Evaluation of United Republic of Tanzania WFP country strategic plan 2022–2027

Terms of reference

OEV/2026/014
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1. Introduction

1.1. Introduction

1.   These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2.   The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

3.   This evaluation will pilot a new approach for conducting country strategic plan evaluations in which the Evaluation Manager and Research Analyst, work alongside the independent evaluation team, participating in data collection and contributing to drafting the evaluation report. This approach aims to better leverage OEV staff institutional knowledge, technical expertise and opportunities for greater efficiency in the evaluation process. Specific roles and responsibilities are outlined in Section 6.3.

4.   The ToR are structured as follows: Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1. Rationale

5.   Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in (June 2027).

2.2. Objectives

6.   Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in the United Republic of Tanzania (hereafter referred to as Tanzania); and 2) provide accountability for results to WFP stakeholders.

2.3. Key stakeholders and partners

Country Strategic Plan Evaluation stakeholders

7.   The evaluation will seek the views of, and aim to be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of the CSPE are the WFP Tanzania country office, the Eastern and Southern Africa Regional Office (ESARO) and Global HQ technical divisions. Other key stakeholders include the Executive Board (EB), the targeted populations, the Government of Tanzania, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV).

8.   The CSPE will seek to engage with affected populations, including refugees in camps, smallholder farmers, families with school aged children, pregnant and lactating women and girls. Particular attention

will be paid to young people, women, and people with disabilities.

Key partners in Tanzania

9. WFP's key governmental partners are the Prime Minister's Office-Disaster Management Department, Ministry of Home Affairs; Ministry of Agriculture; President's Office Regional Administration and Local Government; Ministry of Health and Education; Tanzania National Bureau of Statistics; Tanzania Food and Nutrition Security Analysis System; Tanzania Social Action Fund; Tanzania Meteorological Authority; Tanzania Bureau of Standards; and Tanzania Railway Corporation.

10. Within the UN, WFP works closely with the Office of the United Nations High Commissioner for Refugees (UNHCR) on refugee response, and United Nations Children's Fund (UNICEF) on malnutrition and social protection programming. WFP has a joint multi-year programme for women's empowerment with the Food and Agriculture Organization (FAO), the International Fund for Agriculture Development (IFAD) and UN Women related to resilience activities. Additionally, multiple UN agencies are users of the UN Booking Hub, led by WFP, for the provision of on-demand services.

11. WFP has engaged with the World Bank in Tanzania on multiple joint efforts on shock-responsive social protection.

12. Specialized NGOs are also important cooperating partners. WFP collaborates with World Vision, Tanzanian Red Cross Society, Médecins Sans Frontières (MSF), and Medical Teams International on refugee response. Throughout the period under evaluation, WFP has partnered with Tanzania Commission for Science and Technology, Sokoine University of Agriculture, Muhimbili University of Health and Allied Sciences, and Alliance Biodiversity on research and innovation.

3. Context and subject of the evaluation

3.1. Humanitarian and development challenges

13. **Poverty, inequality and hunger in Tanzania.** Although economically and demographically Tanzania has experienced [1] in recent decades, achieving lower-middle income status in 2020, challenges of poverty and inequality remain high, especially in rural [2] In the 2024 Global Hunger Index, Tanzania ranks 94th out of the 127 countries. With a score of 22.7, Tanzania has a level of hunger that is classified as "serious".

14. According to the latest IPC analysis (April 2025), prolonged dry spells, flooding and high food prices are driving 466,000 people (10 percent of the analysed population) into crises levels of acute food insecurity (IPC Phase 3) between February and May 2025. This compares to 437,000 people (13 percent of the analysed population)[3] in IPC3+ in the period November 2021-April 2022, of which however 22,000 people were facing emergency (IPC Phase 4) level of food insecurity (figure 1). Food insecurity is especially concentrated in the northern regions Manyara. Arusha, Simiyu and Shinyanga, in the central regions Singida and Dodoma, and in the south in Pwani and Lindi regions. The northern and central regions faced long dry spells early in 2024, followed by erratic rainfall during the rain seasons later in the

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[1] Tanzania maintained a growth rate between 6 and 7 percent in the years prior to the COVID-19 pandemic, and between 4.5 percent and 5.1 percent in the period 2020-2023. (Tanzania National Bureau of Statistics. 2024. *National Accounts Statistics for Mainland Tanzania 2017-2023*, Graph 1.)

[2] World Bank 2024 (Oct) reports that poverty has remained at 44.9 percent; Inequality has increased from 37.78 in 2011 to 40.49 in 2018.Poverty rates in rural areas are 31.4 percent compared to 15.8 percent in urban areas.

[3] The analysed population in the latest IPC report was 4.8 million people, whereas the analysed population in the 2021 IPC report was 3.4 million people. Source: IPC. 2022. *IPC Acute Food Insecurity Analysis, Tanzania*. and IPC. 2025. *IPC Acute Food Insecurity Analysis, United Republic of Tanzania (Mainland).*

year. The south and western parts, on the other hand, were affected by flooding and pest outbreaks. These climate shocks caused insufficient food production, limiting food availability and driving up prices.[4]

Figure 1 Tanzania, Acute food insecurity situation
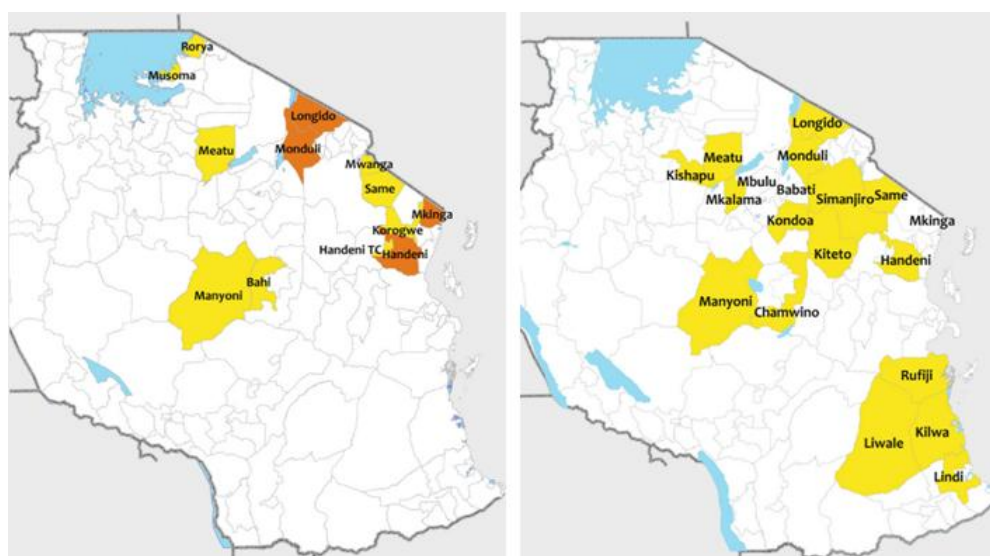
November 2021-April 2022 (left) and February-May 2025 (right.) Adapted from ipc.info

15.   The triple burden of malnutrition is a growing concern as high stunting rates coexist with increasing rates of overweight, obesity and micronutrient deficiency. The prevalence of stunting and underweight among children under 5 fell from 34.4 in 2014 to 30.6 percent between 2014 and 2022.[5] Furthermore, 22 percent of women between 15 and 49 years of age are overweight, and 14 percent are obese.[6]

16.   **Agriculture** The majority of Tanzanians are dependent on agriculture for their incomes, with 65 percent of Tanzanians working in the sector. The agricultural sector has been growing, with food crop exports projected to increase from US$500 million in 2022 to 3 billion in 2030. However, it remains dominated by smallholder farmers, who face challenges such as inadequate infrastructure, limited access to modern farming technologies and insufficient investment in value addition and market systems.[7]

17.   **Effects of climate change on food insecurity.** With the frequency of disasters increasing in recent years, Tanzania is ranked the 147th most vulnerable country to climate change.[8] Floods, which have increased in frequency by 45 percent between 2010 and 2020, are the most prevalent type of disaster comprising over two-thirds of all disasters between 1980 and 2022. Droughts comprise 13 percent of all disasters, affecting the largest share of people in Tanzania (an average of 4.8 million people)[9] due to the impact on rainfed agriculture, and therefore on food security.[10]

18.   **Education.** Tanzania's low ranking on the 2024 Human Development Report,165 of 193 countries,[11] is largely due to relatively low expected years of schooling.[12] An estimated 3.5 million

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[4] IPC. 2025. *IPC Acute Food Insecurity Analysis, United Republic of Tanzania (Mainland).*

[5] Global Alliance for Improved Nutrition. 2025. Factsheet Tanzania - Child Stunting and Overweight - key figures and trends.

[6] National Bureau of Statistics. 2023. *Tanzania Demographic and Health Survey and Malaria Indicator Survey 2022.*

[7] World Bank.2022. *Tanzania Food Systems Resilience Program.*

[8] Out of 187 ranked countries. Source: University of Notre Dame. 2024. *ND-Gain Index 2023*

[9] Cooperation of International Waters in Africa (CIWA). 2021. *Drought Resilience Profile Tanzania.*

[10] World Bank. 2022. *Tanzania Food Systems Resilience Program.*

[11] United Nations Development Programme. 2025. *Human Development Reports*, "Human Development Insights" (consulted 29.08.2025).

