



## EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

---

### TERMS OF REFERENCE [WFP - COUNTRY PORTFOLIO EVALUATION – TANZANIA 2011– 2014]

#### TABLE OF CONTENTS

<b>1. Background.....</b>	<b>2</b>
1.1. Introduction.....	2
1.2. Country Context .....	2
<b>2. Reasons for the Evaluation.....</b>	<b>7</b>
2.1. Rationale .....	7
2.2. Objectives.....	7
2.3. Stakeholders and Users of the Evaluation.....	7
<b>3. Subject of the Evaluation.....</b>	<b>8</b>
3.1. WFP’s Portfolio in Tanzania.....	8
3.2. Scope of the Evaluation .....	12
<b>4. Evaluation Questions, Approach and Methodology .....</b>	<b>12</b>
4.1. Evaluation Questions .....	12
4.2. Evaluability Assessment .....	13
4.3. Methodology .....	14
4.5. Quality Assurance .....	14
<b>5. Organization of the Evaluation.....</b>	<b>15</b>
5.1. Phases and Deliverables .....	15
5.2. Evaluation Team Composition .....	16
5.3. Roles and Responsibilities .....	16
5.4. Communication .....	17
5.5. Budget .....	17
<b>Annexes .....</b>	<b>.....</b>
Annex 1: Country Map Tanzania	
Annex 2: Tanzania Key Social Indicators	
Annex 3: WFP Strategic Plan and Objectives	
Annex 4: List of stakeholders at project level	
Annex 5: Communication and learning plan	
Annex 6: Bibliography	
<b>Acronyms.....</b>	<b>18</b>

## 1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the scope of the evaluation; Chapter 4 identifies the evaluation approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide background information on Tanzania and the WFP portfolio in the country.

### 1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. CPEs help Country Offices (CO) in the preparation of Country Strategies (CS) and provide lessons that can be used in the design of new operations.

3. The WFP Office of Evaluation (OEV) will be implementing a CPE in Tanzania in 2015. This evaluation will include all WFP activities implemented in the country during the 2011-2014 period. Tanzania was selected on the basis of country-related and WFP-specific criteria. Tanzania falls in the category of countries where WFP has a relatively important portfolio and where WFP CO would benefit the most from a CPE for future programming.

### 1.2. Country Context

4. The United Republic of Tanzania is bordered by Kenya and Uganda to the north; Rwanda, Burundi and the Democratic republic of Congo (DRC) to the west; and Zambia, Malawi and Mozambique to the south.

5. According to the 2012 census<sup>1</sup>, the country's population was 45 million inhabitants with an annual growth rate of 3% and the under-15 age group representing 44% of the total. Population distribution is extremely uneven, with density varying from 1 person per square kilometer (sq km<sup>2</sup>) in arid regions to 51 per sq km<sup>2</sup> in the mainland highlands, to 134 per sq km<sup>2</sup> in Zanzibar.

6. Tanzania is classified as a low-income country, ranking 159 out of 187 countries in the 2013 UNDP development index. The economy has continued to perform strongly, with current growth of gross domestic product (GDP) at around 7% and inflation declining to single digits. The main drivers of growth include telecommunications, transport, financial intermediation, agriculture, manufacturing, construction and trade.

7. **Poverty trends.** 2012 World Bank data<sup>2</sup> indicate high poverty in Tanzania (28.2% overall)<sup>3</sup>. Poverty remains overwhelmingly in rural areas (33.3%) where about 70% of the poor population live (see key social indicators in annex 2). As the population is growing, the absolute number of the poor raises concern. Indicators of income poverty, human resources, survival and nutrition and the Human Development Index (0.476 in 2012), clearly shows growing rural-urban divide. There are also disparities across and within regions and districts in poverty status. Disparities are explained by the pattern in the distribution of population, endowment in natural resources, climatic conditions, as well as in the distribution of infrastructure, such as transport, schools and health facilities.

8. **Refugees.** Civil strife and ethnic conflicts in neighbouring countries have resulted in a major influx of refugees (from Burundi, Rwanda and the DRC) in Tanzania with the country

---

<sup>1</sup> Population and housing Census, 2012, National Bureau of Statistics, Tanzania

<sup>2</sup> World Development Indicators: <http://wdi.worldbank.org/table/2.7>

<sup>3</sup> Not disaggregated by sex

hosting up to 600,000 refugees in 1994 especially in the Northwestern Kigoma and Kagera regions. Renewed stability over the past two decades has created opportunities for the majority of these refugees to return home. The remaining 70,000 reside in Nyarugusu camp (Kigoma region) which primarily hosts refugees from the DRC and a small group from Burundi. Most of the Congolese refugees originate from the South Kivu where the security situation remains volatile. It is unlikely that these refugees will be able to repatriate under the current circumstances.

