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## **Draft United Republic of Tanzania country strategic plan (2022–2027)**

Duration	1 July 2022–30 June 2027
Total cost to WFP	USD 338 295 023
Gender and age marker*	4

\* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### **Executive summary**

The United Republic of Tanzania achieved lower-middle-income status in 2020 following consecutive decades of economic growth. Agriculture is a critical element of the national economy and provides a livelihood for the majority of the population. Despite sustained progress towards Sustainable Development Goal 2 targets, a significant share of the population remains food insecure and malnourished. Climate change and environmental degradation threaten the achievement of long-term development objectives and gender inequalities continue to prevent the country from realizing its full economic potential.

Through the country strategic plan for 2022–2027, WFP will continue to support government efforts to deliver equitable and inclusive economic growth for the people of the United Republic of Tanzania through investments in human capital, resilient livelihoods and nutritious diets. The country strategic plan is firmly anchored in and guided by national policy frameworks and the strategic priorities of the United Nations sustainable development cooperation framework.

Based on an analysis of food system dynamics, the strategic outcomes and activities of the plan seek to improve efficiencies and strengthen capacities across the value chain from production to consumption while ensuring access to nutritious food and essential services for the most

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vulnerable. Building on experience in the areas of emergency food assistance and disaster risk reduction, smallholder market access, social protection and nutrition, the country strategic plan will also introduce new activities in the areas of school feeding, climate resilience, sustainable energy and supply chains.

The provision of technical assistance to government institutions and a market-driven approach based on collaboration with the private sector are prominent features of the country strategic plan. Through the country strategic plan, WFP will seek to develop sustainable and gender-transformative interventions that address the root causes of inequalities linked to gender, age and disability.

### **Draft decision\***

The Board approves the United Republic of Tanzania country strategic plan (2022–2027) (WFP/EB.A/2022/X-X/X ) at a total cost to WFP of USD 338,295,023.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Following two decades of sustained economic growth, the United Republic of Tanzania graduated from low-income to lower-middle-income country status in May 2020, with a gross national income per capita of USD 1,080.<sup>1</sup> This achievement reflects sustained macroeconomic and political stability combined with the country's rich natural resources and strategic geographic position. However, the cascading impacts of the coronavirus disease 2019 (COVID-19) pandemic caused economic growth to slow in 2020, with the real gross domestic product (GDP) growth rate falling from 5.8 percent in 2019 to an estimated 2 percent in 2020, thus declining for the first time in more than 25 years.
2. The national poverty rate has declined over recent decades, from 34.4 percent of the population in 2007 to 26.4 percent in 2018.<sup>2</sup> Rapid population growth, however, has caused the number of people living below the national poverty line to increase during this timeframe.<sup>3</sup> The economic shock generated by the COVID-19 pandemic is a setback for poverty eradication, causing the poverty rate to rise to 27 percent.<sup>4</sup>
3. The United Republic of Tanzania's score on the Human Development Index improved from 0.390 in 2000 to 0.529 in 2019, driven by significant improvements in life expectancy at birth and GDP per capita. The 2020 Human Development Report ranks Tanzania 163rd of 189 countries, largely due to relatively low expected years of schooling.<sup>5</sup> The United Republic of Tanzania ranks 140th of 176 countries on the Gender Inequality Index due to high maternal mortality rates, high adolescent birth rates and low levels of secondary education for girls. Many girls do not complete their education due to early marriage and unplanned pregnancies, while poverty causes both girls and boys to drop out of school to engage in economic activities.<sup>6</sup>
4. In 2020, the Joint United Nations Programme on HIV/AIDS estimated that 1.72 million Tanzanians were living with HIV/AIDS, comprising 1 million women, 610,000 men and 110,000 children under 15. There are around 4.2 million people living with disabilities, with higher rates in rural than urban areas.<sup>7</sup> People with disabilities constitute one of the poorest and most marginalized groups. They are more likely to be unemployed or illiterate, lack access to education and health services and experience sexual abuse.<sup>8</sup>
5. The food system is the backbone of the Tanzanian economy.<sup>9</sup> The agriculture sector employs 65 percent of the population and represents 25 percent of annual export earnings and 29 percent of GDP. An estimated 85 percent of the country's 8 million farmers are subsistence or small-scale producers, working less than 2.5 hectares of land. More than one third of people working in agriculture are unpaid family farmers, livestock keepers, fishers

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<sup>1</sup> World Bank Group. 2021. *Tanzania: Country Overview*.

<sup>2</sup> World Bank Group. 2019. *Tanzania Mainland Poverty Assessment*.

<sup>3</sup> *Ibid.*

<sup>4</sup> World Bank Group. 2020. *COVID-19 Business Pulse Survey Dashboard – Tanzania..*

<sup>5</sup> United Nations Development Programme. 2020. *Human Development Report, 2020*.

<sup>6</sup> *Ibid.*

<sup>7</sup> *Comprehensive Community Based Rehabilitation in Tanzania*. 2021.

<sup>8</sup> Institute of Development Studies. 2020. *Disability Inclusive Development: Tanzania Situational Analysis June 2020 update*.

<sup>9</sup> Food and Agriculture Organization of the United Nations. 2021. *Fostering Food Systems Transformation in Tanzania: Background Document for Food Systems' Dialogue – Preliminary Synthesis of Evidence on the Sustainability of Food Systems in Tanzania*. (Not available online.)

or forest users, the majority of whom are women who are also responsible for unpaid domestic care work.<sup>10</sup>

6. The country's food and agriculture systems are highly vulnerable to shocks and climate-related hazards. Agriculture suffers estimated average annual losses of USD 200 million due to weather, pests and disease, which have increased in severity and frequency over the past four decades.<sup>11</sup>
7. As much as 51 percent of the country's landmass<sup>12</sup> is degraded as a result of deforestation and unsustainable agricultural practices.<sup>13</sup> The country has the fifth highest rate of deforestation in the world and the third highest in sub-Saharan Africa.<sup>14</sup> Between 2001 and 2020, it lost 2.7 million hectares of forest cover, mainly due to land clearance for agricultural expansion, firewood collection and charcoal production.<sup>15</sup>
8. The United Republic of Tanzania hosts an estimated 205,000 refugees and asylum seekers from Burundi and the Democratic Republic of the Congo in two refugee camps in the region of Kigoma.<sup>16</sup> With voluntary repatriation expected to continue over the near term, the refugee population is expected to decrease over the duration of this country strategic plan (CSP). Women and girl refugees, who are the main firewood collectors, walk long and increasing distances to and from rapidly depleting forests and in the process are subjected to gender-based violence and sexual exploitation and abuse.

## 1.2. Progress towards the 2030 Agenda for Sustainable Development

9. The 2021 United Nations common country analysis (CCA) indicates notable progress in the implementation of the national development agenda. Based on the current trajectory, however, considerable effort will be required for the United Republic of Tanzania to achieve the goals and targets of the 2030 Agenda for Sustainable Development in their entirety.<sup>17</sup> For Sustainable Development Goal (SDG) 2, the CCA highlights that accelerated progress is required if targets are to remain within reach.

## 1.3. Progress towards SDGs 2 and 17

### **Progress on SDG 2 targets**

10. *Access to food:* The United Republic of Tanzania has made major strides in improving food security in recent decades. The prevalence of undernourishment fell from 32 percent in 2006 to 25 percent in 2020, with 14.3 million people considered food insecure.<sup>18</sup> Nationally, 56 percent of household expenditure goes for food, although this share is as much as 70 percent for the poorest households.<sup>19</sup> An estimated 20 percent of households cannot

<sup>10</sup> Institute of Development Studies. 2018. [Mapping Women's Economic Exclusion in Tanzania](#).

<sup>11</sup> Food and Agriculture Organization of the United Nations. 2021. *Fostering Food Systems Transformation in Tanzania: Background Document for Food Systems' Dialogue – Preliminary Synthesis of Evidence on the Sustainability of Food Systems in Tanzania*. (Not available online.)

<sup>12</sup> Vice President's Division of Environment, United Republic of Tanzania. 2018. [Land Degradation Neutrality Target Setting Programme Report](#).

<sup>13</sup> Kirui, O. K. 2016. *Economics of Land Degradation and Improvement in Tanzania and Malawi*.

