



WFP EVALUATION

Evaluation of Tanzania WFP Country Strategic Plan 2017-2022



WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

March 2022

CSP Informal Consultation

Context

- Population 61.5 million
- 65% rural
- Young population
- 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 limited follow up in terms of addressing structural inequalities



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 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. However, initiatives were limited



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?



Assessments: while limited at the onset, significant efforts in provision of information synthesis and qualitative assessments observed since 2020



Staffing: Staff turnover and low investments in technical expertise affected performance

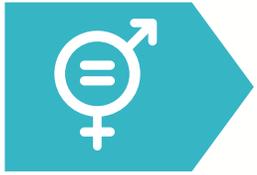


Resource Mobilization: A challenging funding environment limited the ability to fully finance the CSP

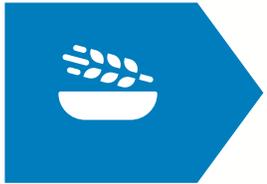


Monitoring: Rigorous examination of available monitoring data was not consistent across activities suggesting it was not actively used in a timely and responsive manner

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