**Table 1: Top 10 Natural Disasters in Tanzania for the period 2005 - 2014**

Disaster	Date	Total Affected
Drought	2006	3,700,000
Drought	2011	1,000,000
Flood	2011	50,200
Flood	2009	50,000
Flood	2014	20,000
Flood	2006	19,000
Flood	2005	10,548
Flood	2014	10,000
Flood	2011	9,000
Flood	2008	7,957

**9. Natural disasters.** Tanzania's main natural disaster hazards are epidemics, floods, droughts and earthquakes. Between 1980 and 2010, around 73 natural disasters occurred in the country of which 27 were epidemics, 26 floods, 5 earthquakes and 7 droughts. However, no other single natural disaster has affected more people than droughts which are responsible for over 90% of all people affected by natural disasters in the past two decades<sup>4</sup>. In 2006, a severe and prolonged drought caused food shortages affecting 3.7 million people in 2006 and 1 million people in 2011 (table 1).

Source: "EM-DAT: The OFDA/CRED International Disaster Database

**10. Agriculture.** Forty-five percent of the country's GDP is derived from agriculture and about 70% of the population depends on subsistence agriculture for their livelihood, making it the country's largest employment sector. Around 12% of the land is arable, but only 2% is planted with permanent crops. Growth of the agriculture sector is estimated at 4.3% in 2013, driven by increased production of the major food crops, including maize, paddy, millet/sorghum and cassava. The agriculture sector is heavily dependent on weather and is poorly mechanised. It is estimated that only about a fifth of the area with high irrigation potential is currently under irrigation. Growth of the agriculture sector also continues to be constrained by existing infrastructure gaps, including poor road transport – especially in rural areas – and lack of storage facilities.

**11.** While at the national level, Tanzania is food self-sufficient with some areas experiencing surplus mainly in cereals<sup>5</sup>, there are still localized food deficits at regional, district, and household level.

**12. Food Security.** According to the WFP 2012 Comprehensive Food Security and Vulnerability Analysis (CFSVA), 730,000 households in Tanzania were food insecure or vulnerable to food insecurity (8.3% of all households in 2010-11), of these, around 150,000 households (or 1.7% of all households) were considered chronically food insecure. This represents a slight decrease from the first CFSVA (2008-09), in which 10% of households were classified food insecure. Female headed households (FHH) accounted for 26% of all households nationally and were slightly more prone to experiencing food insecurity: in 2010-2011, 11.4% of FHH were classified as having a poor dietary intake compared with 7.2% of male headed households. Food insecurity is intrinsically linked to poverty: two thirds (66%) of food insecure households fell below the poverty line vs. 18% of all households in Tanzania. The

<sup>4</sup> Prevention Web, 2010

<sup>5</sup> According to a FAO study, in the period 2002-2011, the agriculture sector has managed to produce between 5 and 19 percent more than the normal national aggregate food requirements for basic cereals. FAO-MAFAP (2013). Review of Food and Agricultural Policies in The United Republic of Tanzania 2005-2011.

country's poor farming households need better livelihood support such as access to credit and training so they can improve their agricultural inputs and techniques, increase yields.

13. **Health and Nutrition.** Life expectancy at birth was estimated in 2013 to be 61 years. Tanzania is on target for achieving MDG4 of reducing child mortality. While under-five mortality rates have declined from 128 per 1,000 live births in 2000 to 68 per 1,000 live births in 2011, infant mortality has also declined (from 68 to 51 per 1,000 live births) during the same period. Likewise, maternal mortality declined significantly, with 454 maternal deaths per 100,000 live births in 2010 compared to 578 in 2005. While progress has been made in reducing the incidence rate of HIV/AIDS to 5.1% (compared to 5.7% in 2007)<sup>6</sup>, it remains as high as 15% in some regions. Women in Tanzania are particularly affected by HIV/AIDS (6.2% women and 3.8% men). Currently, Prevention of Mother-to-Child Transmission (PMTCT) is offered in more than 65% of health facilities countrywide. Notable achievements have also been recorded in increasing access to antiretroviral therapy for treatment of affected persons. The number of health facilities providing and reporting HIV care and treatment services increased from 1,100 in 2011 to 1,176 in 2012.

14. Although progress has been made in improving child survival, malnutrition remains a serious challenge. The high prevalence of stunting and micronutrient deficiencies, such as iron deficiency anaemia, are the main nutritional problems<sup>7</sup>. Forty-two percent of under-five children are stunted. The prevalence of stunting is much more common among rural children. The Southern Highlands zone stood out as exhibiting very high rates across all its regions: Iringa (52%), Rukwa (50%), Mbeya (50%). Other regions reporting high stunting prevalence included Dodoma (56%) and Lindi (54%). Children in rural areas were more likely to be stunted (45%) than their urban counterparts (32%). Stunting was more prevalent in poorer households and those in which the mother had little or no formal education. Nationally, 5% of children were wasted and 1% severely wasted. Zanzibar had a higher prevalence of wasting than mainland Tanzania (12% vs. 5%). Nationally, 16% of children were underweight. Prevalence was higher for rural children (17%) than urban (11%), and Zanzibar children were more likely to be underweight than their mainland counterparts (20% vs. 16%). In mainland Tanzania, Arusha (in the Northern zone) had the highest rate of underweight children (28%).