[12] The World Bank Group. 2024. *World Bank Human Capital Index.*

children are currently out of primary and secondary school, the majority of which (60 percent) belong to the poorest 20 percent of families.[13] Barriers to school enrolment and retention include financial constraints at the household level preventing families from affording school related costs, child marriage and domestic chores, geographic challenges including long distances to schools, and quality related problems like a shortage of qualified teachers and poor school infrastructure.[14]

19. **Refugees.** Although Tanzania was historically welcoming to refugees, more recent Tanzanian national policy has been focused on repatriation.[15] This influences the options for refugees' livelihoods and their prospects for food security and nutrition.[16] As of July 2025, Tanzania hosted an estimated 230,000 refugees and asylum seekers, of which 83 percent live in camps located in the northwestern region of Kigoma.[17] Burundian refugees represent approximately 63 percent of Tanzania's refugee population.[18] The Government of Tanzania has confirmed its intention to repatriate most Burundian refugees in the Nduta and Nyarugusu camps. Approximately 90 percent of the Burundian refugee population (around 90,000 people) are no longer considered in need of international protection. However, only 1.2 percent of the refugees expressed willingness to return, primarily due to socio-economic concerns, particularly access to land and livelihoods.[19] In October 2025 the Government announced that it will close Nduta camp by 31st March 2026 and the Burundian section of Nyarugusu Camp by 30 June 2026.[20]

20. Poverty and lack of adequate livelihood opportunities in areas of return are factors that hinder reintegration and sustainability for returnees, thereby contributing to secondary movements to other countries.[21] In 2023 there was a surge in the number of asylum seekers from the Democratic Republic of Congo (DRC) arriving in Tanzania caused by a spike in violence in the eastern provinces of Ituru, North Kivu and South Kivu.

21. **Gender equality and inclusion, protection.** Food insecurity disproportionately affects certain groups due to a mix of economic, environmental and social factors. Women are less likely to access agricultural extension services, markets, land, and formal financial services, despite their high participation in the agricultural sector. There are large gaps in access to and control over land, with women consistently owning less land than men – plots that are on average 40 percent smaller than those owned by men and have lower yields.[22] Many of the above challenges also apply to young people in terms of limited land ownership and access to capital and credit. Households with disabled members, especially in rural areas, are more likely to be food insecure.[23] They often struggle to reach markets, health centres, and agricultural extension services due to poor transport and communications systems.[24]

22. Refugees and asylum seekers encounter multiple protection risks. Women and children, who are 85 of the refugee population, face risks of gender-based violence (GBV), including child marriage, access to quality education and child labour.[25]

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[13] United Nations. 2023. Common Country Analysis update.

[14] Global Partnership for Education Knowledge and Innovation Exchange. 2024. *Education Options for Out of school children and those at risk of dropping out*.

[15] An agreement was signed between Tanzania, Burundi, and UNHCR in 2021 and reaffirmed in 2024, with a commitment to repatriate 3,000 refugees per week.

[16] In 2018, Tanzania withdrew from the Comprehensive Refugee Response Framework (CRRF) which aimed to find solutions for refugees to integrate into the local economy of hosting countries.

[17] UNHCR. 2025. *Operational Data Portal*, Tanzania (United Republic of), (consulted 27.08.2025).

[18] ibid

[19] Comprehensive Protection and Solutions-Based Assessment for Burundian Refugees in Tanzania cited in WFP Operations Centre. 2025. Daily Operational Brief 24 October 2025 (internal).

[20] WFP Operations Centre. 2025. Daily Operations Brief 24 October 2025 (internal)

[21] Ibid.

[22] FAO. 2023. *National Gender Profile of Agriculture and Rural Livelihoods – United Republic of Tanzania*.

[23] Deep working paper. L. Carraro. 2024. Disability-related costs and poverty measures in Tanzania

[24] UNPRPD. 2021. Situational analysis of the rights of persons with disabilities, Tanzania.

[25] UNHCR. 2024. *Tanzania Annual Results Report*.

National programmes relevant to WFP support

23.   **Social protection:** The Tanzania Social Action Fund (TASAF) was established in 2000 as part of the government's strategy to reduce poverty. Supported by the World Bank, it has evolved over time from relief initiatives administered by different public agencies to an integrated national social safety net[26] providing support to 1.36 million households. Core activities of the program include cash transfers, labour-intensive public works, and livelihood enhancement or economic inclusion programs for poor and vulnerable Tanzanians. [OBJ]

24.   **Education**: The Government joined the School Meals coalition in 2022 and pledged to expand programs. However, there is currently no national school feeding programme in place, though the government does supplement the donor finance behind a community-led program that now reaches 7 million children out of 16 million enrolled. Various policy documents commit to provide school meals, including national guidelines adopted in 2021. The policy documents also stipulate a commitment to home-grown school feeding although participation by schools is voluntary and parents are expected to meet the full cost of school meals.[27]

25.   **Supply chain:** Tanzania's logistics and supply chain landscape has evolved significantly in recent years. The transport sector ranks among the top contributors to foreign currency reserves and GDP, driven by the country's strategic location and expanding service exports. Tanzania has invested in transport (train, ports, cold storage) to support greater efficiency, regional integration, and economic growth through the logistics sector.[28]

2**International assistance**

26.   Official development assistance to Tanzania has increased from USD 2.1 billion in 2019 to USD 2.6 billion in 2022, although the longer trend has been a decrease from a high of USD 3.4 billion in 2013.[29] In the period 2022-2024, WFP was the largest UN agency recipient of funding for sustainable development goals in Tanzania, and is the second-largest behind IFAD in 2025, having received USD 21.1 million for work towards zero hunger and other goals.[30] In 2025, WFP is the largest UN recipient of humanitarian funding in Tanzania, accounting for 60 percent of the USD 11.5 million received.[31]

3.2.   The subject of the evaluation

27.   WFP has been present in Tanzania since 1963. Since the introduction of the WFP Country Strategic Plan framework, WFP actions in Tanzania have been framed around two CSPs. It is currently on its second CSP (2022-2027). Broadly the 2022-2027 CSP focuses on the same key themes as the previous CSP (2017-2021) providing crisis response to refugees and other acutely food insecure people; addressing malnutrition; supporting farmers to reduce post-harvest losses and gain access to markets; and strengthening government capacity to manage food security, nutrition and social protection programs.

28.   However, in terms of budget allocations there has been a clear shift in focus over time, from responding to immediate needs in the 2017-2021 CSP, towards strengthening food systems and supporting government and partner programmes in the 2022-2027 CSP.

29.   More specific shifts in the strategic approach over time include:

- **School feeding:** Support to school meals assistance was discontinued under the 2017-2021 strategic plan. Under the 2022-2027 CSP, however, school feeding was re-introduced, with WFP

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[26] Constantine G et al. 2021. *Social Protection in Tanzania: Challenges in the shift of financing PSSN from external funding to Government*.

[27] The Rockefeller Foundation and Sustainable Financing Initiative. 2025. *Innovative Financing for School Feeding*.

[28] PWC. 2024. *Logistics contribution to Tanzania's economic growth*.

[29] OECD. 2025. *DAC2A: Aid (ODA) disbursements to countries and regions*, Tanzania 2013-2022 (current prices), accessed 2 September 2025.

[30] WFP received the second largest contributions for achievement of SDGs, after IFAD which received USD 40 million in 2025. Source: UNInfo. 2025. *UNSDG Data Portal*, Tanzania.

[31] OCHA. 2025. *Financial Tracking Service*, Tanzania, United Republic 2025.

envisioned as taking a role in high-level advocacy on nutrition and school feeding and providing technical assistance to rolling out the National School Feeding Guidelines, Nutrition Services to Basic Education Students and gender transformative homegrown school feeding models in prioritized districts.

- **Food systems approach:** The 2022-2027 CSP has a greater focus on strengthening the entire value chain through a food systems approach. Strategic outcome 3 on climate resilient livelihoods consolidates two previously separate strategic outcomes on support to smallholder farmers and disaster risk management into one. This SO also includes activities on sustainable energy;
- **Social protection:** Social protection, which was part of SO4 in the CSP (2017-2021) is integrated into SO1 on crises response in the 2022-2027 CSP. The focus is on technical assistance to gather evidence and strengthen complementarities between climate change adaptation, disaster risk management and social protection at the national and subnational levels.
- **Gender and social inclusion;** The 2022–2027 Country Strategic Plan (CSP) places a stronger emphasis on gender equality and social inclusion, with particular focus on integrating women, young people and persons living with disabilities (PLWD) into programming. As in the previous CSP the key priority is the economic empowerment of rural women and the creation of job opportunities for rural youth through selected food value chains. The CSP also highlights gender-responsive natural resource management and the provision of unconditional cash-based transfers (CBT) with a focus on women, young people and people with disabilities. Additionally, the CSP plans to promote social and behaviour change communication (SBCC) to address prevailing gender roles and norms that contribute to nutrition deficiencies and limit the production of diversified foods.
- **Operational presence;** In 2022, WFP extended its operational presence to Zanzibar.[32]