<sup>14</sup> Food and Agriculture Organization of the United Nations. 2020. [Global Forest Resources Assessment 2020](#).

<sup>15</sup> Doggart N. et al. 2020. "Agriculture is the main driver of deforestation in Tanzania", *Environmental Research Letters*, Vol. 15, No. 3.

<sup>16</sup> Estimate as of December 2021.

<sup>17</sup> United Nations. 2021. [United Republic of Tanzania Common Country Analysis, 2021](#).

<sup>18</sup> Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2021. [The State of Food Security and Nutrition in the World 2021](#).

<sup>19</sup> United Republic of Tanzania National Bureau of Statistics. 2019. [Tanzania Mainland Household Budget Survey 2017-018: Key Indicators Report](#).

afford a diet with sufficient calories, while 59 percent of households cannot afford a nutritious diet.<sup>20</sup>

11. *End malnutrition:* 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 to 31.8 percent between 2014 and 2018.<sup>21</sup> Furthermore, 31.7 percent of women between 15 and 49 years of age are overweight and 11.5 percent are obese.<sup>22</sup>
12. *Smallholder productivity and incomes:* While smallholders produce 95 percent of national food requirements,<sup>23</sup> productivity remains low with consequences for smallholder incomes and market prices.<sup>24</sup> Smallholders primarily rely on local markets for selling between a third and a half of their production.<sup>25</sup> As only 1.9 percent of smallholder plots are irrigated, most are highly exposed to climatic shocks.
13. *Sustainable food systems:* Over the past two decades, the United Republic of Tanzania has recorded an average annual food self-sufficiency ratio of 111 percent, reaching 140 percent in 2019.<sup>26</sup> However, this indicator varies considerably within the country, with 50 to 60 districts regularly reporting production shortfalls. To ensure that agricultural production keeps pace with population growth and increasing urbanization, the amount of land dedicated to cultivation is expanding, with direct consequences for environmental sustainability.

#### **Progress on SDG 17 targets**

14. Sustained increases in financing are critical to achieving the SDGs. The Government's third five-year development plan, covering 2021–2026 (FYDP III) forecasts that 48 percent of financing for development will come from private sector investment. While the Government has undertaken policy reforms aimed at fostering an enabling business environment, additional efforts will be needed to attract the investment required.

#### **1.4. Hunger gaps and challenges**

15. Working towards zero hunger through a food systems approach highlights the relationships and interdependencies of the various elements of the food system, from production to consumption (figure 1). According to the CCA and research conducted by WFP in support of the national dialogues related to the 2021 United Nations food systems summit, integrated multistakeholder solutions are essential for consolidating improvements in food security and nutrition for the most vulnerable populations.<sup>27</sup>
  - *Production:* Low productivity rates translate into higher production costs, with consequences for profitability and future investment. Market fragmentation in many rural areas creates barriers for the private sector investment needed to improve the efficiency of value chains. An overreliance on rain-fed agriculture in an era of increased climate variability makes smallholder production highly vulnerable to shocks and market volatility.

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<sup>20</sup> WFP. 2017. *Fill the Nutrition Gap Tanzania: Findings*.

<sup>21</sup> United Republic of Tanzania National Bureau of Statistics. 2019. *Tanzania National Nutrition Survey 2018*.

<sup>22</sup> *Ibid.*

<sup>23</sup> Food and Agriculture Organization of the United Nations. 2021. *Fill the nutrient gap: Tanzania: Findings* (presentation prepared for the 2021 United Nations food systems summit).

<sup>24</sup> Food and Agriculture Organization of the United Nations. 2020. *Family Farming Knowledge Platform*.

<sup>25</sup> WFP and International Institute for Sustainable Development. 2021. *Study of Tanzania's Food System*.

<sup>26</sup> European Union and Food and Agriculture Organization of the United Nations FIRST Programme; Accelerating Progress Towards SDG 2 – Policy Effectiveness Analysis; 2020 (not available online).

<sup>27</sup> WFP. 2021. *Food Systems in Tanzania: Investing in Distribution to Trigger Systemic Change*.

- *Aggregation:* Current estimates indicate that post-harvest losses average 40 percent of total food production. Losses at the producer level are mainly attributed to inadequate storage and handling. The long length of the supply chains that connect the farm gate and urban consumers, the decentralized nature of aggregation systems and limited access to market data are additional constraints on income-generation opportunities for the poorest households.
- *Processing:* Increasing the competitiveness of the agriculture sector through value addition and agro-processing is a central priority of the Government. Improving the reliability, safety and quality of the food supply is a major opportunity for unlocking economic potential along the value chain. Food fortification can address nutrient gaps in household diets. Establishing markets for the manufacture of specialized nutritious food can contribute to the achievement of national industrialization and nutrition goals.
- *Distribution:* Improvements in food distribution and logistics are critical to reducing post-harvest losses and increasing cost efficiency for smallholders. The United Republic of Tanzania has made major investments in expanding its primary road network. However, an estimated 33 million people do not have access to roads that are in good or fair condition throughout the year.
- *Consumption:* The high cost of food, particularly in urban markets, means that a healthy diet is unaffordable for many of the most vulnerable households. Lack of funding has also led to a cut in food rations for refugees since mid-2020. Limited dietary diversity driven by lack of access to affordable animal proteins and fresh foods contributes to poor health and nutrition outcomes. Around 40 percent of calories are derived from maize.<sup>28</sup> Many regions that have high levels of agricultural production also register high rates of malnutrition. This indicates the importance of childcare and feeding practices, which are often compromised when women are responsible for both agricultural labour and a disproportionate share of domestic care work.

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<sup>28</sup> United States Department of Agriculture. 2015. *Measuring Access to Food in Tanzania: A Food Basket Approach*.



**Figure 1: United Republic of Tanzania food systems framework**

*Abbreviations:* PH = post-harvest; PHM = post-harvest management; NFRA = National Food Reserve Agency; CPB = Cereals and Other Produce Board of Tanzania; IFC = International Finance Corporation; HGSF = home-grown school feeding; SBCC = social and behaviour change communication.

## 2. Strategic implications for WFP

16. This CSP for 2022–2027 has been developed based on stakeholder consultations and lessons learned from the implementation of the previous CSP (2017–2022), including insights obtained through the CSP evaluation. WFP and its development partners can play an important role in supporting government efforts to transform food systems, especially through initiatives that address inequalities faced by women, young people and people with disabilities.

### 2.1. Achievements, lessons learned and strategic changes for WFP

17. The evaluation of the CSP for 2017–2022 recommended that WFP continue to scale up activities in areas where the organization has demonstrated an ability to add value to the national development agenda and deliver on its mandate. The evaluation indicated a need to design interventions related to climate resilience, social safety nets and innovation that could be embedded in existing activities. The evaluation also encouraged the country office to integrate pathways for change and geographic targeting in strategic outcomes using a food systems approach.

18. The evaluation noted that consideration should be given to gender-responsive programming; performance trend analysis that facilitates decision making; human resource development related to policies, processes, people, culture, partnerships and technology; and risk management and contingency planning. The country office has incorporated the evaluation findings and lessons learned into the design of the CSP and will address various aspects of the evaluation throughout its implementation.

## **2.2. Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks**

19. The United Nations sustainable development cooperation framework (UNSDCF) for the United Republic of Tanzania for 2022–2027 is aligned with the inclusive economic growth priorities set out by the Government in the FYDP III and the Government of Zanzibar's medium-term development strategy for 2021–2025. This CSP is aligned with all four outcome statements of the UNSDCF and associated results frameworks.
20. The strategic orientation of the CSP is framed around the six thematic areas of focus for multistakeholder and gender-balanced food system transformation established by the Government under its national strategy document submitted for the 2021 United Nations food systems summit, entitled Pathways for sustainable food systems 2030.<sup>29</sup>
21. This CSP will also contribute to the second phase of the agricultural sector development programme (ASDP II) and its objective to “transform subsistence smallholders into sustainable commercial farmers”. It will also seek to support the national post-harvest management strategy for 2019–2029.
22. The CSP will contribute to the achievement of key objectives of the second national multisectoral nutrition action plan, covering 2021–2026 (NMNAP II), with regard to nutrition services, to which a life cycle approach will be taken, and sustainable food systems and public–private partnerships. It will also support implementation of the 2020 national school feeding and nutrition services guidelines, the nutrition-sensitive agriculture action plan for 2020–2025 and the second productive social safety net project, covering 2019–2023 (PSSN II) as well as policy frameworks related to climate change, disaster risk reduction (DRR) and gender.