15. Micronutrient deficiencies, especially anaemia, are prevalent in Nyarugusu camp among refugee children under-5 and women. The 2012 joint nutrition surveys showed 38 percent prevalence of anaemia among children aged 6–59 months; prevalence among pregnant women was 37 percent, and among non-pregnant women 31 percent.

16. **Education.** The 2011 primary enrolment has dropped to 94% (compared to 95% in 2010 and the 2006 peak of 97%) and so has the completion rate (from 69.3% to 64.4%). Although improving (from 1:51 in 2010 to 1:48 in 2011), the teacher/pupil ratio indicates large class sizes. The quality of education remains low, opportunities for skills development are limited. Key challenges include fostering an enabling learning environment, remedying the shortage of teachers and equipment, and providing incentives for teachers, especially in remote areas with limited access to roads<sup>9</sup>.

17. **Gender issues.** Tanzania has made some commendable progress in advancing gender equality. Primary school enrolment ratios for girls and boys are almost equal<sup>10</sup>, though the gender balance deteriorates with transition to secondary and higher levels. The share of girls enrolled in secondary schools increased from around 30% in the last decade to 46.3% in 2012. However, the challenge remains with regard to retention and performance of girls at all levels of education. In addition, early pregnancies and marriage continue to contribute significantly to school dropouts among girls in both rural and urban areas. Women's labour force participation is also quite high (88.2% in 2011 against 90.0% for men) with a narrow gender

---

6 2010/2011 Demographic and Health Survey and the 2011/2012 HIV and Malaria Indicator Survey

7 2010/2011 Demographic and Health Survey

8 Nutrition Survey carried out in Nyarugusu by WFP, UNHCR, UNICEF and TRCS, October 2012

9 African Economic Outlook, 2013

10 UN Development Assistance Plan (UNDAP 2011-2015)

gap of about 2.3%, although the gap in skilled labour is larger (22%). Meanwhile, women's representation in Parliament (36% after the 2010 general elections) is relatively high. Domestic violence against women is still prevalent. While Tanzania has undertaken major reforms (including legal reforms of family and land laws) to protect women's rights, inequalities persist. Women also face challenges in economic empowerment and access to decision-making at all levels and there are many laws and customary practices that remain discriminatory against women. They continue to be more likely than men to be poor and illiterate, to be subject to gender-based violence and usually have less access than men to medical care, property ownership, credit, training and employment<sup>11</sup>.

**18. Tanzania's Policy Framework.** The long term development goals of Tanzania are established by the Tanzania Development Vision 2025. The medium term goals are set in the National Strategy for Growth & Reduction of Poverty (NSGRP), which defines the country's development objectives for period 2011-2015.

19. The 2011-2014 evaluation period has witnessed changing priorities with the Government launching in 2013, the Big Results Now (BRN) which shapes the national priorities for 2013/2014-2016/2017. This change has significantly influences the international community's assistance, calling for a shift in several UN Development Assistance Plan (UNDAP 2011-2015) priorities and activities to align with the Government's new focus.

20. In relation to agriculture, the sector's major development programmes are the Agricultural Sector Development Program (ASDP)<sup>12</sup> for Tanzania Mainland; the Agricultural Sector Plan (ASP) for Zanzibar and Tanzania's Comprehensive Africa Agriculture Development Programme (CAADP). In 2011, the government of Tanzania launched the Tanzania Agriculture and Food Security Investment Plan (TAFSIP). TAFSIP is described as a sector-wide approach to coordinate and harmonise the resources needed to accelerate implementation of existing initiatives and to launch new ones that address national, regional and sectoral development priorities.

21. In recent years, nutrition has gained prominence on Tanzania's policy agenda. Two strategic papers –the National Nutrition Strategy (NNS) for Tanzania Mainland<sup>13</sup> and the Zanzibar Food Security and Nutrition Policy (ZFSNP)<sup>14</sup> – set the agenda for all Tanzanians to achieve an adequate nutritional status. Through key partner initiatives including the Scaling up Nutrition (SUN)<sup>15</sup> and Feed the Future programmes, the government is setting the stage for interventions such as feeding practice support for mothers, food fortification and micronutrient supplementation.

22. The education and Training Sector Development Programme (ESDP) provides the framework for implementation of education and training goals. The programme particularly seeks to 1) enhance partnership in the provision of education and training, 2) improve quality education 3) increase access to education by focusing on equity issue with respect to women, groups and regions needs.

23. The Government policies in the health sector including HIV/AIDS are the National Health Policy and the National Policy on HIV/AIDS. In addition, some major milestones in the health sector were the formulation of the Ten-year Primary Health Services Development Programme 2007–2017 (in Kiswahili- MMAM) and the Health Sector Strategic Plan 2008–2015 (HSSP III).