Figure 3 Comparison of successive Tanzania CSPs, 2017-2027
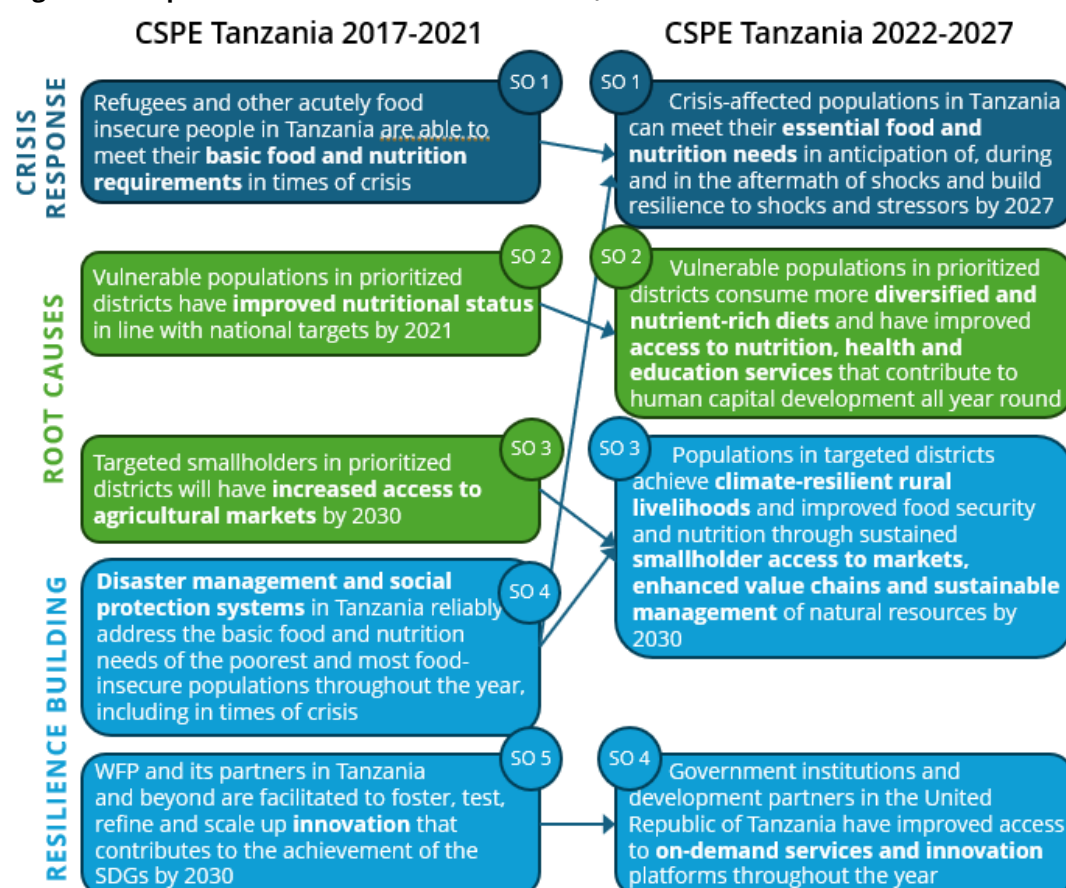
Source: WFP System for Project Approval PLUS

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[32] WFP. 2022. *wfp.org*, WFP extends operational presence to Zanzibar to enhance support to Tanzania's development.

30. A detailed overview of the Tanzania CSP 2022-2027 strategic outcomes and activities is presented in Table 1.

Table 1: Tanzania CSP (2022-2027), overview of strategic outcomes and activities

Strategic outcome	Activities	Modalities
SO1: Crisis-affected populations in the United Republic of Tanzania can meet their essential food and nutrition needs in anticipation of, during and in the aftermath of shocks and build resilience to shocks and stressors by 2027	**01:** *Provide food and/or cash-based transfers and improved access to clean cooking solutions for refugees and other vulnerable populations affected by shocks and stressors*	Food Cash-based transfer Capacity strengthening
	02: *Provide capacity strengthening for data analysis and people-centred disaster risk management to improve the efficiency and effectiveness of relevant government institutions to monitor and respond to stressors and crises at the national and subnational levels*	Capacity strengthening
SO2: Vulnerable populations in prioritized districts consume more diversified and nutrient-rich diets and have improved access to nutrition, health and education services that contribute to human capital development all year round	**03:** *Provide [food and/or cash-based transfers to vulnerable populations]* and technical assistance to strengthen national systems for the effective delivery of nutrition services, social and behaviour change communication and generation of demand for nutritious and fortified foods* ** Modalities removed in budget revision 2*	Food Cash-based transfer Cash voucher
	04: *Provide policy-level advocacy and technical assistance to national systems for the rollout of the national school feeding guidelines and implementation of home-grown school feeding models in prioritized districts*	Capacity strengthening
SO3: Populations in targeted districts achieve climate-resilient rural livelihoods and improved food security and nutrition through sustained smallholder access to markets, enhanced value chains and sustainable management of natural resources by 2030	**05:** *Provide technical assistance to support smallholder men and women producers to diversify livelihoods, reduce post-harvest loss and improve access to information, technologies and markets*	Capacity strengthening
	06: *Provide capacity strengthening and technical assistance to improve the efficiency and quality control of food and nutrition value chain actors, including enhanced handling, storage, fortification, packaging and delivery practices*	Capacity strengthening
	07: *Provide cash-based transfers to vulnerable communities and technical assistance to local institutions* *to support integrated resilience building that enables them to mitigate and prevent environmental degradation and promote climate change adaptation*	Cash-based transfer
SO4: Government institutions and development partners in the United Republic of Tanzania have improved access to on-demand services and innovation platforms throughout the year	**08:** *Provide on-demand services for innovation, supply chain and operations support to national government counterparts, development partners and the private sector*	Service delivery

Source: *CSP Tanzania (2022-2027)*

Recent evaluations and audits

31. The Tanzania Country Strategic Plan Evaluation (2021) included the following key findings:

- WFP grew as a strategic player and important partner for government in nutrition, however a nutrition strategy early in the CSP could have provided the basis for the WFP to position itself better alongside other United Nations agencies.

- The effectiveness of support for refugees was hampered by shifting government policies. Severe budget cuts in 2020 led to a reduction in rations provided to refugees and other acutely food insecure people.
- Disaster risk reduction, social protection and innovation were new initiatives and were areas in which WFP struggled most due, in part to limited monitoring of results, and in the case of innovation, insufficient links to the rest of the CSP.
- Through its work on supply chains, WFP strengthened its relationship with key government entities and provided a meaningful contribution to the development of the economic corridor around the railway. The highly visible nature of this direct support for public infrastructure greatly enhanced the standing of WFP with government.

32. An internal audit of WFP operations Tanzania was conducted in May 2025 resulting in nine observations relating to risk management and oversight, programme design and implementation, management of cooperating partners, supply chain management, and monitoring and community feedback mechanisms. Key recommendations of relevance to this evaluation include: to update scenario analysis for crisis response activities given the challenging funding situation; conduct a skills gap assessment of staff in CO; develop a targeting and prioritization strategy and revise beneficiary information management processes and systems; and develop a smallholder farmer agricultural market support strategy.[33] A number of the above recommendations have already been actioned by the CO and closed by the internal audit (i.e. scenario analysis and beneficiary information management system).

33. A Mid Term Review (MTR) of the CSP is currently being finalized by WFP staff. The findings from the MTR will be considered as a key data source to inform the CSPE.

Financial overview

34. **Budgetary evolution over time** The Tanzania CSP 2022-2027 was approved with a needs based plan (NBP) of USD 338,295 million and has undergone 3 budget revisions (BR), increasing the NBP to USD 381,071 million.[34] The main reasons for the budget revisions have been to support an increase in beneficiary numbers due to influx of refugees from Democratic Republic of Congo and a decrease in the repatriation to Burundi; an expansion of beneficiaries in response to COVID-19 in urban and peri-urban areas (approved in the 2017-2021 CSP and carried forward to the 2022-2027 CSP) and consolidation of all interventions supporting smallholder farmer's markets under one strategic outcome (SO3).

35. Compared to the CSP (2017-2022), the CSP (2022-2027), planned resources for crisis response were reduced in the current CSP (2022-2027) from over 80 percent to 44 percent, with expanded funding for resilience building from 4 percent to 44 percent of the NBP. Following the latest budget revision, the crisis response portion of the NBP increased to 57.5 percent, while the resilience building portion decreased to 34 percent. This shift was not only as a result of the increase in needs for crisis response, but also of a reduction in the budget for resilience building due to a "more realistic assessment of capacity strengthening needs of food supply chain actors" under activity 6.[35] Addressing root causes remained the smallest focus area of the CSP, 12 percent of the budget, reduced to 8.4 percent after budget revisions.