## **2.3. Engagement with key stakeholders**

23. This CSP has been informed by extensive consultations with stakeholders at the technical and strategic levels. WFP established thematic working groups that held discussions with representatives of government institutions, United Nations entities, non-governmental organizations (NGOs), research institutions and the private sector, culminating in workshops and meetings with senior government officials to endorse the CSP line of sight. WFP participated in the UNSDCF formulation process from the development of the CCA through to the finalization of the results framework.
24. WFP supported government preparations for the food systems summit and provided input for the national dialogues through a research paper on the roles of distribution dynamics in the food system.<sup>30</sup> Further dialogue was established through a series of community consultations across a range of geographic areas and livelihood groups; the consultations included women, young people and people with disabilities through a gendered situational analysis.

## **3. WFP strategic portfolio**

### **3.1. Direction, focus and intended impacts**

25. The strategy underpinning the CSP reflects the interdependence of increased productivity, improved market access and the affordability of healthy diets. This CSP will support the development aspirations of the United Republic of Tanzania by contributing to the strengthening of its human capital through interventions that aim to increase the consumption of nutritious diets. From crisis response to resilience building and addressing

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<sup>29</sup> <https://summitdialogues.org/wp-content/uploads/2021/09/URT-FSS-PATHWAYS-14090202-DRAFT.pdf>

<sup>30</sup> WFP. 2021. *Food Systems in Tanzania: Investing in Distribution to Trigger Systemic Change*.



the root causes of food and nutrition insecurity, its strategic outcomes and activities will address food system challenges in a mutually reinforcing way, from production through aggregation, processing, distribution and consumption. WFP will also develop sustainable and gender-transformative interventions that seek to address the root causes of inequalities based on gender, age and disability.

26. WFP will channel activities through government systems. A central component of the CSP is the provision of technical assistance aimed at strengthening delivery systems and enhancing government capacity for policy implementation at the subnational level, including efforts to improve links with the private sector in order to increase “last mile” market access opportunities. In response to CCA findings, the strategy will seek to support government efforts to address the low coverage of nutrition interventions for school-age children and strengthen nutrition service delivery. The CSP also aims, as a priority, to improve the food security and nutrition status of refugees, including through the provision of a more diverse food basket and access to clean cooking methods.

### **3.2. Strategic outcomes, focus areas, expected outputs and key activities**

#### ***Strategic outcome 1: Crisis-affected populations can meet their essential food and nutrition needs and build resilience to shocks and stressors***

27. Under strategic outcome 1, WFP will provide food assistance and better access to cooking fuel to refugees residing in camps and food or unconditional cash-based transfers (CBTs) to vulnerable rural and urban populations affected by shocks and stressors. WFP will work with refugees and host communities to strengthen environmental protection in a way that fosters peaceful coexistence through the sustainable management of natural resources in refugee camps and surrounding landscapes.
28. WFP will also provide technical assistance designed to strengthen the capacity of government and partner institutions to gather evidence and develop cohesive and complementary disaster risk management (DRM) and social protection systems based on the principles of anticipatory action, including early warning and response planning at the national and subnational levels.

#### ***Focus area***

29. Strategic outcome 1 is focused on crisis response. It contributes to the achievement of WFP Strategic Result 1 and SDG targets 2.1, 5.1 and 13.1.

#### ***Alignment with national priorities***

30. FYDP III results: social protection coverage extended to the formal and informal sectors; increased distribution and consumption of local nutritious food; and promotion of renewable green energy technologies.
31. UNSDCF (2022–2027) outcome 3: people in the United Republic of Tanzania, especially the most vulnerable, contribute to and benefit from more inclusive and gender-responsive management of natural resources, climate change resilience, DRR and increased use of efficient renewable energy.

#### ***Expected outputs***

32. Strategic outcome 1 will be achieved through one output linked to activity 1 and one output linked to activity 2:
- 1.1 Refugees and other vulnerable populations affected by shocks and stressors receive timely and adequate food assistance that meets dietary requirements and improved access to clean cooking solutions to ensure social cohesion with host communities.

- 2.1 Government and partners receive technical assistance to gather evidence and strengthen complementarities between climate change adaptation, disaster risk management and social protection at the national and subnational levels.

### **Key activities**

*Activity 1: 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*

33. In conjunction with activities 3 and 6, WFP will continue to provide food assistance directly to refugees living in camps in order to meet their basic food and nutrition needs. Refugee food assistance includes general food distribution and a supplementary feeding programme that supports the nutrition of vulnerable groups such as pregnant and lactating women and girls, children under 5, people living with HIV/AIDS and hospitalized patients. WFP will endeavour to ensure that in-kind food is purchased from Tanzanian producers supported through activity 5, including through the National Food Reserve Agency and the Cereals and Other Produce Board of Tanzania.
34. In conjunction with activity 7, WFP will ensure environmental sustainability and increase protection, including the prevention of gender-based violence, by providing refugee and host community populations with better access to sustainable sources of energy through skills and knowledge transfer in community-based clean cooking solutions and the introduction of energy vouchers.
35. In conjunction with activities 2 and 3, WFP will provide unconditional CBTs and social and behaviour change communication (SBCC) to the most vulnerable rural and urban populations affected by natural disasters and health crises to meet their basic food, nutrition and other needs, with a focus on women, young people and people with disabilities.

*Activity 2: 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*

36. WFP will use its analytical and digital capabilities to improve the understanding of the relationship between food system dynamics and food security and nutrition outcomes. This activity will seek to strengthen the systems, structures and institutions responsible for food security and nutrition, livelihoods, DRM and social protection that are the focus of activities 1, 3, 5, 6 and 7. The work will include the following:
  - operationalization of the Tanzanian food security analysis system, with a focus on digitization, near-real-time monitoring and enhanced capacity for food security, nutrition and livelihood analysis;
  - support for post-harvest and market analyses of food value chains and food systems dynamics;
  - strengthening of digital data collection, analysis and visualization technologies;
  - improved relationships between climate services and regional and community disaster management mechanisms;
  - development of district-level DRM systems linked to existing social protection mechanisms in shock-prone regions;
  - development of mechanisms for disaster risk profiling and contingency planning, including the use of anticipatory action and forecast-based financing solutions;
  - technical assistance aimed at strengthening humanitarian supply chains and enhancing national emergency preparedness and response mechanisms; and
  - support for the Government in developing policies, strategies and frameworks for DRM, climate change adaptation and social protection systems.

**Partnerships**

37. WFP will partner with or provide capacity strengthening support for the following national agencies and frameworks: Prime Minister's Office-Disaster Management Department, Ministry of Home Affairs; Ministry of Agriculture; President's Office Regional Administration and Local Government; Tanzania National Bureau of Statistics; Tanzania Food and Nutrition Security Analysis System; Tanzania Social Action Fund; and the private sector. Transfer of expertise to government institutions in the areas of information generation and management will be achieved gradually through joint assessments, analyses and simulation exercises.
38. Additional partners for strategic outcome 1 include FAO, the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNICEF, international financial institutions (IFIs) and specialized NGOs.

**Assumptions**

39. Due to capacity gaps, stakeholders will play an active role in planned activities. Adequate donor funding is received, in particular transfers that ensure that refugees receive a full ration of nutritious food every day.

**Transition/handover strategy**

40. Climate change-related shocks are likely to increase.<sup>31</sup> WFP and the Government will work to establish thresholds for the initiation of food assistance in response to shocks, with an increasing focus on mobilizing domestic resources for national crisis response.
41. WFP's comprehensive CSP portfolio aims at strengthening household, community, subnational and national capacities to absorb stressors and shocks by improving resilience, adaptation and crisis response mechanisms.
42. WFP will continue to engage in policy dialogue and provide technical assistance on the collection and analysis of data disaggregated by sex, age and disability to ensure that high-quality evidence is generated and available to government institutions.