---

<sup>11</sup> 2011-2015 UN Development Assistance Plan (UNDAP 2011-15)

<sup>12</sup> ASDP phase 2 was to be approved in 2013 but its draft is still being discussed and will likely be shifted to 2015. The current Government has approved new programmes recently (Big Results Now; Southern Agricultural Growth Corridor of Tanzania) and but it is not yet clear whether they are consistent with ASDP and how they will fit in. This lack of clarity will affect the agricultural sector, the food and nutrition security and influence UN and WFP country strategies and priorities in Tanzania.

<sup>13</sup> The NNS was launched in 2011

<sup>14</sup> April 2008

<sup>15</sup> The SUN movement in Tanzania provides a platform and momentum for nutrition and nutrition-sensitive interventions, as well as for health-specific interventions.

24. **International assistance.** The economy of Tanzania still depends heavily on Overseas Development Assistance (ODA). Foreign assistance accounted for approximately 10% of Gross National Income (GNI) in the period of 2009-2013<sup>16</sup>. From 2009-2013<sup>17</sup>, Tanzania has received a total net ODA of US\$ 6.5 billion (see graph 1), an annual average of US\$ 1.6 billion. Total humanitarian aid contributions for the same period amounted to about US\$ 4 billion (see graph 1). Over the same period, the largest ODA source has been the International Development Association (the World Bank), the United Kingdom (UK) and the European Union (EU). Other donors include the USA, the Netherlands, Norway, Denmark, Japan, and the African Development Fund.

**Graph 1: International Assistance to Tanzania, 2009-2013**



25. The United Nations in Tanzania is one of eight UN country offices in the world to pilot the Delivering as One (DaO) reform. The DaO reform comes in response to the changing aid environment - to translate the Paris and Accra principles of aid effectiveness into practice. It also aims to reaffirm the UN's position as a relevant actor in the field of development. In Tanzania, this translates into the UN's four-year business plan, the 2011-2015 UN Development Assistance Plan (UNDAP) extended to 2016, which articulates the contribution of the UN to Tanzania's national development priorities and international commitments, thereby enhancing transparency and accountability to Government and Development Partners. Emergency and Disaster (E&D) response in Tanzania is coordinated centrally from the Prime Minister's Office (PMO) to ensure priority attention from the highest level of the executive. In-line with international best practice, line ministries are required to coordinate their E&D response through the E&D directorate in the PMO/Chief Ministers Office.

26. The UNDAP incorporates a Programme Results Matrix and a complementary Monitoring and Evaluation Matrix which includes indicators, baselines, targets and means of verification. UNDAP also incorporates a Delivering as One Matrix which defines the strategic results and actions of the reform process. There is also a database "Results Monitoring System (RMS)" which tracks all activities and progress of the participating agencies under UNDAP. In addition to the above, Tanzania has produced a Common Country Programme Document (CCPD), which incorporates a common narrative with agency-specific components, results frameworks and resource requirements for UNDP, UNFPA, UNICEF and WFP.

<sup>16</sup> World bank databank: <http://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS>

<sup>17</sup> Information not available for 2014

## **2. Reasons for the Evaluation**

### **2.1. Rationale**

27. Since the corporate WFP Strategic Plan (2008-2013)<sup>18</sup> (see annex 3), WFP is shifting emphasis from food aid to food assistance, calling for more strategic programming and opening greater opportunities for effective partnerships in the fight against hunger, and encourages coherence of WFP programmes with the UN system at the country level and alignment with government policies, strategies and priorities.

28. There has been no evaluation of WFP's portfolio of activities in Tanzania, the CPE is the opportunity for the CO to benefit from an independent assessment of its operations in order to optimize alignment to the new strategic plan 2014-2017.

29. The CPE will assist the Tanzania CO in reviewing past performance. It will also inform CO programme planning and formulation. The current WFP Country Programme (CP) runs from 2011-2015 and the same timeframe applies for WFP's CS 2011-2015 developed by the Tanzania CO. The evaluation findings will inform WFP Tanzania for the next CP to be submitted to the Executive Board (EB June 2016) and CS. The evaluation will also inform the design of the new protracted relief and recovery operation (PRRO 2016-2018) to be submitted to EB February 2016.

### **2.2. Objectives**

30. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Tanzania (accountability); and
- determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself Tanzania form strategic partnerships, and improve operations design and implementation whenever possible (learning).

### **2.3. Stakeholders and Users of the Evaluation**

31. A list of stakeholders at project level is available in annex 4 and their interest in the evaluation is summarised in table 2. The evaluation team will do further stakeholder analyses in the inception phase.

---

<sup>18</sup> WFP Global Strategic Plan 2008-2013 had five Strategic Objectives; SO 1: Save lives and protect livelihoods in emergencies; SO 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures; SO3: Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations; SO 4: Reduce chronic hunger and under-nutrition; SO5: Strengthen countries' capacity to reduce hunger through handover strategies and local purchase.