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[33] WFP. 2025. *Internal Audit of WFP operations in Tanzania*.
[34] BR01 (September 2022), BR02 (October 2023), BR03 (July 2024)

Figure 4 Evolution of country programme budget (USD, millions)

		Crisis response	Root causes	Resilience building
TZ01 (2017-2021)	Original CPB	85.5%	11.8%	2.6%
	Budget revision 7	81.4%	14.5%	4.1%
TZ02 (2022-2027)	Original CPB	43.9%	11.9%	44.2%
	Budget revision 3	57.5%	8.4%	34.2%
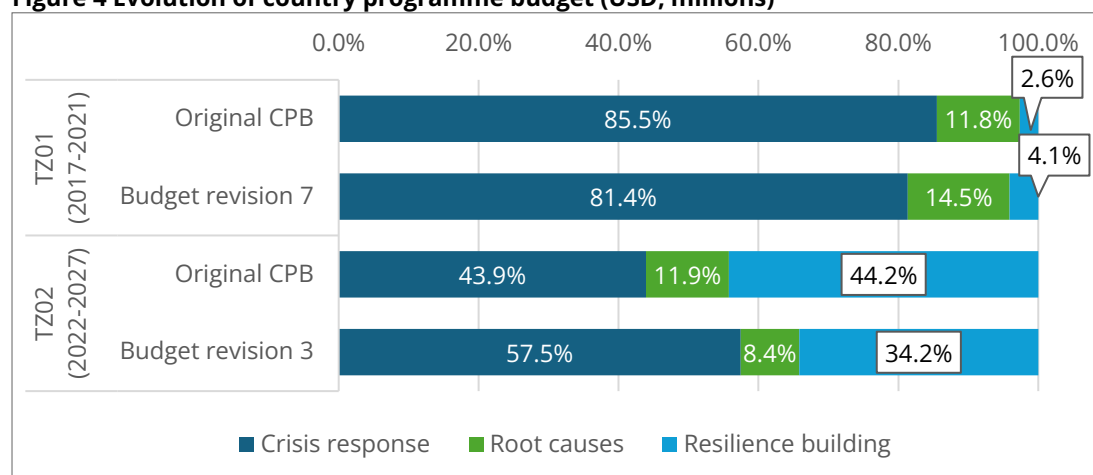
Source: WFP System for Project Approval PLUS

36. **Funding:** In December 2024, at the end of the third year of the CSP 2022-2027, cumulative allocated resources amounted to USD 171.6 million, or 45 percent of the total NBP (table 2). Overall, activity 1 of the CSP received the largest share of allocated resources; 57 percent of the SO1 (crisis response) needs-based plan was resourced. Resources allocated to other strategic outcomes represented 21 percent (SO2, root causes), 23 percent (SO3) and 33 percent (SO4, resilience building) of the respective needs. Activity 6 (capacity strengthening of food and nutrition value chain actors) and activity 3 (technical assistance to nutrition services) were particularly poorly resourced, less than 3 percent and 12 percent respectively.

Table 2: CSP Tanzania (2022-2027) cumulative financial overview

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 3 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 01	123,771,286	⬆ 182,593,392	104,174,258	57.1%
		Act. 02	4,884,639	⬆ 9,091,273	3,379,772	37.2%
	SO 1 non-activity				814,722	
	Sub-total SO 1		**128,655,925**	**191,684,665**	**108,368,753**	**56.5%**
Root causes	SO 2	Act. 03	28,366,081	⬇ 16,537,226	1,926,791	11.7%
		Act. 04	6,393,928	⬆ 11,454,780	3,890,352	34.0%
	Sub-total SO 2		**34,760,008**	**27,992,006**	**5,817,143**	**20.8%**
Resilience building	SO 3	Act. 05	39,504,404	⬆ 45,465,235	15,866,584	34.9%
		Act. 06	41,805,187	⬇ 24,856,477	668,731	2.7%
		Act. 07	31,061,715	⬆ 31,967,039	6,341,601	19.8%
	SO 3 non-activity				509,201	
	Sub-total SO 3		**112,371,306**	**102,288,750**	**23,386,118**	**22.9%**
	SO 4	Act. 08	17,096,755	⬇ 11,670,571	3,872,202	33.2%
	Sub-total SO 4		**17,096,755**	**11,670,571**	**3,872,202**	**33.2%**
	Non SO Specific SDG 2				1,281,780	
	Non SO Specific SDG 17				6,459,946	
	Total Direct Operational Cost		292,883,995	⬆ 333,635,993	149,185,942	44.7%
	Direct Support Cost (DSC)		25,901,105	⬇ 24,942,236	13,824,607	55.4%
	Indirect Support Cost (ISC)		19,509,924	⬆ 22,492,681	8,654,823	38.5%
	Grand Total		**338,295,023**	⬆ **381,070,910**	**171,665,372**	**45.0%**

Source: SPA Plus, Tanzania Annual Country Report 2024

37. As of August 2025, 48.8 percent of the total NBP is funded.[36] The United States of America have been the largest donor, accounting for 45 percent of total allocated contributions. Regional trust funds and flexible funding represent 16.6 percent of allocated resources (figure 4).

38. The host government has contributed USD 1.4 million to date, and private donors have contributed approximately USD 2 million.

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[36] FACTory resource situation, as of 21 August 2025.

Figure 5: CSP Tanzania (2022-2027) allocated resources (USD) as of August 2025
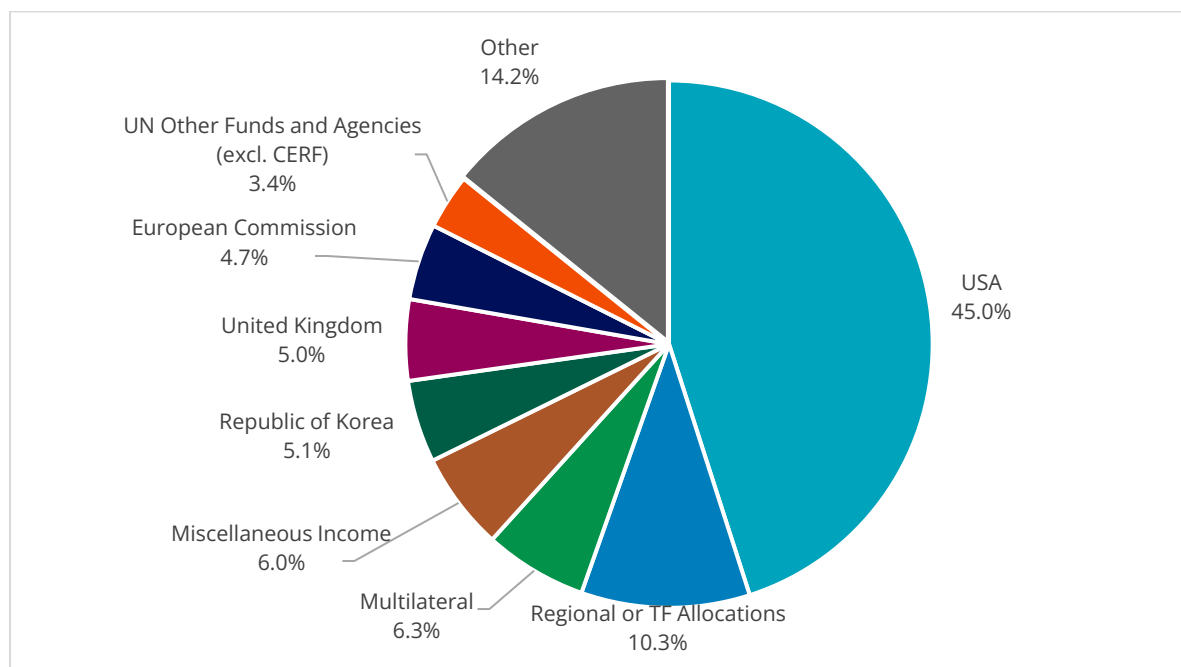
Source: FACTory Resource situation, as of 21 August 2025

Beneficiaries

39.   Between 2021-2024, WFP Tanzania assisted 300,000 to over 500,000 beneficiaries annually (figure 5). This accounted for 41 percent to 77 percent of planned beneficiaries with the lowest coverage in 2022 under the previous CSP. Each year, women and girls made up 49 percent to 51 percent of those reached, slightly lower than the planned proportion of 51-54 percent.

Figure 6: WFP beneficiaries in Tanzania, 2021-2024, by gender
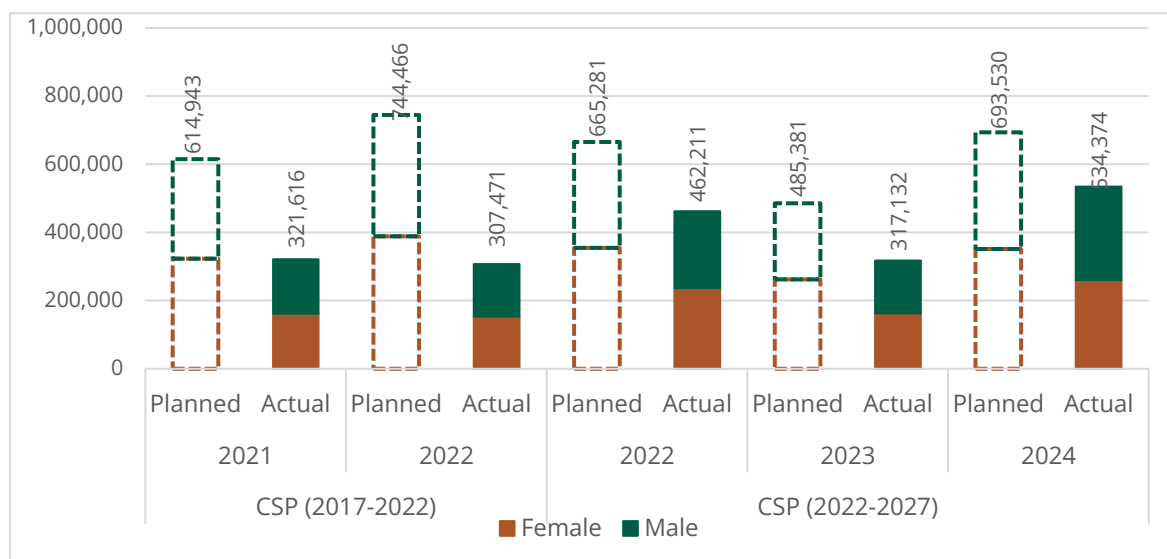
Source: COMET CM-R016a, COMET CM-R022 Tanzania, accessed 21 August 2025