**Strategic outcome 2: Vulnerable populations consume more diversified and nutrient-rich diets and have improved access to nutrition, health and education services that contribute to human capital development**

43. Building on lessons learned from its first CSP for the United Republic of Tanzania, WFP will provide technical assistance and direct transfers that support NMNAP II in the strengthening of human capital through improved access to basic services, including nutrition, health and education services. Following on from the publication of national school feeding guidelines in early 2021, WFP will provide technical assistance to government institutions in the development of gender-transformative home-grown school feeding (HGSF) models and policies. This is expected to foster school attendance and retention among girls while increasing the average number of years of education they complete.

**Focus area**

44. Strategic outcome 2 is focused on root causes. It contributes to the achievement of WFP Strategic Result 2 and SDG targets 2.2 and 5.1.

**Alignment with national priorities**

45. NMNAP II (2021–2026): Women, men, children and adolescents in the United Republic of Tanzania are better nourished and living healthier and more productive lives.

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<sup>31</sup> WFP and International Center for Tropical Agriculture. 2021. *Climate Risk Analysis of Northern and Central Tanzania*. (Publication pending.)

46. UNSDCF (2022–2027) outcome 1: People in the United Republic of Tanzania, especially the most vulnerable, increasingly utilize quality gender transformative, inclusive and integrated basic education, reproductive maternal, newborn, child and adolescent health, AIDS, TB, malaria, nutrition, and protection services.

### **Expected outputs**

47. Strategic outcome 2 will be achieved through one output linked to activity 3 and one output linked to activity 4:
- 3.1 Targeted populations and communities are provided with gender-transformative nutrition services to increase the consumption of nutritious and fortified foods.
  - 4.1 Targeted communities, school-age children and local smallholder producers benefit from gender-transformative home-grown school feeding initiatives.

### **Key activities**

*Activity 3: 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*

48. In coordination with activity 6, WFP will support the Government in the scale-up of nutrition services initiated under the previous CSP in order to address the triple burden of malnutrition in targeted districts. Malnourished and vulnerable people – in particular pregnant and lactating women and girls, adolescent girls and children under 5 – will be supported through nutrition services that include:
- Direct transfers for the treatment of moderate acute malnutrition (MAM) using certified locally produced specialized foods and following guidelines on the integrated management of acute malnutrition to ensure a continuum of care and referral.
  - SBCC on the prevention of stunting and micronutrient deficiencies through the consumption of diverse and nutrient-rich foods; safe and hygienic household food handling, preparation and storage; addressing prevailing gender roles and norms in the procurement, preparation and intra-household distribution of food that exacerbate stunting and micronutrient deficiencies; and the production of diversified foods.
  - Nutrition assessments and counselling support for people living with HIV/AIDS.
  - Economic empowerment of women, young people and people with disabilities through savings and income-generation schemes.
  - Strengthening of norms that support gender equality and inclusivity.
49. Through coordination with activities 2, 4, 5 and 6, WFP will provide advocacy and technical assistance related to national systems, with a focus on:
- Coordinating nutrition-sensitive sectors, developing nutrition information systems and enhancing the nutrition knowledge and skills of stakeholders.
  - Developing nutrition, fortification and gender-transformative policies, plans and guidelines.
  - Enhancing the prevention, planning and response capacity of stakeholders during emergencies and strengthening the role of nutrition in national social protection systems (including support related to activities 1 and 2).
  - Promoting the production, processing and consumption of locally-produced specialized complementary and fortified foods through SBCC directed at producers, retailers and consumers.

*Activity 4: 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*

50. In order to create a platform for national policy dialogue, analysis and programming, WFP will provide technical assistance to the Ministry of Education, the Tanzania Food and Nutrition Centre and the President's Office, Regional Administration and Local Government related to the implementation of the national school feeding guidelines and the promotion of gender-transformative HGFSF models in districts prioritized for activities 3 and 5. In line with the WFP school feeding strategy for 2020–2030 and the regional implementation plan, WFP will support:
- The integration of school feeding indicators highlighted in the guidelines and the National Accelerated Action and Investment Agenda for Adolescent Health and Wellbeing into the newly developed NMNAP II.
  - The design, implementation, monitoring and evaluation of HGFSF models linked to WFP smallholder activities in priority districts.
  - The establishment of fruit and vegetable gardens and nutrition clubs through coordination with activity 3.
  - The promotion of diverse and nutritious foods by local producer groups for the provision of school meals in coordination with activity 5.
  - High-level advocacy and sensitization on the development of school feeding interventions, including school health and nutrition education for adolescent girls.
  - South–South and triangular cooperation that enables agencies to learn from other countries and exchange knowledge on the implementation of HGFSF programmes, leveraging experience and tools from WFP centres of excellence.
51. In addition, WFP will promote the use of schools as platforms for other complementary activities, including school health, hygiene and nutrition activities (reflected in activity 3).

### **Partnerships**

52. WFP will partner with the following national agencies and networks: President's Office Regional Administration and Local Government; Ministry of Education, Science and Technology; Ministry of Health, Community Development, Gender, Elders and Children; Ministry of Agriculture, Livestock and Fisheries; Tanzania Food and Nutrition Centre; Tanzania National Bureau of Statistics; Small Industries Development Organization; Medical Stores Department (MSD); Scaling Up Nutrition business network and National Food Fortification Alliance; and academic institutions. Transfer of expertise to government institutions in the areas of nutrition services and HGFSF will be achieved through policy dialogue and joint implementation of CSP interventions.
53. Additional partners for strategic outcome 2 include FAO, the International Fund for Agricultural Development (IFAD), the United Nations Population Fund, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the World Health Organization, IFIs, the Graça Machel Trust and specialized NGOs.

### **Assumptions**

54. Government policies, regulations and budgets will support the provision of multisectoral nutrition services. Targeted communities participate fully in nutrition services and are willing to adopt good nutrition practices. Regulations on the availability, promotion and marketing of safe and nutritious foods are enforced and access to social safety nets that integrate nutrition services is improved. Adequate funding is received.

**Transition/handover strategy**

55. For new activities under this CSP WFP will adopt a technical assistance role focused on developing a “proof of concept”. WFP will document lessons learned through a robust monitoring and evaluation framework that will build an evidence and knowledge base for national actors.
56. The transition from WFP direct transfers to sustainable access to nutritious foods can be achieved by strengthening the food security and nutrition orientation of social protection mechanisms and private sector actors along the value chain. This is dependent on the extent to which the national health service will invest in the locally-produced complementary foods currently being developed with WFP support.

**Strategic outcome 3: Targeted populations 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**

57. Under strategic outcome 3, WFP will scale up its assistance to smallholder farmers and aggregators, seeking to improve their post-harvest management practices and access to markets. WFP will support efforts to strengthen policy coherence with ASDP II and increase support for value chains for horticulture, livestock, fisheries and small-scale food processing in order to increase household income and the availability of nutritious foods, including through the promotion of cold-chain technologies. Due to lack of knowledge, limited access to technology and finance and time constraints related to domestic care work, most women involved in value chains are home-based food processors, market traders or part-time employees rather than business owners. WFP will assess such barriers as part of a capacity gap analysis conducted by the country office.
58. WFP will work to enhance the efficiency, cost-effectiveness and management practices of food supply chains, including aggregation, processing and food quality, safety and distribution. In addition, the production and marketing of affordable fortified and specialized nutritious food for MAM treatment will be expanded (under activity 3).
59. WFP will provide food assistance for assets and sustainable technology transfer to the most vulnerable rural populations with the aim of restoring, preserving and protecting natural resources essential for their livelihoods. Initiatives implemented in the refugee hosting communities will be integrated with and complementary to rural energy and nutrition services and humanitarian–development–peace nexus interventions outlined under strategic outcome 1.

**Focus area**

60. Strategic outcome 3 is focused on resilience building. It contributes to the achievement of WFP Strategic Result 3 and SDG targets 2.3, 5.1, 14.2 and 15.3.