**Table 2: Stakeholders and their interest in the Tanzania CPE**

Stakeholders	Interest in the WFP Country Portfolio Evaluation
<b>Internal stakeholders</b>	
Country Office	The CO is the primary stakeholder of this evaluation. Responsible for the country level planning and operations implementation, it has a direct stake in the evaluation and will be a primary user of its results to reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate.
Regional Bureaux and Headquarters Management	Both have an interest in learning from the evaluation results, especially regarding unique aspects such as the experience with the one UN pilot and linkages with CAADP.
WFP Executive Board (EB)	Presentation of the evaluation results will inform Board members about the performance and outcome of WFP activities in Tanzania 2011-2014 in the context of the One-UN.
<b>External stakeholders</b>	
Beneficiaries (women and men). Refugees in camps, people with poor food consumption score, malnourished children and pregnant/lactating women, undernourished PLHIV enrolled in ART, primary school children and smallholder farmers	As the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. They will be consulted during the field mission.
Government of Tanzania / the Prime Minister's Office, line Ministries, relevant departments at decentralized levels (Agriculture, Education, Health, Home Affairs, etc) and District Councils.	The Government of Tanzania has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, those of others and meet the expected results. Various Ministries and other relevant bodies are direct partners of WFP activities at project level (refer to annex for details).
Public agencies or other government departments	Public agency/departments such as the National Food Reserve Agency and the Tanzania Social Action Fund as WFP's partners also have a direct interest in the CPE.
Non-Governmental Organisations (NGOs) international, national and local organisations	NGOs are WFP partners while at the same time having their own activities. The results of the evaluation might affect the WFP activities and therefore the partnerships.
Donors	WFP activities are supported by a large group of donors. They all have an interest in knowing whether their contributions have been spent efficiently and if WFP's work is effective in alleviating food and nutrition insecurity of the most vulnerable groups.
One-UN Country team	WFP is partnering with various UN Agencies under the one UN pilot to implement its activities which therefore have a direct interest in the findings of the evaluation. In addition the results of the evaluation can be used for the development of consolidated annual plans.

### 3. Subject of the Evaluation

#### 3.1. WFP's Portfolio in Tanzania

32. WFP has been present in Tanzania since 1963 with 84 operations including support to emergency, recovery and development operations.

33. WFP uses an operating model based on single operations of different nature and duration, which can follow one another or overlap. The four traditional operation types are the emergency operation (EMOP), the PRRO, the development project or CP and the special operations (SO). A limited number of activities can also take place outside of the traditional operations framework. These are typically smaller in scale, focus on innovative projects for the same operations and are financed through extra-budgetary resources such as grants or trust funds (see table 4).

34. The WFP portfolio to be evaluated comprises operations implemented under the current WFP's CS 2011-2015 including, the CP 200200 and the three successive PRRO 200029, 200325 and 200603<sup>19</sup>. Refer to below Tanzania portfolio overview (table 3).

<sup>19</sup> The evaluation will cover the last year of PRRO 200029 and the first six months of PRRO 200603. It will not cover the former CP 104370 which ended in June 2011.



**Table 3: Tanzania portfolio overview 2011-2014**

Operation type	Operation number	Title	Time frame	US\$ Req.	US\$ Rec.	% Funded	Project Activities/ Components
CP	200200	Country Programme	Jul 11 - Jun 15	162,679,123	62,023,532	38.1%	Component 1: Food for education. Component 2: Food for Assets. Components 3 and 4: Supplementary feeding. Component 5: HIV and AIDS. Linking smallholder farmers to markets. Strengthening food security and nutrition information systems.
PRRO	200603	Food Assistance for Refugees	Jul 14 - Jun 16	35,938,823	14,226,376	39.6%	GFD, Blanket supplementary feeding
PRRO	200325	Food Assistance for Refugees in the Northwest	Jan 12 - Jun 14	50,440,696	41,511,894	82.3%	GFD, Supplementary feeding and blanket supplementary feeding, School feeding, PLHIV
PRRO	200029	Assistance to Refugees and Vulnerable Households Among the Host Populations in North-Western Tanzania	Jan 10 - Dec 11	43,948,689	41,940,751	95%	GFD, Supplementary feeding, FFA/FFT, School Feeding, HIV and AIDS

Source: Project Documents, SPRs, Resource Situations November 2014

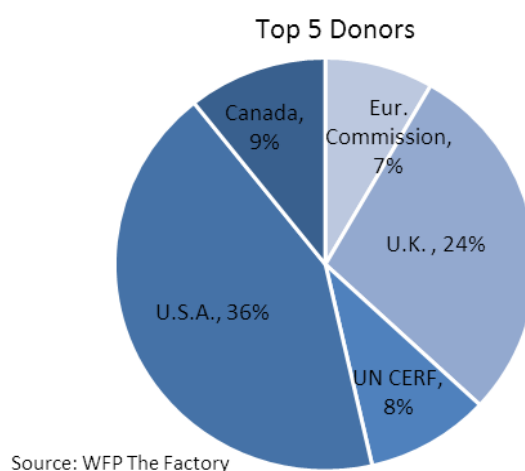
**Table 4: Extra-budgetary funds confirmed for Tanzania during the evaluation period**

