



**WFP EVALUATION**

# Evaluation of Tanzania WFP Country Strategic Plan 2017-2022



WFP  
World Food Programme

SAVING LIVES  
CHANGING LIVES

May 2022

Round Table

# Context

- Population 61.5 million
- 65% rural
- Lower-middle income country
- Gross domestic product contracted from 5.8 to 2 percent in 2019
- Persistent food insecurity
- Vulnerable to climate change shocks
- Withdrew from the Comprehensive Refugee Response Framework (2018)



# CSP 2017-2022: Five Strategic Outcomes

**Shift:** from addressing short-term humanitarian needs to increased technical assistance to government-led programmes and processes.



Food security  
for refugees  
and food  
insecure  
people

**SO1**



Improve  
nutrition

**SO2**



Access to  
markets

**SO3**



Disaster  
management  
and social  
protection

**SO4**



Innovation

**SO5**

# Data collection methods



- Document review
- 2 e-surveys (107 respondents)
- 132 Key informant interviews
- 2 Case studies
- Fully remote data collection
- Attention to confidentiality, gender and ethical considerations

# Findings

# Q1 To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?



The CSP was aligned with national policies but WFP food assistance activities to refugees were constrained by enhanced government focus on repatriation



During CSP implementation WFP has grown into a strategic player on nutrition but could have positioned itself better with UN partners had it developed a nutrition strategy early on



Geographic targeting was broadly adequate but the CSP, at its start, lacked clear strategies to address the needs of the most vulnerable



During COVID-19, positive adaptive measures taken to support most vulnerable groups in camps

## Q2. What is the extent and quality of WFP's specific contribution to CSP strategic outcomes? (1/3)



**SO1 Food and/or cash to refugees:** Despite funding cuts and subsequent reductions in rations, 80 percent of refugees experienced acceptable food consumption scores



**SO2 Nutrition:** Evidence of increased diversity of crops grown and livestock reared. However, nutrition indicators were uneven, and trends were not subject to adequate analysis



**SO3 Smallholder access to markets:** Some contributions to enhancing smallholder access to markets and to decreasing post-harvest losses



**SO4 Disaster risk reduction (DRR) and social protection:** Support to supply chains management a key success. Training and guidelines on resilience building to Tanzania Social Action Fund was positive, but limited progress on DRR



**SO5 Innovation:** Activities demonstrated relevance of technology specific innovations but need for better links between projects funded and the rest of WFP's portfolio

## Q2. What is the extent and quality of WFP's specific contribution to CSP strategic outcomes? (2/3)



**Gender.** Positive activities to engage men in childcare, train truck drivers in HIV, nutrition, and gender and child protection, and reduce violence against women but more needs to be done to improve gender analysis and move beyond a focus on male/female participation



**Protection.** There were analyses to better understand the vulnerabilities and drivers of protection but there is no evidence that ration cuts led to specific measures to enhance protection



**AAP:** While provision of information to affected population is overall satisfactory, the Complaint Feedback Mechanism in the camps can be improved further



# What is the extent and quality of WFP's specific contribution to CSP strategic outcomes? (3/3)



**Sustainability:** WFP positioned itself on nutrition capacity strengthening, but also faced issues of scalability and funding. Social protection and innovation activities were piloted but sustainability was not central to their design



**Triple-nexus:** Positive examples of activities contributing to peace building led to reduced tensions between refugee and host communities - mainly through management of natural resources. However, limited evidence of purposeful approach to nexus building

# Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



**Timeliness.** Despite pipeline breaks and funding shortfalls which led to delays, WFP was able to maximise the efficiency of refugee feeding



**Cost efficiency.** The value of food distributions to refugees increased over the period leading to an increase in per beneficiary benefits. Cost efficiency for nutrition activities increased from 2019 onwards



**Cost effectiveness.** Examples of cost effectiveness included streamlining and moving to direct management of local partners.



**Coverage.** Coverage of nutrition activities were of a small scale when compared with magnitude of the problem

# Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?



**Staffing:** Insufficient technical staffing, high turnover and reliance on short-term consultants affected CSP implementation



**Resource Mobilization:** A challenging funding environment limited the ability to fully finance the CSP

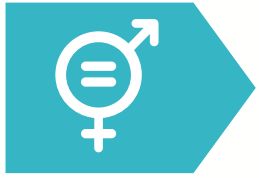


**Monitoring:** Regular monitoring took place but rigorous examination of available monitoring data was not consistent across activities suggesting it was not actively used in a timely and responsive manner

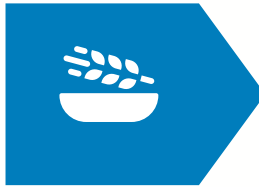


**Partnerships:** WFP is widely considered an approachable partner with proficiency in a wide range of sectors

# Conclusions



The CSP aligned with national objectives and demonstrated appropriate adaptation to context, while its gender considerations could have been stronger



Positive results were observed in areas in which WFP has an established position and credibility within the sector: assistance to refugees; nutrition and agriculture



Support to refugees faced challenges due to shifting government policies but WFP adapted and continued providing food assistance



WFP used its resources efficiently, adapting appropriately to changing circumstances

# Recommendations

1

Focus on thematic areas where the Country Office has demonstrated added value, including support to refugees, nutrition and agriculture, and apply a long-term view

2

Ensure the change pathways across the CSP are explicit

3

Set up operational framework to analyse performance data for effective adaptive management decisions

4

Assess operating model readiness in order to understand risks, and opportunities, that are important to reflect in programme design