**Alignment with national priorities**

61. FYDP III and ASDP II: increasing the competitiveness of value chains, improving access to technology and increasing the diversity and availability of nutritious foods; sustainable land and water management; and the promotion of green energy technologies and climate change adaptation.
62. UNSDCF (2022–2027) outcome 2: people in the United Republic of Tanzania working in micro, small and medium-sized enterprises and small-scale agriculture, especially the most vulnerable, achieve increased, more sustainable productivity and incomes with more equitable access to productive resources.



**Expected outputs**

63. Strategic outcome 3 will be achieved through one output linked to activity 5, one output linked to activity 6 and one output linked to activity 7:
- 5.1 Targeted men and women smallholder producers benefit from livelihood transformation through improved post-harvest management technologies and more efficient value chains.
  - 6.1 Targeted government and private sector supply chain actors benefit from improved capacities that increase the efficiency of market systems and the affordability of nutritious food.
  - 7.1 Targeted communities at risk of disasters and/or affected by environmental degradation benefit from innovative approaches that support climate change adaptation and improve the management of natural resources.

**Key activities**

*Activity 5: 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*

64. Smallholder farmers (women, men, young people and people with disabilities) in targeted districts will benefit from more efficient value chains through interventions that:
- Improve the availability of livelihood transformation services and products, including links to suppliers of innovative post-harvest handling and storage technologies, sustainable energy sources for food processing and digital solutions.
  - Strengthen community-based producer groups and aggregators in order to facilitate collective access to input supply, food quality management and commodity marketing systems.
  - Provide technical support to unemployed young people for the establishment of commercially viable micro, small and medium-sized enterprises, with a focus on agricultural support services and food processing and marketing.
  - Increase access to household and community-level food storage.
  - Improve digital financial inclusion through support for savings and income-generation schemes and increased access to financial services, particularly for young people and women.
  - Promote digital mobile platforms that reduce transaction costs for smallholder producers.

*Activity 6: 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*

65. In conjunction with activities 1, 3, 4 and 5 and in line with its local and regional food procurement policy, WFP will strengthen the capacity of public and private sector supply chain actors by:
- Strengthening public-private partnerships in order to increase the local purchase of food from smallholders for regional humanitarian operations.
  - Improving the capacity of upstream private sector actors and government institutions to prevent commodity damage.
  - Increasing smallholder capacity to compete with public and private sector entities in domestic and export markets.

- Strengthening the efficiency of food supply chain actors in commodity management, including handling, storage, packaging, transportation, cold-chain operation, commodity tracking and compliance with health and safety standards.
  - Expanding value addition for nutrition through support for selected small and medium-sized millers and other food processors in the fortification, processing and distribution of nutritious flours and food supplements currently being developed with the support of WFP.
  - Advocating policies and providing technical assistance with the aim of improving food technology and quality assurance systems, including food testing and training on adherence with quality standards.
66. Through the Global Commodity Management Facility, WFP will purchase food commodities in the United Republic of Tanzania for distribution to vulnerable populations affected by crisis in countries in eastern and southern Africa.

*Activity 7: 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*

67. WFP will seek to address the degradation of the United Republic of Tanzania's natural resources and its growing exposure to natural disasters. To support climate change adaptation and promote the resilience of the communities most at risk, including communities that host refugees and are supported under activity 1, WFP will work with national and subnational counterparts to promote community-based and gender-transformative approaches to DRR in areas at risk of natural disasters and environmental degradation.
68. Beneficiary households will be provided with inputs, cash transfers and training for the restoration and protection of degraded land, soils, water sources, forests, rangelands and mangroves. Using a participatory land-use planning and integrated watershed management approach, WFP will promote the creation of assets that improve access to irrigation water and sustainable energy. Community organizations will be further supported through SBCC that raises awareness of climate change; climate services; microinsurance products; and community-based practices related to DRR and natural resource management.

### **Partnerships**

69. WFP will partner with the following government agencies, parastatals and private sector organizations and companies: Prime Minister's Office-Disaster Management Department; Ministry of Agriculture, Livestock and Fisheries; local government authorities; National Food Reserve Agency; Cereals and Other Produce Board of Tanzania; Tanzania Railways Corporation; Tanzania Ports Authority; Marine Services Company Limited; Tanzania National Bureau of Statistics; Small Industries Development Organization; and MSD. Partners will include commercial food suppliers and processors and selected producer organizations, aggregators, warehouse operators, transporters and logistics operators. Coordinated programming will facilitate the transfer of expertise to government agencies, parastatals and private sector organizations in the areas of food value chain development and community-based DRR and natural resource management.
70. Additional partners related to strategic outcome 3 include FAO, IFAD, CGIAR, IFIs and specialized NGOs.

### **Assumptions**

71. Smallholders are willing to invest time, labour and money in planned activities. Stakeholders recognize capacity gaps and play an active role in institutional strengthening activities. Value and supply chain actors share marketing information in a transparent and timely manner. Sufficient funding is available.

**Transition/handover strategy**

72. WFP's approach to transition focuses on strengthening the capacity of national organizations concerned with value chain development, DRR and natural resource management through technical assistance that will be implemented in close coordination with government institutions, the private sector, local communities and programmes such as PSSN II. In order to maximize synergies and ensure transition, WFP will explore linkages between its asset creation activities for environmental restoration and the public works and livelihood enhancement activities (including under PSSN II) carried out under the Tanzania Social Action Fund.
73. Addressing gender inequalities and age- and disability-related vulnerabilities is key to ensuring that interventions have lasting effects on households and communities.

**Strategic outcome 4: Government institutions and development partners have improved access to on-demand services and innovation platforms****Focus area**

74. Strategic outcome 4 is focused on resilience building. It supports the achievement of WFP Strategic Result 8 and SDG targets 17.16 and 17.9.

**Alignment with national priorities**

75. FYDP III results: increased distribution and consumption of local nutritious food; and competitive value chain and commercialization strengthened.
76. UNSDCF (2022–2027) outcome 4: People in the United Republic of Tanzania, especially the most vulnerable, participate in and benefit from government institutions and systems that promote peace and justice, are gender responsive, inclusive, accountable and representative, and are compliant with international human rights norms and standards.

**Expected output**

77. Strategic outcome 4 will be achieved through one output:
- 8.1 National and subnational institutions and humanitarian and development partners benefit from quality services and strengthened capacity for innovation.

**Key activity**

*Activity 8: Provide on-demand services for innovation, supply chain and operations support to national government counterparts, development partners and the private sector*

78. WFP will provide partners with on-demand supply chain, information and communications technology (ICT) and innovation services that include:
- ICT support for the formulation of digital strategies and increased capacities in government institutions and other partners through on-demand capacity augmentation, including provision of training, software solutions and equipment, and knowledge transfer in coordination with activity 2.
  - Service provision aimed at strengthening health sector supply chain systems, including the development of cold-chain systems in coordination with activity 6.
  - ICT technical support for the humanitarian community in the event of crisis through the emergency telecommunications cluster. WFP will also continue to lead and provide innovative ICT solutions for the common United Nations infrastructure.
  - Fleet management and common premises services to United Nations agencies. As a lead agency for fleet management and ICT services, WFP will continue to promote the use of the United Nations Booking Hub for efficient and effective management of the United Nations vehicle fleet.

- Provision of a platform for inter-agency innovation services in collaboration with the private sector, civil society and academic institutions.
- Provision of a platform to the “Farm to Market Alliance”, which links small-scale farmers (women, men, young people and people with disabilities) from high production areas to retail input networks and to market demand from private sector actors. This will be done in close collaboration with activity 5 under strategic outcome 3.

### **Partnerships**

79. WFP will partner with the following government agencies, private sector organizations and development partners: Prime Minister’s Office-Disaster Management Department, National Food Reserve Agency, Cereals and Other Produce Board of Tanzania, Tanzania Railways Corporation, Tanzania Ports Authority, Marine Services Company Limited, MSD, warehouse operators, transporters and logistics operators. Through coordinated capacity strengthening activities, WFP will support the continuous transfer of expertise to government agencies, private sector organizations and development partners in the areas of ICT technical support and supply chain systems.
80. Additional partners for activities under strategic outcome 4 include the United Nations Department of Safety and Security, UNICEF, UNHCR, NGOs and the Farm to Market Alliance.

### **Assumptions**

81. National partners engage in the technical and support services proposed and play an active role in the planned transition and handover. Leaders understand how digitalization can leverage data for decision making.