40.   WFP has been assisting 200,000 refugees or more each year (figure 6), with variations from the planned figures determined by fluctuations in refugee flows and resource availability. While this represents a high share of the planned refugee beneficiaries each year (between 83 percent and 99 percent), it is worth noting that funding shortages for refugee response have been managed by means of ration reductions. WFP has provided in-kind food assistance and nutrition programmes such as

supplementary feeding with fortified foods for pregnant and breastfeeding women, girls and children under the age of 5, as well as associated activities designed to improve food security and build resilience, such as kitchen garden initiatives and nutrition education programmes.[37]

Figure 7: WFP beneficiaries in Tanzania 2021-2024, by residence status
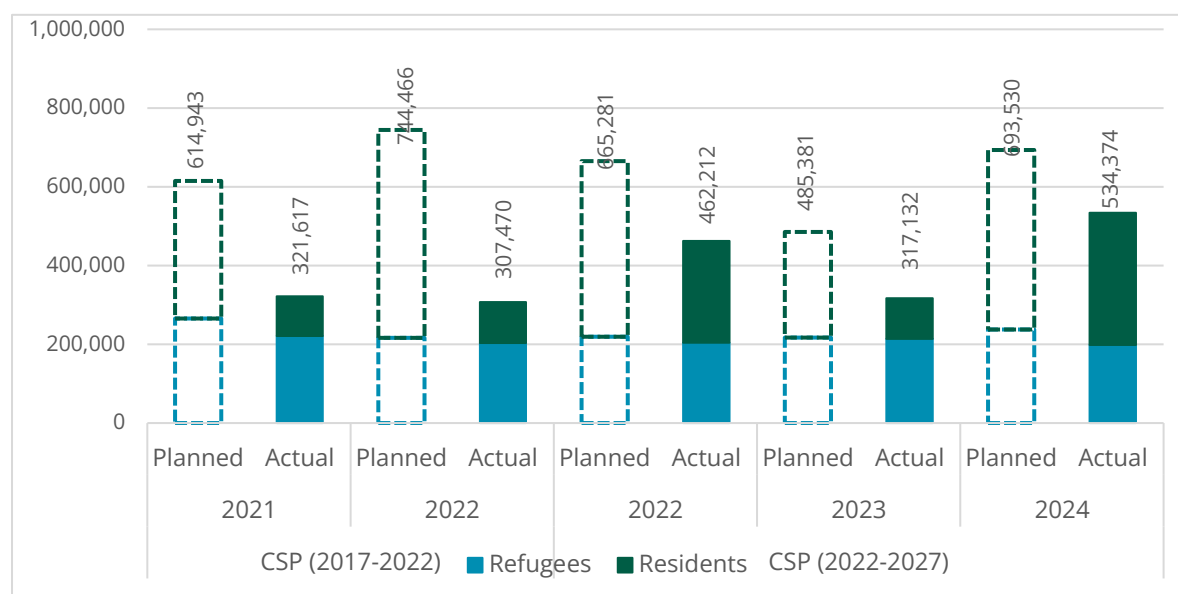
Source: COMET CM-R016a, COMET CM-R022 Tanzania, accessed 21 August 2025

41. WFP support to targeted groups has been mainly though in-kind food assistance and capacity strengthening. The introduction of cash has been hampered by delays and restrictions (Figure 7). In 2021, the one-time cash distribution to vulnerable urban residents as part of COVID-19 response (activity 10) was not finalized, so the planned distribution only took place in the second half of 2022, under the new CSP. In 2023 and 2024, WFP planned 100,000 cash transfer beneficiaries under its asset creation and livelihood activities, but only 12,485 in 2023 and 23,300 in 2024 beneficiaries received cash due to severe underfunding.[38] Throughout the period, the planned distribution on cash to a small number of refugees remained blocked by the government's restriction on the use of cash for refugee programming.

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[37] WFP. 2025. Tanzania Annual Country Report 2024
[38] WFP. Tanzania Annual Country Reports 2023, 2024

Figure 8: WFP beneficiaries in Tanzania 2021-2024, by modality

Source: COMET CM-R016a, COMET CM-R022 Tanzania, accessed 21 August 2025

Staffing and institutional structure

42.   WFP country office in Tanzania currently has 147 employees, of which 47 percent are women. The majority of employees are national staff – 89 percent – and 73 percent are long-term employees.[39] A Strategic Workforce Planning process was initiated in September 2025. This exercise informed a comprehensive organizational alignment aimed at ensuring that the revised structure is fully positioned to support effe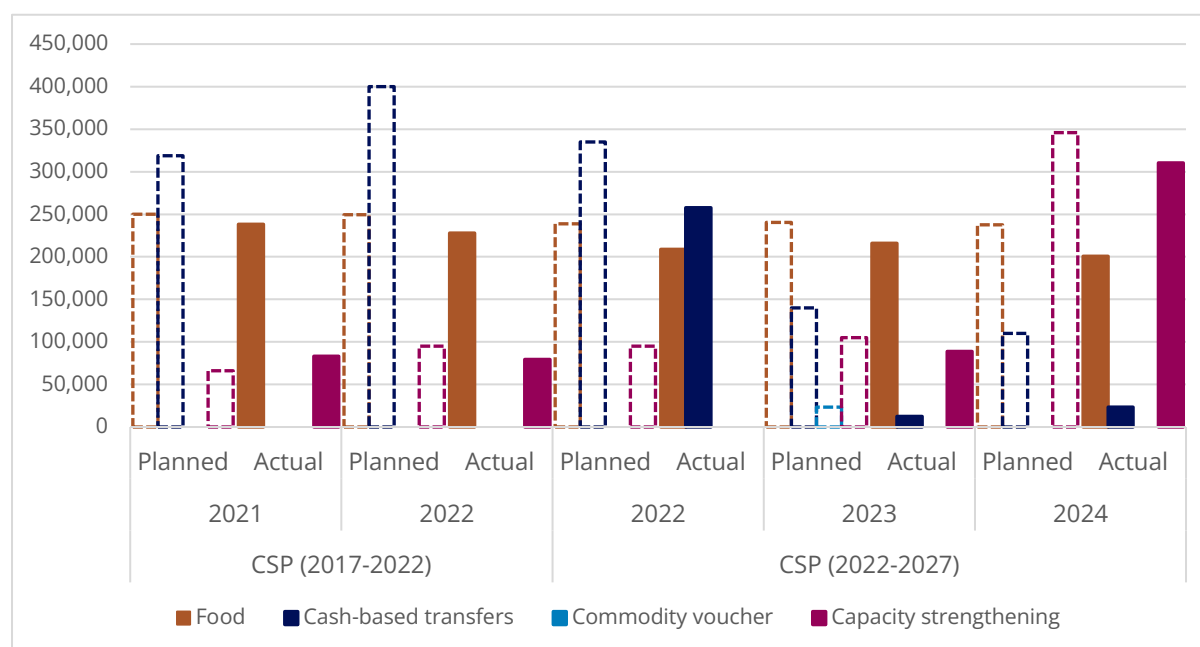ctive implementation of the CSP. Following the restructuring, the staffing footprint will increase to 166 employees, with the new structure coming into effect in January 2026.

43.   In addition to the country office in Dar-es-Salaam, WFP also has a port office in Dar-es-Salaam, a logistics hub in Isaka, sub-offices in Dodoma and Kigoma, and field offices in Kibondo, Kasulu and Zanzibar.[40] As part of the restructuring, the Dodoma Field Office will be expanded, particularly to support activities under SO3. Core functions—including logistics, IT, and HR—will be relocated to Dodoma to improve efficiency and field-level engagement. Furthermore, in coordination with the UN-RCO, WFP has been engaged in ongoing discussions with the Government on the progressive relocation to Dodoma. Aligned with inter-agency and government commitments, staff relocations will be phased between 2026 and 2029.

4. Evaluation scope, criteria and questions

44.   The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP

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[39] WFP Dashboard, accessed 29 August 2025.
[40] OPWeb, accessed 29 August 2025.

Executive Board (EB), as well as any subsequent budget revisions.

45. The evaluation will focus on assessing progress towards all of the Tanzania CSP expected results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning, particularly as relates to relations with national government and the international community in Tanzania.

46. The temporal scope of the evaluation should cover the period since the cut-off date of the data collection of the previous CSPE (August-2021). While the evaluation will focus primarily on the current CSP 2022-2026, the tail-end of the previous CSP will be covered through a focus on strategic shifts/elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2022-2026 design process.

47. The evaluation will address five main questions adopting standard UNEG and OECD/DAC evaluation criteria. Evaluation sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context.