Recipient Country	Grant Key	2011	2012	2013	2014
Tanzania, United Republic of	10014696	100,371			
	10017686		105,454		
	10019011			104,861	
	10022241				179,376

Source: WFP Government partnerships Division PGG

35. Contributions received so far for the entire portfolio amount to \$159.7 million against total requirements of \$293 million (54.2%) (refer to table 5 for the timeline and funding level of the Tanzania portfolio). Graph 2 shows a repartition of the main WFP donors (USA, UK, Canada, UN CERF and the EU). From 2011 to 2013, WFP reached 2.9 million beneficiaries<sup>20</sup> with a total of 125,000 metric tons (mt).

**Graph 2: Top five donors of WFP portfolio in Tanzania**



<sup>20</sup> Cumulative total reached during the evaluation period.

**Table 5: Timeline and funding level of Tanzania portfolio operations 2011-2014**

PRRO 200603 - Food Assistance for Refugees	Jul 14 - Jun 16					Req: 35,938,823 Rec: 14, 226, 376 <b>Funded: 39.6%</b>
PRRO 200325 - Food Assistance for Refugees in the Northwest	Jan 12 - Jun 14		Req: 50,440,696 Rec: 41,511,894 <b>Funded: 82.3%</b>			
CP 200200 - Country Programme	Jul 11 - Jun 15		Req: 162,679,123 Rec: 62,023,532 <b>Funded: 38.1%</b>			
PRRO 200029 - Assistance to Refugees and Vulnerable Households Among the Host Populations in North-Western Tanzania	Jan 10 - Dec 11	Req: 43,948,689 Rec: 41,940,751 <b>Funded: 95%</b>				
Direct Expenses (US\$ millions)		37,644,000	38,090,000	32,457,000	n.a.	
% Direct Expenses: Tanzania vs. WFP World		1%	1%	1%	n.a.	
Food Distributed (MT)		48,984	41,752	34,338	n.a.	
Total of Beneficiaries (actual)		1,168,353	926,234	800,986	n.a.	

Source: last SPR available in 2014, Resource Situations November 2014, APR 2009 - 2013

Requirements (Req.) and Contributions (Contrib.) are in US\$

36. WFP activities in Tanzania are based on the WFP's CS 2011-2015, focusing on: i) ensuring continuity and building on experience and best practices from previous programmes; ii) prioritizing food-insecure areas and the most vulnerable households; iii) supporting a demand-driven and participatory approach; iv) enhancing strategic and local partnerships; v) ensuring alignment and coherence with government policies and strategies related to agricultural development, nutrition and food security; vi) supporting the government goals for environmental sustainability and climate change adaptation/mitigation; vii) equitable access to quality education at all levels for boys and girls; viii) improving survival, health, nutrition and well-being, especially for children, women and other vulnerable groups; and ix) providing adequate social protection and rights to vulnerable groups. The CS 2011-2015 aims at contributing to Government priorities/goals within the UNDAF framework.

37. The 2011–2015 CP 200200 which started in July 2011, is a follow-up of the former CP 104370 which ended in June 2011. It has a large capacity-development component that includes Purchase for Progress (P4P) and school feeding. It also includes Nutrition interventions targeting children and pregnant and lactating women (PLW) as well as a Food for Assets Component.

38. PRRO 200029 ended in December 2011 and was followed by PRRO 200325 which started in January 2012 (and ended in June 2014). These projects contribute to improved food security among refugees and supports the host communities. Relief activities include General Food Distributions; targeted supplementary feeding (TSF) for moderately malnourished children, PLW and people living with HIV (PLHIV); and ii) blanket supplementary feeding (BSF) for children aged 6–24 months and PLW regardless of nutrition status for prevention of undernutrition. Early-recovery activities for host communities include support for school feeding and vocational training for orphans, PLHIV and moderately malnourished children and PLW.

39. PRRO 200603, a follow-up of PRRO 200325, with planned start date in July 2014, aims to provide food assistance to 70,000 refugees in camp through fortnightly general food distributions. To address stunting and ensure that acute malnutrition does not increase WFP will provide blanket supplementary feeding for PLW and children under 2; children aged 25–59 months will also receive nutrition assistance in order to maintain their nutrition status. With support from the Government, WFP and UNHCR plan to explore a cash and voucher (C&V) component in 2015 for the refugee programme.

40. These operations and projects of the portfolio contribute to one or more of the five strategic objectives (SOs) defined in the WFP corporate Strategic Plan as summarized the table

below. During the inception phase, the evaluation will develop a conceptual framework that show the links with the UNDAF as well.

