3	% of farmers adopting CSA practices	Climate smart agriculture (CSA) refers to an approach to managing Agro ecosystems for improved and sustained productivity, increased profits and food security while preserving and enhancing the resource bases and the environment. As there are several practices for CSA, adopting minimum-tillage and at least 1 other practice (rotation, mulching, IPM, agro forestry ...) will be considered adoption. Measuring adoption requires to observe farmers practice and attitude toward CSA. To calculate: number of SHFs adopting CSA	%	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	annually	29%	30%	32%	31.6%

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		practices divided by total number of farmers as a percentage.									
4.1.1	% of SHFs reporting positive change after adoption of PHHS solutions	Post-Harvest handling solution reduce losses experienced by SHFs after harvest. Examples are tarpaulins, Hermetic bags, cold rooms etc. To calculate; number of SHFs who report positive change divided by total number of farmers adopting PHHS solutions as a percentage	%	Country, Gender	Primary data collection at FSCs/FOs/Partners	Surveys	annually	5%	10%	15%	15%
4.2.1	% Of farmers that report satisfaction with the market opportunities provided by the FSCs	To calculate; number of farmers reporting the highest level of satisfaction in a scale divided by the total number of farmers, as a percentage. Likert Scale: Have no idea /No opinion; Very dissatisfied; Dissatisfied; Satisfied; Very satisfied	%	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	Quarterly	45%	51%	59%	59%
4.2.2	% of farmers that report satisfaction with the products and services sold and provided by the FSCs	T calculate; number of farmers reporting the highest level of satisfaction in a scale divided by the total number of farmers, as a percentage.	%	Country, Gender, dimensions	Primary data collection at FSCs/FOs/Partners	Surveys	annually	28%	36%	47%	47%
4.3.1	% of farmers accessing financial and insurance services	Farmers are accessing credit in form of cash or in-kind from financial institutions like banks, Savings and Credit Cooperatives Societies (SACCOs), Micro finance, FinTech's and Villages saving and loans associations (VSLAs) or FSCs. Other financial services include savings, and insurance (bundle-products, weather index, crop etc.).	%	Country, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Surveys	annually	21%	22%	24%	24%

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4.4.1	% of farmers reporting having increased access to information	This refers to SHFs access to reliable and timely information on new technologies, best practices, inputs, weather, and postharvest practices etc. To calculate; total number of SHFs reporting increase in access to information divided by total number of farmers as a percentage.	%	Country	Primary data collection at FSCs/FOs/Partners	Surveys	annually	87%	96%	96%	96%
4.A	# of trees planted on farms	Tree planting on the farm is a land use management approach that combines forestry with agriculture with the goal of raising agricultural yield while simultaneously promoting soil fertility, minimizing soil erosion and carbon sequestration from the atmosphere.	#	Country, Type of Practices, Gender	Primary data collection at FSCs/FOs/Partners	FSCs/Fos Records, Activity reports, Surveys	annually	1,028,619	1,746,113	1,799,875	1,799,875
4.B	% of farmers increased knowledge and skills (PHHS, CSA, tech, crop selection)	SHFs get knowledge and Skills on various agriculture practices. To calculate; number of farmers reporting the highest level of knowledge in a scale divided by the total number of farmers, as a percentage. Likert Scale: Have no idea /No opinion; low, average, high, very high	%	Country, knowledge area	Primary data collection at FSCs/FOs/Partners	Surveys	annually	40%	51%	57%	57%

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