### **Transition/handover strategy**

82. WFP’s provision of innovation services to government institutions will help strengthen national systems, policies and programmes. WFP will support government institutions, parastatals, private sector organizations and producer groups in developing ICT and data management technologies that build a sustainable digital ecosystem that is locally owned and operated.

## **4. Implementation arrangements**

### **4.1. Beneficiary analysis**

83. Over its five-year duration, the CSP will target over 1 million people, including 181,000 under crisis response (activity 1), 320,000 under initiatives that address root causes (activity 3) and over 500,000 under initiatives aimed at improving resilience (activities 5 and 7). Of these targeted beneficiaries, 66 percent are women and girls, reflecting the importance of addressing their specific nutritional needs. With voluntary repatriation expected to continue, WFP’s refugee operations are expected to decrease over the duration of this CSP.
84. WFP will undertake community-based participatory planning that ensures that women and men are equitably involved in the design and implementation of activities. Procedures for identifying and mitigating protection issues include flexible transfer modalities, safe and accessible community feedback mechanisms, consultations with diverse stakeholders and safe distribution principles.
85. WFP will strengthen its accountability to affected populations through the provision of accurate, timely and accessible information and the establishment of a complaint and feedback mechanism co-developed with affected populations and based on a hotline system and data processing utilizing SugarCRM software. Vulnerable groups will be identified and targeted through awareness raising campaigns, participatory needs assessments and monitoring and evaluation mechanisms.

<b>TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY (2022-2027)</b>										
<b>Strategic outcome</b>	<b>Output</b>	<b>Activity</b>	<b>Beneficiary group</b>	<b>Year 1 (2022)</b>	<b>Year 2 (2023)</b>	<b>Year 3 (2024)</b>	<b>Year 4 (2025)</b>	<b>Year 5 (2026)</b>	<b>Year 6 (2027)</b>	<b>Total</b>
1	1.1.	1	Girls	51 163	44 434	30 568	30 467	31 593	32 174	<b>51 163</b>
			Boys	49 571	43 056	29 632	29 534	30 624	31 187	<b>49 571</b>
			Women	41 259	35 863	24 741	24 658	25 562	26 029	<b>41 259</b>
			Men	39 167	34 032	23 449	23 371	24 231	24 675	<b>39 167</b>
			<b>Total</b>	<b>181 160</b>	<b>157 385</b>	<b>108 390</b>	<b>108 030</b>	<b>112 010</b>	<b>114 065</b>	<b>181 160</b>
2	3.1.	3	Girls	11 910	11 910	11 910	11 910	11 910	11 910	<b>71 460</b>
			Boys	11 442	11 442	11 442	11 442	11 442	11 442	<b>68 652</b>
			Women	29 959	29 959	29 959	29 959	29 959	29 959	<b>179 754</b>
			Men	0	0	0	0	0	0	<b>0</b>
			<b>Total</b>	<b>53 311</b>	<b>53 311</b>	<b>53 311</b>	<b>53 311</b>	<b>53 311</b>	<b>53 311</b>	<b>319 866</b>
3	5.1	5	Men	47 500	52 500	95 000	160 000	200 000	202 500	<b>202 500</b>
			Women	47 500	52 500	95 000	160 000	200 000	202 500	<b>202 500</b>
			<b>Total</b>	<b>95 000</b>	<b>105 000</b>	<b>190 000</b>	<b>320 000</b>	<b>400 000</b>	<b>405 000</b>	<b>405 000</b>
	7.3.	7	Girls	6 810	27 240	27 240	27 240	27 240	13 620	<b>27 240</b>
			Boys	6 682	26 730	26 730	26 730	26 730	13 365	<b>26 730</b>
			Women	6 015	24 060	24 060	24 060	24 060	12 030	<b>24 060</b>
			Men	5 493	21 970	21 970	21 970	21 970	10 985	<b>21 970</b>
			<b>Total</b>	<b>25 000</b>	<b>100 000</b>	<b>100 000</b>	<b>100 000</b>	<b>100 000</b>	<b>50 000</b>	<b>100 000</b>
	<b>Total</b>				<b>354 471</b>	<b>415 696</b>	<b>451 701</b>	<b>581 341</b>	<b>665 321</b>	<b>622 376</b>

## 4.2. Transfers

86. Transfer modalities will be chosen on the basis of equity, economy, efficiency and effectiveness. WFP will conduct multisectoral assessments covering markets, financial sectors, information technology, gender, protection, beneficiary preferences, local government viewpoints and impact on local economies. WFP will also review geographical access, service provider infrastructure, donor contributions and government priorities.
87. Through activity 1, WFP will provide in-kind assistance for refugees in camps and CBTs for vulnerable Tanzanians affected by crises. Under activity 3, WFP will initially provide food-based transfers for children under 5 suffering from MAM and then shift to commodity vouchers aimed at generating market demand for locally-produced nutritious foods (supported by activities 5 and 6). Value vouchers will be distributed to pregnant and lactating women and girls to promote consumption of a diversified diet of locally available nutritious foods to prevent malnutrition. Activity 7 will also entail CBTs linked to asset creation projects.
88. Food rations distributed under activity 1 will provide the minimum daily energy requirement of 2,100 kcal per person per day and will include locally produced and fortified maize meal, beans, split peas, Super Cereal, fortified vegetable oil and iodized salt. Inside the refugee camps, patients in health centres and women and children being treated for MAM, HIV/AIDS and tuberculosis and requiring stunting prevention will receive supplementary rations of fortified corn-soya blend (CSB+).
89. Under activity 3, WFP will initially distribute imported fortified blended foods (e.g. CSB+) to children under 5 for the treatment of MAM until the national food industry is fully compliant with national standards, the distribution network for such foods is capable of reaching those populations most in need and vouchers for nutritious foods have been developed.
90. CBT values for activities 1, 3 and 7 will be calculated on the basis of a typical food basket that meets beneficiary preferences and nutritional needs at local market prices. WFP will explore opportunities to use government social assistance payment systems for CBTs in order to avoid duplication and ensure cost efficiency.



TABLE 2: FOOD RATION ( <i>g/person/day</i> ) AND CASH-BASED TRANSFER VALUE ( <i>USD/person/day</i> ) BY STRATEGIC OUTCOME AND ACTIVITY													
	Strategic outcome 1												
	Activity 1												
				Stunting prevention		MAM	MND	General food distribution - crisis response (non-refugee)					
Beneficiary type	General food distribution	IPD	Malnourished HIV/ tuberculosis	Pregnant and lactating women and girls	6-23 months	6-59 months	24-59 months	2022	2023	2024	2025	2026	2027
Modality	Food	Food	Food	Food	Food	Food	Food	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs
Cereals	380*	200											
Pulses	120	100											
Oil	20	20											
Salt	5	5											
Super Cereal with sugar	50	200		150									
Super Cereal			200										
Super Cereal Plus					100	200							
Micronutrient powder							0.5						
Total kcal/day	2 166	2 011	752										
% kcal from protein	12.3	13.4											
Cash-based transfers ( <i>USD/person/day</i> )								0.424	0.445	0.467	0.491	0.515	0.541
Number of feeding days per year	365	365	365	365	365	365	365	120	120	120	120	120	120

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																
	Strategic outcome 2										Strategic outcome 3					
	Activity 3										Activity 7					
Beneficiary type	Pregnant and lactating women and girls						6-59 months				Food assistance for assets (cash for asset creation)					
	2022	2023	2024	2025	2026	2027	2022-2024	2025	2026	2027	2022	2023	2024	2025	2026	2027
Modality	Voucher	Voucher	Voucher	Voucher	Voucher	Voucher	Food	Voucher	Voucher	Voucher	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs
Cereals																
Pulses																
Oil																
Salt																
Super Cereal with sugar																
Super Cereal																
Super Cereal Plus							200									
Micronutrient powder																
Total kcal/day																
% kcal from protein																
CBTs (USD/person/day)	0.108	0.114	0.119	0.125	0.132	0.138		0.125	0.132	0.138	0.289	0.303	0.318	0.334	0.351	0.368
Number of feeding days per year	183	365	365	365	365	183	365	365	365	183	60	120	120	120	120	60

\* 400g of maize are required pre-milling to yield the net maize meal value of 380g included in the beneficiary ration.