**Table 6: Distribution of portfolio activities by beneficiaries / Strategic Objectives**

<b>Activity Operation</b>	<b>HIV/TB</b>	<b>Food for Education</b>	<b>Nutrition</b>	<b>GFD</b>	<b>FFW/FFT/ FFA</b>
PRRO 200603			X So1, So4	X So1	
PRRO 200325	X So3	X So3	X So1, So3	X So3	
PRRO 200029	X So4	X So4	X So1, So4	X So1	X So3
IR - EMOP 200100				X So1	X So1
CP 200200	X So4, So5	X So4, So5	X So2, So4, So5		X So2, So4, So5
<b>Planned % of beneficiaries</b>	1%	55%	13%	10%	21%
<b>Actual % of beneficiaries</b>	1%	64%	5%	13%	17%

Source: WFP Dakota 2013, SPRs, PDs

\* Refers to the Strategic Plan 2008 - 2013

Note:

- beneficiaries figures will be available as of March 2015

41. The joint UNICEF/UNHCR/WFP evaluation of the Great Lakes Emergency Operation (1998), the thematic evaluation of the Protracted Relief and Recovery Operation (PRRO) Category (2004) and the evaluation of the Great Lakes Regional PRRO 6077.00 and 6077.01 (2002) all pointed to WFP's significant and timely contributions in helping the government respond to crisis as well as to transition from relief to development. Another conclusion was that partnerships were critical to the implementation of all activities and particularly in emergency setups to respond quickly to the needs of vulnerable groups. The evaluation of WFP's HIV and AIDS interventions in Sub-Saharan Africa (2008) found that the Programme had a distinctive role in providing food and nutritional support for food-insecure PLHIV and households affected by AIDS. However, it concluded that the organisation needed to address several issues raised relating to human resources, targeting of beneficiaries, food distribution management, and modalities to improve effectiveness and efficiency of its HIV/AIDS programmes.

42. The evaluation on How WFP Country Offices adapt to change (2012), established that the shift from a food aid to a food assistance approach has opened a wide range of possibilities for change if WFP was ready to adopt a more dynamic problem-solving culture for organizational change, to facilitate resolution of the challenges faced.

43. The evaluation of WFP Tanzania CP 10437.0<sup>21</sup> which examines programme activities from 2007 to 2009 found that nutrition, education and FFA interventions are contributing to improved food security at the individual and households levels and that they were likely to have a long-term impact.

44. The OEV synthesis summary report of the joint UNHCR/WFP impact evaluations on the contribution of food assistance to durable solutions in protracted refugee situations<sup>22</sup> makes five strategic recommendations for various parties: WFP and UNHCR should develop a strategy and management mechanisms for the transition to self-reliance, using a more holistic approach and establishing the partnerships necessary to achieve it at the corporate and country levels; the Inter-Agency Standing Committee should forge an action plan to enhance the architecture for accountability in this shared responsibility; United Nations country teams should engage livelihoods actors and build political will for a new approach; and donors should overcome funding barriers.

<sup>21</sup> Final Evaluation report in July 2010

<sup>22</sup> Final report in January 2013

45. According to the 2012 independent evaluation of “Delivering as one”, stakeholders recognized the positive effects of UN engagement on national ownership and leadership. However, strong national coordination mechanisms need to be consolidated and links between individual UN organizations and line ministries strengthened and expanded. The evaluation also concluded that both national and UN system planning and monitoring and evaluation capacities at country level should be further reinforced. There is also a need for comprehensive harmonization of business practices, particularly in financial management, accounting standards and human resources rules and regulations to ensure further efficiency gains and reduced transaction costs.

### **3.2. Scope of the Evaluation**

46. The timeframe for the Tanzania CPE is 4 years (2011-2014). In light of the strategic nature of the evaluation, the focus shall not be on assessing individual operations but rather to evaluate the WFP portfolio as a whole, its evolution over time, its performances, and the strategic role played by WFP in Tanzania, including the relationship of a) WFP’s CS 2011-2015 with the UNDAP 2011-2015, b) WFP’s CS 2011-2015 with the portfolio of operations and c) WFP’s CS 2011-2015 with WFP corporate policies.

47. The evaluation will also review the analytical work conducted by WFP in collaboration with its partners, over the evaluation period, as well as WFP’s participation in strategic processes, to determine the extent to which it contributes to WFP priorities and objectives in the country and enables a strategic positioning of WFP (in supporting, complementing the work and strategies of others). The evaluation will also assess the performance of the P4P initiative<sup>23</sup>.

48. The geographic scope includes all areas covered by the portfolio (refer to country map). The field work, however, will focus on a limited number of regions/sites and transparent selection criteria will be developed by the evaluation team during the inception phase.

## **4. Evaluation Questions, Approach and Methodology**

### **4.1. Evaluation Questions**

49. The CPE will be addressing the following three key questions, which will be further detailed in a matrix of evaluation questions to be developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance, which could inform future strategic and operational decisions.