48. During the inception phase, the evaluation team, in consultation with the Office of Evaluation and the Country Office, will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and embedded into the evaluation

Table 3 Evaluation Questions

EQ1 – To what extent was the CSP strategically positioned to address food and nutrition insecurity in Tanzania, and how well did it adapt over time?	
1.1	How well did the CSP position WFP to address the food and nutrition insecurity situation in Tanzania considering its recent status as a lower middle-income country with economic growth and continued humanitarian and development challenges?
1.2	Was the CSP, in its design and its implementation, appropriately integrated, and focused on WFP's specific comparative advantages in Tanzania and based on realistic assumptions, including on funding?
1.3	To what extent did WFP consistently target and prioritise those most vulnerable to food insecurity and malnutrition? Were there any trade-offs? [41]
EQ2 – What contributions did the CSP make to food security and nutrition in Tanzania, taking account of the context?	
2.1	What results were achieved for improving the food security and nutrition needs of refugees, enhancing access and diversification of nutrition, improving climate-resilient livelihoods, and serving the needs of relevant partners? Were there any missed opportunities, or unintended positive or negative effects?
2.2	To what extent and how has WFP set in place conditions to support sustainability of results, including appropriate plans for transition and handover where relevant?
EQ3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?	
3.1	To what extent and in what ways did WFP interventions ensure protection of and accountability to affected populations, particularly for refugees supported, and how did WFP contribute to gender equality, women's empowerment and inclusion more broadly?
3.2	Did WFP adhere to the humanitarian principles, particularly as concerns operational independence on targeting choices? Were there any trade-offs and how were they managed?
EQ4: To what extent has WFP used its resources efficiently?	

The concept of strategic positioning will be evaluated using three main parameters: a) the organization's objectives and activities are responding to the specific contextual needs and priorities (evaluation question 1.1) ; b) the organization is doing what it is best at doing in the context and/or is clearly building on its recognized strengths (evaluation question 1.2) ; and c) the organization is building and nurturing relations with the right actors and with the right approach to partnership (including donors, other development agencies and UN Agencies, Funds and Programmes) (evaluation question 5.1) .

4.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe? How did WFP focus and prioritize its work to optimize resources, and how did this affect coverage and quality of assistance?
EQ5 What are the critical factors, internal and external to WFP, explaining performance and results?	
5.1	To what extent and in what ways has WFP established and leveraged strategic and operational partnerships—including with the Government, private sector, and international financial institutions—and how have these partnerships influenced performance and results over time?
5.2	Did WFP have appropriate institutional arrangements in place to deliver the CSP, including staffing, reporting arrangements and other?
5.3	To what extent did monitoring systems support strategic and operational decision-making and help identify and manage risks and assumptions over time?
5.4	Were there any other factors within WFP's control that influenced the delivery and results of the CSP?

5. Methodological approach and ethical considerations

5.1. Evaluation approach

49.   The CSPE will use a **theory-based approach** that draws upon qualitative and quantitative sources of data. Data will be collected through a mix of primary and secondary sources as summarized in the table below. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

Table 4: Options for data collection methods

Desk review	• **WFP** strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, mid-term review, post distribution monitoring reports, beneficiary feedback databases, MoUs. • **UN system and government** policies, strategies, and reports (e.g. country strategies and reports from strategic partners, donors and cooperating partners. • **Other relevant documentation** as identified during the inception phase
Semi structured interviews	• Conducted with key informants both remotely and in-person, including WFP CO management and relevant staff; relevant WFP HQ and regional staff; Government partners, cooperating partners, UN, NGOs, private sector actors, donors etc.
Focus group discussions	• **Perspectives will be gathered from affected populations** and marginalized groups (e.g., women, persons with disabilities, young people, persons with HIV/AIDS).
Observation	• Direct observation of field activities in selected locations. • Where feasible satellite imagery may be explored to assess specific community, assets create (SO3).
Surveys	• A small survey could be done to take a deep dive on a particular issue related to EQ2.

50.   OEV would especially welcome proposals which optimally combine some of the following methods (and others as appropriate) to generate an appropriate design for the evaluand:

51.   **Outcome harvesting (EQ2, EQ3 and EQ5):** to capture WFP's influence and contribution through policy-level advocacy and technical assistance to government and partners (e.g. on school feeding, nutrition, disaster risk management) and to identify results achieved to offer insight into WFP's strategic contribution.

52.   **Quantitative analysis and descriptive statistics (EQ2, EQ4 and EQ5)**: to interpret quantitative

data collected by WFP Tanzania for reporting and monitoring purposes over the course of the evaluation period, such as data on food security, household income and market access collected in the multiple rounds of mVAM, or data on food security, nutrition, health and education, protection concerns, and other pertinent household outcomes collected in joint programme monitoring (with UNHCR) in Nyarugusu and Nduta refugee camps Available data will be analysed, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g., longitudinal analysis, crosstabulations, etc.)

53.   During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including an evaluation matrix, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.

54.   The evaluation methodology should prioritize inclusive and context-sensitive approaches, including disaggregating data by sex, age, disability status, nationality, and other relevant characteristics. Informant selection and site visits must aim to capture diverse perspectives, ensuring all voices are represented. A detailed stakeholder mapping and analysis at the inception stage should be conducted to guide this process. The evaluation should be explicitly gender- and inclusion-responsive, examining the differential impacts on various socio-economic groups such as men, women, girls, boys, and persons with disabilities.[42]

5.2.   Preliminary considerations on evaluability and methodological implications

55.   During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform the choice of evaluation methods. The preliminary assessment presented below considers the availability of primary and secondary sources of evidence relevant to this evaluation and their implications for evaluability of the CSP.

56.   The CSPE will be able to build on several sources of secondary evidence, including previously conducted evaluations and audits as highlighted in paragraph 27-28 and[43] other studies and analyses published by the Tanzania country office or the regional bureau for Southern Africa (now: Eastern and Southern Africa regional office). These include: three rounds of mVAM food security monitoring reports (2024); programme outcome monitoring reports from Nyarugusu and Nduta camps (2023 and 2024); the Essential Needs Assessment (2023), and thematic reports relating to food security, social safety nets, climate risk, and others. The country office has recently commissioned a decentralized evaluation of the Farm to Market Alliance programme, and the preliminary findings of this evaluation may inform the CSPE if timing allows. During the inception phase, the evaluation team will gather additional unpublished secondary sources from the country office.

57.   The preliminary assessment of data reveals some challenges with the use of corporate results indicators across the two CSPs (2017-2021; 2022-2026) due to a shift to the new Corporate Result Framework (2022-2025) in 2022 and the subsequent retrofitting of the CSP logical framework (see table 7, in Annex I). Despite the large number of indicators included in the logical framework, an overview of annual country reports reveals a rather modest dataset of outcome, cross-cutting and output indicator values (see table 8, Annex I). Table 5 summarises availability of outcome indicators for the four SOs and highlights some evaluability challenges.

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[42] In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

[43] Annex II provides a list of previous relevant evaluations and audits covering the evaluation period.

Table 5 CSP Tanzania (2022-2027) results framework indicators – evaluability

SO	Act.	Activity tag	Outcome indicators assessment
01	01	General distribution	Food security and nutrition indicators under Activity 1 may support trend analysis from 2022, and potentially from 2021, where target groups are comparable across the two CSPs.
		Treatment of moderate acute malnutrition	
		Prevention of stunting	
		Prevention of micronutrient deficiencies[44]	
	02	Emergency preparedness activities (CCS)	Indicators for capacity strengthening under Activities 2, 3, and 4 reflect diverse deliverables and should be informed by a qualitative analysis of relevance, scope, sustainability, and broader results.
		Forecast-based anticipatory action (CCS)	
02	03	Malnutrition prevention (CCS)	
	04	School-based programmes (CCS)	
03	05	Smallholder agricultural market support activities	Outcome indicators for the smallholder agricultural market support activities have been collected for comparable groups of smallholder farmers since at least 2022 and can be compared over time
	07	Food assistance for assets	Outcome indicators relating to food-assistance-for-assets beneficiaries are only available for 2024.
04	08	Service delivery	Outcome indicator data is available. Trend analysis should be complemented by additional information on the value of WFP service delivery to partners in Tanzania.

Source: Analysis based on United Republic of Tanzania Annual Country Report 2022, 2023 and 2024

58.   Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3.   Ethical considerations

59.   Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.[45] Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).[46] This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

60.   Personal data 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.

61.   Artificial Intelligence (AI) technologies can be used in the framework of this evaluation with prior written approval from the WFP Office of Evaluation (OEV) and in accordance with the standards set out in the AI Information Brief (link). Notably, the evaluation team shall clearly and comprehensively disclose in the inception report, the intended utilization of AI tools in evaluation, including the purpose, scope

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[44] Category merged with "Micronutrient supplementation" activity tag
[45] For further information on how to apply the UNEG norms and standards (http://www.unevaluation.org/document/detail/1914) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (https://docs.wfp.org/api/documents/WFP-0000003179/download/).
[46] Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

and nature of the proposed AI usage. Any data used in connection with AI tools should be handled in accordance with WFP data protection standards and confidentiality obligations.

62.   The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Tanzania CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.[47]

63.   All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2024 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.[48]

64.   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 WFP Office of Inspection and Investigation (OIGI) through WFP hotline (http://www.wfphotline.ethicspoint.com/). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

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[47] "Conflicts of interest are typically identified by a lack of independence or a lack of 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, because of a person's 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 so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. 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.

