

# Evaluation of Tanzania WFP Country Strategic Plan 2022-2027

## Summary Terms of Reference

*The Country Strategic Plan Evaluation (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.*

### Focus of the evaluation

The **Tanzania Country Strategic Plan (CSP) 2022-2027**, builds on the previous strategic plan (2017-2021) with a focus on 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 programmes.

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.

Specific shifts in the strategic approach include: reintroduction of school feeding; a focus on food systems which integrates support to smallholders and disaster risk reduction; integration of social protection into crises response and stronger emphasis on gender equality and social inclusion.

The Tanzania CSP (2022–2027) was initially approved with a needs-based plan (NBP) of USD 338,295 million. After three budget revisions—driven by rising refugee needs, the COVID-19 response, and programme restructuring—the NBP has increased to USD 381,071 million. Following the latest budget revision in 2024, the planned distribution of resources was 57.5% for crisis response: 34% for resilience building and 8.4% for addressing root causes. As of August 2025, 48.8% of the total NBP has been funded.

Under the CSP, WFP Tanzania has assisted between 300,000 and 500,000 beneficiaries annually, of which approximately 200,000 were refugees.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment

and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, and sustainability.

### Evaluation stakeholders

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

The evaluation report will be presented at the Annual Executive Board session in June 2027.

### Key evaluation questions

**QUESTION 1: To what extent was the CSP strategically positioned to address food and nutrition insecurity in Tanzania, and how well did it adapt over time?** The evaluation will assess if WFP was appropriately positioned within wider normative and strategic frameworks and priorities in the context; the extent to which the CSP was appropriately integrated and grounded in realistic assumptions to ensure its relevance; the extent to which the CSP and its implementation leveraged comparative advantage of WFP in the country. It will further assess the extent to which the CSP targeted those most vulnerable to food insecurity and malnutrition.

**QUESTION 2: What contributions did the CSP make to food security and nutrition in Tanzania, taking account of the context?** The evaluation will assess the extent to which WFP contributed to the expected outcomes of the CSP including food security, nutrition, climate-resilient livelihoods, and serving the needs of partners, as well as whether there were any positive or

negative unintended outcomes. It will also assess the extent to which the achievements of the CSP are likely to be sustainable including having appropriate plans for handover and transition at national and local level, as relevant.

**QUESTION 3: To what extent did WFP, through the Tanzania CSP, achieve its cross-cutting aims and how has this impacted programme quality?** The evaluation will assess the achievement of cross-cutting aims (protection, accountability to affected populations, gender equality and inclusion, environment, nutrition and other considerations). It will also assess the adherence to humanitarian principles and operational independence in targeting.

**QUESTION 4: To what extent has WFP used its resources efficiently?** The evaluation will assess to what extent were outputs and related budgets delivered within the intended timeframe, how WFP focused and prioritized work to optimize the use of resources, and what effect this had on the assistance delivered.

**QUESTION 5: What are the critical factors, internal and external to WFP, explaining performance and results in Tanzania?** The evaluation will assess the extent to which the CSP led to establishing and leveraging strategic and operational partnerships; ensuring appropriate institutional arrangements in place, including staffing; monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance.

## Scope, methodology and ethical considerations.

The unit of analysis is the CSP, approved by the WFP Executive Board in June 2022, and any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from August 2021 until the end of data collection phase. The tail-end of the previous CSP is included in the scope to assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

A theory-based approach and mixed methods will be applied, drawing on primary and secondary data sources (desk review, key informant interviews, surveys, and focus group discussions).

The evaluation will adhere to WFP and UNEG ethical guidelines (2020), ensuring informed consent, data privacy, confidentiality, anonymity, cultural sensitivity, fair recruitment (including women and socially excluded groups), and safeguarding participants and communities from harm.

## Roles and responsibilities

**TEAM COMPOSITION:** OEV has commissioned an external team to work alongside the OEV evaluation manager and OEV research analyst. The externally commissioned evaluation team consists of three independent evaluation team members including an international Team leader and two national evaluators with relevant expertise.

The evaluation will be managed by Catrina Perch, Evaluation Officer in the WFP Office of Evaluation. She 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.

Sanela Muharemovic will be the research analyst 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.

Second level quality assurance will be provided by Judith Friedman, Senior Evaluation Officer and the Deputy Director of Evaluation will approve the final versions of all evaluation products.

An **Internal Reference Group** of a cross-section of WFP stakeholders from the Country Office and different areas across WFP will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Eastern and Southern Africa Regional Office (ESARO) and Headquarters during a debriefing session at the end of the data collection phase. A country stakeholder workshop will be held in June/July 2026 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

## Timing and key milestones

**Inception Phase:** February 2026

**Data collection:** March 2026

**Draft report:** June 2026

**Stakeholder workshop:** June/July 2026

**Executive Board:** June 2027