Abbreviations: IPD = in-patient distribution; MND = micronutrient deficiency disease.

<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	80 016	35 304 207
Pulses	24 018	13 265 020
Oil and fats	4 004	3 599 719
Mixed and blended foods	18 975	20 879 168
Other	1 014	402 876
<b>Total (food)</b>	<b>128 027</b>	<b>73 450 990</b>
Cash-based transfers		30 187 240
<b>Total (food and cash-based transfer value)</b>	<b>128 027</b>	<b>103 638 230</b>

### 4.3. Country office capacity and profile

91. This CSP positions the country office as a credible partner to support the Government and its development partners in their efforts to achieve the SDGs, in particular SDGs 2 and 17. The budget is informed by a needs analysis that covers sub-offices, staff profiling, training needs, technical development and information technology.
92. Given the introduction of new activities (e.g. activities 2, 4 and 7), this CSP allocates resources for staff training and increases the number of national staff in senior roles, including a gender and youth specialist, with the potential to embed staff in government agencies.

### 4.4. Partnerships

93. WFP will support achievement of the country's national food and nutrition security priorities through partnerships with government institutions, United Nations entities, IFIs, donors and NGO networks (see section 3.2), as well as by providing cross-sectoral and complementary activities that maximize opportunities to improve national food systems. The country office will partner with the other Rome-based agencies in order to jointly implement and foster complementarity of interventions in support of the Government's food systems agenda.
94. WFP will engage with the public and private sectors to leverage expertise and innovative funding sources to address food insecurity and malnutrition. The WFP Innovation Hub will partner with public and private sector entities with the aim of fostering local innovation initiatives.
95. Civil society organizations, NGOs and academic and research institutions are important implementing partners for WFP. Partnerships and coalitions stemming from the food systems national pathways will also be strengthened.
96. WFP is an active member of the United Nations country team and is chair of the United Nations development assistance plan resilience thematic results group and the development partners working groups for agriculture and nutrition. It is also co-chair of the NMNAP nutrition-sensitive technical working group. WFP is chair of the emergency coordination group that coordinates United Nations DRR activities.
97. Joint programming increases the avenues for joint funding and improves efficiency and outcomes through complementary activities. WFP will partner with UNHCR to leverage funding for refugee operations; with UNICEF, UN-Women and the World Health Organization on nutrition and school feeding; with FAO, IFAD and the United Nations Capital Development Fund on diversified livelihoods and market access; with the International

Labour Organization, the United Nations Development Programme and the United Nations Industrial Development Organization on value and supply chain development; with United Nations Development Programme and the United Nations Environment Programme on climate change adaptation and environmental restoration; and with IFIs and UNICEF on social protection.

## **5. Performance management and evaluation**

### **5.1. Monitoring and evaluation arrangements**

98. The country office has established a comprehensive and gender-responsive monitoring and evaluation system that is aligned with the WFP corporate results framework. The system will guide the monitoring, reporting and follow-up of CSP activities while building evidence, informing programme decision making and demonstrating WFP's contributions to the achievement of the 2030 Agenda.
99. Guided by a knowledge management strategy that will be prepared at the start of the CSP, monitoring and evaluation findings will be used for sharing learning with national and regional actors. Baselines and targets for outcome indicators will be set within the first three months of CSP implementation. Outcome and performance indicators in the country office performance management plan will be aligned with UNSDCF priorities and assessed according to corporate monitoring requirements. Outcome, output and process indicators will be disaggregated by sex, age and disability and will be related to baseline information.
100. Community endorsed targets will be set and include accountability to affected populations and the strengthening of feedback mechanisms. A theory of change for CSP activities will be developed to ensure that programme design, evidence generation and results frameworks are built on clearly defined causal pathways.
101. For capacity strengthening and technical assistance, the country office will build on the detailed capacity mapping assessment conducted under the previous CSP using systems that measure knowledge and performance related to country capacity strengthening. WFP will also enhance the capacities of its own staff and mobilize resources in line with the findings of the 2008 evaluation of the WFP policy on capacity development<sup>32</sup> and the 2021 synthesis of findings on capacity strengthening from decentralized evaluations.<sup>33</sup>
102. The CSP will include one decentralized evaluation under strategic outcome 3 in order to learn lessons from the scale-up of smallholder market access programming, including procurement. There will be one mid-term review during the CSP cycle.
103. The country office will use the latest analytical and automation technologies for data collection, analysis and visualization in order to minimize costs and increase efficiency. It will also conduct a privacy impact assessment to determine the data needed for programme design and efficiency and ensure that WFP data protection standards are adhered to.

### **5.2. Risk management**

104. Regular updating of the risk register will guide preparedness and risk mitigation actions. WFP has dedicated resources in priority areas for its country risk register, oversight and assurance work. The risk preparedness strategy will be periodically reviewed and new mitigation actions will be linked to work plans, performance frameworks and risk categorization. The outbreak of the coronavirus disease 2019 (COVID-19) pandemic

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<sup>32</sup> WFP. 2008. *Evaluation of WFP's Capacity Development Policy and Operations*.

<sup>33</sup> "Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations" (WFP/EB.A/2021/7-C).

compounded pre-existing risks with respect to the health, safety and security of staff, beneficiaries and partners. WFP has standard operating procedures and risk management frameworks in place to mitigate these potential health, safety and security risks.

### ***Strategic risks***

105. Refugee populations are expected to decline as a result of repatriations. However, WFP will take steps to ensure it can respond to humanitarian crises. To ensure the sustainability of its refugee programme, the country office has prepared a partnership strategy that is based on shared experiences and lessons learned and includes support for the Government in developing sustainable assistance mechanisms for refugees.
106. Given the risk of climate-related natural disasters, a growing number of people could face food insecurity and malnutrition. Increasing engagement and investment in household and community resilience, including the strengthening of national emergency preparedness and response capacities, should reduce the number of people affected by shocks and gradually decrease the need for humanitarian assistance from WFP and other actors.
107. The country office will undertake a staffing review aimed at aligning human resource capacities with the strategic direction and activities of the CSP. It will also work with the regional bureau and headquarters to develop staff profiles, upgrade the skills of its existing staff, recruit additional staff as required and build partnerships that ensure complementarity of skills and expertise.
108. Prevailing gender norms in the United Republic of Tanzania may undermine WFP's ability to meet its objectives. Where feasible, WFP will engage in gender-transformative programming in the medium and long term and build partnerships with gender equality committees and competent organizations in order to amplify the impact of CSP activities on structural barriers to gender equality.

### ***Operational risks***

109. The country office will continue to participate in United Nations networks for the protection from sexual exploitation and abuse (PSEA). In order to mitigate protection risks for beneficiaries, PSEA awareness training and annual assessment are mandatory for all staff and cooperating partners.
110. WFP will prepare response plans for climate shocks that could limit supply chains and food distribution. To mitigate the risk of disruption, logistics service models will be established according to potential needs and requirements. Needs assessments will include in-depth risk analysis.

### ***Fiduciary risks***

111. WFP will address potential risks of fraud or diversion of resources through its increasingly digitalized systems for CBTs and account and stock consolidation. To mitigate exposure to the fiduciary and reputational risks of potential fraud, corruption and misconduct by partners, WFP will undertake oversight activities aimed at ensuring the implementation of internal controls that promote partnership, transparency and accountability. WFP will conduct a robust cooperating partner vetting process through the United Nations Partner Portal, accompanied by annual evaluations and oversight visits.

## **5.3. Social and environmental safeguards**

112. When targeting assistance, WFP will endeavour to reduce inclusion and exclusion errors by addressing risks of exclusion and discrimination at all levels, including those based on social discrimination, power structures, vulnerability, age and gender outlined in WFP's 2020 protection and accountability policy and its 2019 environmental and social sustainability framework.

113. WFP will strengthen community feedback mechanisms equipped to receive and handle complaints, including those related to social safeguards. Activities under this CSP will promote environmentally sustainable practices, including support for the implementation of an environmental management system designed to reduce the impact of WFP and its partners on the environment.