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

6. Organization of the evaluation

6.1. Phases and deliverables

65.   The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office has been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 6: Summary timeline – key evaluation milestones

Main phases	KEY DATES	Tasks and deliverables
1.Preparation	October 2025	Final ToR
	October 2025	Proposal deadline
	November 2025	Evaluation team and/or firm selection & contract
2. Inception	December 2025	Review of documentary data
	January 2025	HQ briefing
	Late January 2025	Inception mission
	Late February 2026	Inception report
3. Data collection	March 2026	Data collection (approx. 3 weeks) and exit debriefing
4. Reporting	Mid-April 2026	Preliminary findings workshop
	April-May 2026	Report drafting
	June 2026	IRG feedback
	June 2026	Stakeholder workshop
	July 2026	Final evaluation report
	September 2026	Summary evaluation report validated by Team Leader
5. Dissemination	February-June 2027	Management response and Executive Board engagement
	June 2027	Executive Board and Wider dissemination

6.2. Team composition

66. For the Tanzania CSPE, OEV is conducting a pilot whereby the team is comprised of both externally contracted consultants and OEV staff. For this pilot, the OEV Evaluation Manager and the OEV Research Analyst will participate in the conduct of the evaluation, as an evaluator and researcher respectively (Figure 8).

Figure 8: Team composition with involvement of contracted team and OEV

67. The purpose of the pilot is to test options to introduce additional flexibility in OEV's delivery model, to maximize OEV staff technical skills and institutional knowledge, and explore the potential for greater efficiencies in the evaluation process while maintaining the independence of the evaluation team. Therefore, the roles and responsibilities of the Evaluation Manager and Research Analyst, second level quality assurer (QA2), alongside the evaluation team and contracted firm are different in this pilot as outlined below.

68. OEV will commission an external team to work alongside the OEV evaluation manager and OEV research analyst. The externally commissioned evaluation team should consist of two to three independent evaluation team members including an international Team leader and one or two evaluators from the country or the region with relevant expertise (see Table 7). Catrina Perch has been appointed as evaluation manager/evaluator and Sanela Muharemovic has been appointed as OEV research analyst. Both will work with the independent team as described below. Neither have worked on issues associated with the subject of evaluation.

69. OEV will supply research capability, through the participation of the Research Analyst, and expertise on resilience, climate change adaptation and gender and inclusion to complement the external team.

Table 7: Summary of areas of expertise required from the external team

Team leadership
• Academic background in social sciences with strong qualitative research methods and sound understanding of quantitative methods. • Leadership, team management, coordination, and planning skills in multidisciplinary teams. • Experience leading evaluations at country level, including with UN organizations. • Experience applying theory-based evaluation approaches. • Relevant knowledge and experience of humanitarian and development contexts. • Experience and knowledge of Tanzania or similar context. • Strong presentation skills and ability to deliver on time. • Strong analytical, synthesis and writing skills in English. • Expertise in one or more of the technical areas below; and ability to engage in dialogue with sectoral experts in the technical areas detailed below. DESIRABLE • Previous experience leading or conducting WFP evaluation(s).

Thematic expertise	
Resilience, livelihoods, food systems, climate change adaptation (to complement OEV expertise)	• Experience in evaluating food systems, productive asset creation, small holder support, market access and anticipatory action and climate change adaptation activities
Nutrition specific and nutrition sensitive programming	• Experience in evaluating nutrition-specific and nutrition sensitive programming (school-based programming including SBCC and fortification), policies, and systems.

Supply chain	• Experience in evaluating supply chain management (i.e. logistics and procurement) and service provision.
Humanitarian assistance response	• Experience in evaluating humanitarian assistance response interventions targeting refugees, crisis affected populations and other vulnerable populations.
Institutional capacity strengthening	• Experience in evaluating capacity strengthening support to government agencies on policy development/reform and capacity and systems strengthening interventions in social protection, nutrition and /or school feeding
Quality assurance and editorial expertise	• Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) • Experience in quality assurance of written technical reports and briefs

6.3. Roles and responsibilities

70.   The evaluation **Team Leader** will lead the overall evaluation process, including leading the preparation of the inception report outlining the methodological approach and the draft and final evaluation reports, and taking overall responsibility for coordination of the work of the team and the evaluation deliverables. S/he will also be responsible for covering particular sections of the report according to his/her expertise. S/he will facilitate the workshops and play a key role in presenting the team's progress to stakeholders.

71.   The independent **evaluation team** members will work under the supervision of the team leader. Their role is to contribute to collect data according to the approved methodology, conduct desk review and analysis of relevant literature; provide technical expertise. Team members are expected to participate in the analysis of data collected during the evaluation and drafting specific sections of the evaluation reports based on data collected and analysed.

72.   As per standard practice, the firm retains the responsibility for delivery against the contract.

Role of OEV staff

73.   The **Evaluation Manager/Evaluator** (referred to for brevity as Evaluation manager) will have two overall responsibilities: i) acting as the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process supporting coordination and communication; ii) acting as an evaluator within the evaluation team, covering specific sub-questions within the evaluation report and providing insights on the evaluation products. In the case of the Tanzania CSPE the evaluation manager will be responsible for supporting data collection, analysis, and drafting for EQ 3.1, 5.2 and 5.3. The evaluation manager will work under the leadership of the Team Leader (particularly with regard to the data collection phase and product delivery).

74.   The **Research Analyst** will be responsible for providing research and data analysis based on corporate and country data and will assist in the delivery of the inception report and draft and final evaluation reports.

75.   The OEV **Senior Evaluation Officer (QA2)** will provide overall guidance and support for the evaluation management and quality assurance, providing guidance on independence matters under the steering of **Deputy Director of the Evaluation (DDOE).** The DDoE will clear the final evaluation products and the Director of Evaluation (DoE) will present the CSPE to the WFP Executive Board for consideration.

Role of WFP stakeholders

76.   An **internal reference group** composed of selected WFP stakeholders at country office, regional bureau and Global HQ levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.

77.   The country office will facilitate the evaluation team's contacts with stakeholders in Tanzania; provide logistical support during the fieldwork and organize an in-country stakeholder workshop. Sasha Guyetzky has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not participate in meetings where their presence

could bias the responses of the stakeholders.

6.4. Quality assurance

Quality assurance

78.   The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This 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 and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

Independence

79.   As per the evaluation policy, the independence of the evaluation is maintained through a) independence of the evaluation function from other management functions in WFP and b) the evaluation is carried out by an independent team, hired through an external evaluation firm, with no operational ties to WFP. In this pilot, evaluation independence will be upheld by ensuring that the independent evaluation team has responsibility for all findings, conclusions, and recommendations-led by the evaluation team leader. The evaluation manager will provide guidance to the evaluation team throughout the evaluation (e.g. substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) and, for this pilot, will contribute to the drafting of components of the evaluation, and providing insight throughout the evaluation process. The office of evaluation will retain the quality assurance role of all draft deliverables, including those of the evaluation manager, guided by EQAS standards. The Deputy Director of Evaluation must approve all evaluation deliverables.

80.   OEV commits to an open dialogue with the team leader and the evaluation firm to maximise the success of the evaluation and to ensure learning throughout the evaluation pilot process. Should a conflict arise between OEV staff and the Team Leader both parties shall use their best efforts to amicably settle any dispute or controversy arising out of or in relation to this TOR by consulting and negotiating in good faith with each other to reach a just and equitable solution. If needed, the DDOE and the company will act as an interlocuter.

81.   Specific reflection meetings will be held after the inception phase; during data collection and during analysis and reporting phase to ensure alignment on the process and products. A reflection note on lessons learned will be produced at the end of the evaluation. The team leader and the evaluation manger will be jointly responsible for this product.

82.   All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

6.5. Security considerations

83.   As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. WFP staff participating in the inception mission and data collection will adhere to UNDSS protocol. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

84.   As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of 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 member travel, the company should not participate in the mini bid.

6.6.   Communication

85.   It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations.

86.   The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2027. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

6.7.   The proposal

87.   Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., pandemics or flare-up of civil unrest / conflict.

88.   Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in (English).

89.   While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

90.   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 selected team members.

Annex I. Overview of performance data availability

91.   During the CSP period, WFP introduced two versions of its Corporate Results Framework (CRF). As a result, performance indicators were revised to align with the updated framework. Specifically, the design of the Tanzania CSP coincided with the development of the new CRF for 2022–2025. However, the initial CSP logical framework was based on the previous CRF (2017–2021) and required retrofitting to match the new version. This adjustment was made in late 2022, following the first budget revision. Consequently, the 2022 annual reporting of outcome, output, and cross-cutting indicators followed the 2017–2021 CRF, while reporting under the new CRF began in 2023. These updates, along with other revisions, led to an increase in the total number of indicators in the logical framework (see Table 8).

Table 8 Country Strategic Plan Tanzania (2022-2027) logical framework evolution

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 4.0 (CRF 2017-2021)	**Total nr. of indicators**	**60**	**8**	**43**
v 3.0 (CRF 2022-2025)	New indicators	+126	+20	+60
	Discontinued indicators	-58	-8	-26
	Total nr. of indicators	**128**	**20**	**77**
Total number of indicators that were included across all logframe versions		**2**	**0**	**4**

Source: COMET report CM-L010

92.   Despite the large number of indicators included in the logical framework (Table 8), an overview of annual country reports reveals that few indicators are being reported on. For example, in 2022, only a few outcome indicators for activity 1 had values reported in the ACR for the new CSP, but reporting improved in the subsequent two years. In the inception phase, the evaluation team will be expected to conduct an in-depth evaluability analysis, including examining performance data more closely to determine whether the lack of reported values reflects actual implementation (i.e. indicators not applicable because activities have not commenced or have not been funded), delays related to the transition between different CRFs, or lack of data collection.

Table 9: Analysis of results reporting in Tanzania annual country reports 2022-2025

		ACR 2022	ACR 2023	ACR 2024
Outcome indicators				
	Total number of indicators in applicable logframe			
Baselines	Nr. of indicators with any baselines reported	**10**	**18**	**45**
Year-end targets	Nr. of indicators with any year-end targets reported	**10**	**18**	**45**
CSP-end targets	Nr. of indicators with any CSP-end targets reported	**0**	**18**	**45**

Follow-up	Nr. of indicators with any follow-up values reported	**10**	**18**	**39**
Cross-cutting indicators				
	Total number of indicators in applicable logframe			
Baselines	Nr. of indicators with any baselines reported	**2**	**6**	**12**
Year-end targets	Nr. of indicators with any year-end targets reported	**2**	**6**	**6**
CSP-end targets	Nr. of indicators with any CSP-end targets reported	**0**	**6**	**11**
Follow-up	Nr. of indicators with any follow-up values reported	**2**	**6**	**3**
Output indicators				
	Total number of indicators in applicable logframe			
Targets	Nr. of indicators with any targets reported	**5**	**27**	**32**
Actual values	Nr. of indicators with any actual values reported	**5**	**26**	**32**

Source: United Republic of Tanzania annual country reports 2022-2025

93. The new CRF not only introduced entirely new indicators (and phased out others) but also renamed or changed the methodology of many others. Additionally, although the evaluation scope spans two different CSPs, a level of continuity in the implementation of certain activities allows for a possibility to look at the outcomes related to the same population and same intervention type over 4-5 years. In the inception phase, the evaluation team will need to take a closer look at the reported data and gaps to determine which indicators can be considered as relating to the same (sub-)activity and beneficiary group. Table 9 below shows an overview of the volume and frequency of reported outcome indicators under CSP Tanzania (2022-2027).

Table 10 CSP Tanzania (2022-2027) results framework data quality assessment

Interpretation for evaluability:		Cell colour
Trend analysis is not feasible		
Trend analysis is feasible pending confirmation of comparable target groups		
Trend analysis is feasible		

Indicator	Location / target group	2022	2023	2024
Strategic outcome 1				
Activity 1				
General distribution				
Food consumption score	Nduta camp / general distribution	X		
	Kigoma / Refugee		X	X
Consumption-based coping strategy index	Nduta camp / general distribution	X		
	Kigoma / Refugee		X	X
Treatment of moderate acute malnutrition				
MAM treatment – default rate, mortality rate, non-response rate, recovery rate	Nduta / Children	X		
	Kigoma / Refugee: 6-59 months		X	X
Prevention of stunting				
Minimum diet diversity for women and girls of reproductive age	Nduta camp / PLW/WRA	X		
	Kigoma / Refugee: WRA	X	X	X
Proportion of children 6-23 months of age	Nduta camp / Children	X		

who receive a minimum acceptable diet	Kigoma / Refugee: 6-23 months	X	X	X
Proportion of target population that participates in an adequate number of distributions (adherence)	Nduta camp / Children	X		
	Kigoma / Refugee: 6-23 months		X	X
	Nduta camp / PLW	X		
	Kigoma / Refugee: PLW		X	X
Proportion of eligible population that participates in programme (coverage)	Nduta camp / Children	X		
	Kigoma / Refugee: 6-23 months		X	X
Stand-alone micronutrient supplementation / Prevention of micronutrient deficiencies				
Proportion of target population that participates in an adequate number of distributions (adherence)	Nduta camp / Children	X		
	Kigoma / Refugee: 24-59 months		X	X
Proportion of eligible population that participates in programme (coverage)	Nduta camp / Children	X		
	Kigoma / Refugee: 24-59 months		X	X
Activity 2				
Emergency preparedness activities (CCS)				
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support				X
Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support				X
Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support				X
Number of enhanced programme designs, processes, and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support				X
Number of Enhanced Programme Designs, Processes, and Platforms Contributing to Zero Hunger and other SDGs Implemented at Scale by National Organizations Following WFP Capacity Strengthening Support				X
Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to Zero Hunger and other SDGs				X
Forecast-based Anticipatory Actions (CCS)				
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support				X
Proportion of national stakeholders contributing to Zero Hunger and other SDGs reporting improved consensus, coalitions, or networks after WFP capacity strengthening support				X
Number of management plans, processes and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support				X
Number of enhanced programme designs, processes, and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support				X
Number of coordination meetings contributing to Zero Hunger and other SDGs led by national convening entity as a result of WFP capacity strengthening support				X
Number of Enhanced Programme Designs, Processes, and Platforms Contributing to Zero Hunger and other SDGs Implemented at Scale by National Organizations Following WFP Capacity Strengthening Support				X
Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to Zero Hunger and other SDGs				X
Number of enhanced business processes contributing to Zero Hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support				X

Strategic outcome 2				
Activity 3				
Malnutrition prevention (CCS)				
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support			X	X
Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support				X
Number of management plans, processes and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support				X
Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support				X
Number of Enhanced Programme Designs, Processes, and Platforms Contributing to Zero Hunger and other SDGs Implemented at Scale by National Organizations Following WFP Capacity Strengthening Support				X
Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to Zero Hunger and other SDGs				X
Number of new or existing legislative instruments, standards or policies for fortified staple foods endorsed as result of WFP capacity strengthening support				X
Activity 4				
School Based Programmes (CCS)				
Number of complementary school health and nutrition interventions implemented alongside school feeding delivered by WFP			X	X
Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy			X	X
Proportion of national stakeholders contributing to Zero Hunger and other SDGs reporting improved consensus, coalitions, or networks after WFP capacity strengthening support				X
Number of management plans, processes and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support				X
Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to Zero Hunger and other SDGs				X
Strategic outcome 3				
Activity 5				
Smallholder agricultural market support activities				
Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems	Smallholder farmers	X		X
Volume of smallholder sales through WFP-supported aggregation systems (MT)	Smallholder farmers	X	X	X
Value of smallholder sales through WFP-supported aggregation systems (USD)	Smallholder farmers	X	X	X
Percentage of WFP food procured from smallholder farmer aggregation systems	Smallholder farmers		X	X
Percentage of targeted smallholder farmers reporting increased production of nutritious crops	Smallholder farmers	X		
	Dodoma / Smallholder farmers	X		X
Average percentage of smallholder post-harvest losses at the storage stage	Smallholder farmers	X		X
	Dodoma / Smallholder farmers	X	X	X
	Kigoma / Smallholder farmers	X	X	X
Activity 7				
Food assistance for assets				

Food consumption score	Smallholder farmers			X
	Kigoma / Smallholder farmers			X
Consumption-based coping strategy index	Smallholder farmers			X
	Kigoma / Smallholder farmers			X
Livelihood coping strategies for food security	Smallholder farmers			X
	Kigoma / Smallholder farmers			X
Shock Exposure Index	Smallholder farmers			X
	Kigoma / Smallholder farmers			X
Climate Resilience Capacity Score	Smallholder farmers			X
	Kigoma / Smallholder farmers			X
Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base	Kigoma / Intervention villages			X
Proportion of the population in targeted communities reporting environmental benefits	Kigoma / Intervention villages			X
Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions	Intervention villages		X	X
	Dodoma / Intervention villages		X	X
Strategic outcome 4				
Activity 8				
Service delivery				
Percentage of users satisfied with services provided	UN staff	X	X	X

Source: Analysis based on United Republic of Tanzania annual country reports 2022-2025

Annex II. List of relevant previous evaluations and audits

Date	Publication
Forthcoming	Strategic Evaluation of the WFP Supply Chain Strategic Roadmap (2022-2025) (global evaluation with evidence from Tanzania CSP/country office)
Forthcoming	Evaluation of the Farm to Market Alliance Programme for Strengthening Inclusive Markets and Partnerships for Sustainable Food Systems in Tanzania
May 2025	Internal Audit of WFP Operations in Tanzania
May 2022	Evaluation of Tanzania WFP Country Strategic Plan (2017-2021)
March 2022	Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis Programme (2017-2022)
December 2021	WFP Contribution to Market Development and Food Systems in Southern Africa (2018-2021): A Thematic Evaluation
December 2021	Tanzania UNDAF evaluation

Annex III. Acronyms and abbreviations

Abbreviation	Definition
BR	budget revision
CCS	country capacity strengthening
CO	country office
COVID-19	coronavirus disease 2019
CRRF	Comprehensive Refugee Response Framework
CSP	country strategic plan
CSPE	country strategic plan evaluation
DRR	disaster risk reduction
EB	Executive Board
ESARO	Eastern and Southern Africa regional office
HIV / AIDS	human immunodeficiency virus / acquired immunodeficiency syndrome
HQ	headquarters
IFAD	International Fund for Agricultural Development
IPC	Integrated Phase Classification
IRG	internal reference group
MTR	mid-term review
mVAM	mobile vulnerability assessment and mapping
NPB	needs-based plan
OECD DAC	Organisation for Economic Co-operation and Development, Development Assistance Committee
OEV	Office of Evaluation
PLWD	persons living with disabilities
SO	strategic outcome
TASAF	Tanzania Social Action Fund
UN	United Nations
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Programme

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70,
00148 Rome, Italy - T +39 06 65131

wfp.org/independent-evaluation