## 6. Resources for results

### 6.1. Country portfolio budget

114. The total budget for the CSP for 2022–2027 is USD 338 million. WFP will allocate 17 percent of this amount to gender equality and women's empowerment.

Strategic outcome	Activity	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Year 6 2027	Total
1	1	19 747 793	30 585 206	24 854 712	26 360 615	27 662 392	14 263 449	<b>143 474 169</b>
1	2	827 244	1 133 835	1 123 154	1 044 824	1 020 073	510 418	<b>5 659 548</b>
2	3	4 344 685	6 930 374	7 873 638	5 785 075	5 029 788	2 891 700	<b>32 855 259</b>
2	4	767 006	1 635 488	1 824 506	1 919 453	777 556	477 930	<b>7 401 938</b>
3	5	5 529 558	7 907 179	7 631 477	9 219 673	11 996 939	3 557 146	<b>45 841 971</b>
3	6	3 961 996	13 044 268	13 627 138	9 841 631	5 918 324	1 959 759	<b>48 353 116</b>
3	7	1 878 095	7 345 968	7 861 435	7 702 238	7 963 267	3 325 596	<b>36 076 599</b>
4	8	1 723 312	3 550 032	4 137 637	3 605 206	3 706 432	1 909 804	<b>18 632 424</b>
<b>Total</b>		<b>38 779 689</b>	<b>72 132 350</b>	<b>68 933 698</b>	<b>65 478 714</b>	<b>64 074 771</b>	<b>28 895 802</b>	<b>338 295 023</b>

### 6.2. Resourcing outlook and strategy

115. With the broadening of its development work under this CSP, particularly in relation to human capital development, resilience building and social protection, WFP will require flexible, multi-year funding. While WFP will continue to strengthen partnerships with current donors, an important goal of this CSP is the diversification of funding through the inclusion of new and emerging donors, including IFIs, and the use of innovative financing modalities such as debt swaps. WFP will engage with the Government in joint advocacy to promote donor partnerships for collective results. The increased focus on strengthening national systems offers potential for South–South cooperation. In addition, WFP will seek to align its expertise and strategic interests with those of its partners, especially other United Nations entities, through joint efforts to mobilize resources.



**ANNEX I****LOGICAL FRAMEWORK FOR TANZANIA COUNTRY STRATEGIC PLAN (2022–2027)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Crisis-affected populations can meet their essential food and nutrition needs and build resilience to shocks and stressors**

Outcome category: Maintained/enhanced individual and household access to adequate food

Nutrition-sensitive

Focus area: crisis response

**Assumptions**

Capacity strengthen, food, and cash pipeline remain strong all the way through and all commodities are available

**Outcome indicators**

Consumption-based coping strategy index, reduced CSI

Food consumption score

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

## Activities and outputs

### **1. 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 (URT: Unconditional resource transfers to support access to food)**

1.1 Refugees and other vulnerable populations affected by shocks and stressors receive timely and adequate food assistance that meets dietary requirements and improved access to clean cooking solutions to ensure social cohesion with host communities (A: Resources transferred)

### **2. 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 (CSI: Institutional capacity strengthening activities)**

2.1 Government and partners receive technical assistance to gather evidence and strengthen complementarities between climate change adaptation, disaster risk management and social protection at the national and subnational levels. (C: Capacity development and technical support provided)

## Strategic Objective 2: Improve nutrition

### Strategic Result 2: No one suffers from malnutrition

**Strategic outcome 2: Vulnerable populations consume more diversified and nutrient-rich diets and have improved access to nutrition, health and education services that contribute to human capital development**

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: root causes

**Assumptions:**

Other underlying causes of undernutrition (such as malaria, intestinal parasitic infestations and inadequate caring and feeding practices) and educational challenges are addressed by other agencies; and health services, water, sanitation and social services are available  
Government and other stakeholders committed to the implementation of school feeding

**Outcome indicators**

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

**Activities and outputs****3. 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 (NPA: Malnutrition prevention activities)**

3.1 Targeted populations and communities are provided with gender-transformative nutrition services, to increase the consumption of nutritious and fortified foods. (B: Nutritious foods provided)

**4. 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 (CSI: Institutional capacity strengthening activities)**

4.1 Targeted communities, school-age children and local smallholder producers benefit from gender-transformative home-grown school feeding initiatives (C: Capacity development and technical support provided)

**Strategic Objective 3: Achieve food security**

**Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes**

**Strategic outcome 3: Targeted populations 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**

Outcome category: increased smallholder production and sales

Nutrition-sensitive

Focus area: resilience building

**Assumptions**

Measures adopted by stakeholders to mitigate and/or adapt effects of climate change- climate-smart agriculture

Adequate funding continues throughout the second-generation CSP lifetime

**Outcome indicators**

Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Percentage of WFP food procured from smallholder farmer aggregation systems

Rate of smallholder post-harvest losses

Value and volume of smallholder sales through WFP-supported aggregation systems

## Activities and outputs

### **5. 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 (SMS: Smallholder agricultural market support activities)**

5.1 Targeted men and women smallholder producers benefit from livelihood transformation through improved post-harvest management technologies and more efficient value chains (F: Purchases from smallholders completed)

### **6. 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 (CSI: Institutional capacity strengthening activities)**

6.1 Targeted government and private sector supply chain actors benefit from improved capacities that increase the efficiency of market systems and the affordability of nutritious food (H: Shared services and platforms provided)

### **7. 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 (ACL: Asset creation and livelihood support activities)**

7.1 Targeted communities at risk of disasters and/or affected by environmental degradation benefit from innovative approaches that support climate change adaptation and improve the management of natural resources (A: Resources transferred)

## **Strategic Goal 2: Partner to support implementation of the SDGs**

### **Strategic Objective 5: Partner for SDG results**

#### **Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 4: Government institutions and development partners have improved access to on-demand services and innovation platforms**

Outcome category: Enhanced common coordination platforms

Nutrition-sensitive

Focus area: resilience building

**Assumptions**

Other partners cooperate and play their roles effectively

**Outcome indicators**

User satisfaction rate

**Activities and outputs****8. Provide on-demand services for innovation, supply chain and operations support to national government counterparts, development partners and the private sector (CPA: Service provision and platforms activities)**

8.1 National and subnational institutions and humanitarian and development partners benefit from quality services and strengthened capacity for innovation (H: Shared services and platforms provided)



**Strategic Goal 1: Support countries to achieve zero hunger****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges

C.2.3: Proportion of targeted people who report that WFP programmes are dignified

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1/ SDG target 2.1	Strategic Result 2/ SDG target 2.2	Strategic Result 3/ SDG target 2.3	Strategic Result 8/ SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Resilience building	
Transfers	111 467 811	29 477 412	97 282 756	15 723 465	<b>253 951 444</b>
Implementation	17 188 114	5 282 597	15 088 550	1 373 290	<b>38 932 550</b>
Adjusted direct support costs	11 375 733	3 040 177	9 949 526	1 535 669	<b>25 901 105</b>
<b>Subtotal</b>	140 031 658	37 800 185	122 320 832	18 632 424	<b>318 785 099</b>
Indirect support costs (6.5 percent)	9 102 058	2 457 012	7 950 854	0	<b>19 509 924</b>
<b>Total</b>	<b>149 133 716</b>	<b>40 257 197</b>	<b>130 271 686</b>	<b>18 632 424</b>	<b>338 295 023</b>

## Acronyms

ASDP II	second phase of the agricultural sector development programme
CBTs	cash-based transfers
CCA	common country analysis
COVID-19	coronavirus disease 2019
CSB+	fortified corn-soya blend
CSP	country strategic plan
DRM	disaster risk management
DRR	disaster risk reduction
FAO	Food and Agriculture Organization of the United Nations
FYDP III	third five-year development plan, covering 2021–2026
GDP	gross domestic product
HGSF	home-grown school feeding
ICT	information and communications technology
IFAD	International Fund for Agricultural Development
IFI	International financial institution
MAM	moderate acute malnutrition
MSD	Medical Stores Department
NMNAP II	national multisector nutrition action plan, covering 2021–2026
NGO	non-governmental organization
PSEA	protection from sexual exploitation and abuse
PSSN II	productive social safety net project, covering 2019–2023
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women