**50. Question one: Alignment and Strategic Positioning of WFP’s Country Strategy & Portfolio.** Reflect on the extent to which: i) their main objectives and related activities have been relevant to Tanzania’s humanitarian and developmental needs (including those of specific groups), priorities and capacities and; ii) their objectives have been coherent with the stated national agenda and policies, including sector policies; iii) their objectives have been coherent and harmonised with those of partners, especially UN partners within the UNDAP, but also with, bilateral and NGOs; iv) WFP has been strategic in its alignment and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national strategies and with WFP’s mission, strategic plans and corporate policies and with UNDAP.

**51. Question two: Factors and Quality of Strategic Decision Making.** Reflect on the extent to which WFP: i) has analysed (or used existing analysis of) the hunger challenges, the food security and nutrition issues in Tanzania<sup>24</sup> - including gender issues; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues; iii) identify the factors that

---

<sup>23</sup> Tanzania is a country case study for the WFP 2008-2013 Purchase for Progress Pilot Initiative (2014).

<sup>24</sup> For different sub-groups including children under-2, Pregnant and Lactating Women (PLW), adolescents and refugees population.

determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc.) to understand these drivers of strategy, and how they were considered and managed when the CS 2011-2015 was developed by the CO; and iv) to what extent did the UNDAF process contribute to WFP's strategic decision-making.

**52. Question three: Performance and Results of the WFP portfolio.** Reflect on: i) the level of effectiveness, efficiency and sustainability of the main WFP programme activities and explanations for these results (including factors beyond WFP's control); ii) the extent that WFP's assistance has contributed to the reduction of gender gaps in relation to access to and control over food, resources, decision-making and livelihood opportunities; iii) the level of synergy and multiplying effect between the various main activities regardless of the operations; and iv) the level of synergies and multiplying opportunities with partners especially UN partners in this DaO context, and also with, bilateral and NGOs at operational level.

## 4.2. Evaluability Assessment

***Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

53. The CPE will benefit from the WFP evaluations mentioned in chapter 3.1. It will also benefit from other evaluations managed by OEV where Tanzania is a case study in several policy, thematic and strategic evaluations<sup>25</sup>. The final report of the ongoing evaluation of the WFP 2008-2013 P4P Pilot Initiative will be available in November 2014. Tanzania is also a country case for the ongoing thematic evaluation: Renewed Effort Against Child Hunger and undernutrition (REACH), thus joint efforts to combat maternal and child undernutrition as well as WFP's specific role will be captured.

54. Concerning UN collaboration and the DaO context in Tanzania, the evaluation team will benefit from the work of the independent evaluation of lessons learned from the DaO Pilot countries conducted in 2011-2012<sup>26</sup>. UNDAF documents, including the UNDAF Delivering as One Matrix will also be key reference documents for the team.

55. The evaluation team will have access to several assessments, surveys and evaluations undertaken by WFP, UN agencies, NGO and the Government. These include, but are not limited to, WFP's comprehensive food security and vulnerability analyses (CFSVA 2012 and 2010) and the joint assessment missions (JAM 2013 and 2010) of UNHCR, WFP and the Government for the refugee camps. UNDP Assessment of Development Results (ADR) in Tanzania (2014) and IFAD country programme evaluation in Tanzania (2014) are also considered to be relevant sources. Other secondary datasets were generated by the Tanzania National Panel Survey (NPS) as part of the World Bank Living Standards Measurement Survey (LSMS) in collaboration with the Tanzania National Bureau of Statistics (NBS). There are nutrition surveys available such as the Demographic and Health Survey (DHS 2010/2011), micronutrient deficiencies analyses and other WFP/UNICEF/UNHCR and Government nutrition surveys for refugees (2012 and 2010).

<sup>25</sup> The Joint UNICEF/UNHCR/WFP Evaluation of the Great Lakes Emergency Operation (1998); the thematic evaluation of the Protracted Relief and Recovery Operation (PRRO) Category (2004); the evaluation of the Great Lakes Regional PRRO 6077.00 and 6077.01 (2002); WFP's HIV and AIDS interventions in Sub-Saharan Africa (2008); How WFP Country Offices adapt to change (2012) and; WFP 2008-2013 Purchase for Progress Pilot Initiative (2014).

<sup>26</sup> The 2012 independent evaluation of "Delivering as one" covering period 2006-2011.

56. OEV will share with the evaluation team an extensive online library (annex 6) of relevant documents dealing with key aspects of the government, partners and WFP strategies and programmes. The CO and its cooperating partners regularly conduct project monitoring including for output and some outcome indicators. In addition, Standard Project Reports (SPRs) are prepared for each operation.

57. Each operation has its own logical framework and the formulation of the operations at different points in time refers consequently to different strategic plans. The 2008-2013 Strategic Plan as well as the subsequent 2014-2017 Strategic Plan should be used as main references for the discussion on strategic alignment of the overall portfolio, as well as its related strategic results.

58. As already mentioned, there is an existing WFP CS 2011-2015 developed by the CO in Tanzania which will also serve as a reference to the Evaluation Team.

59. Considering that the evaluation scope covers a 4-year period (2011-2014), staff turnover and possible loss of institutional memory for specific interventions may impede on the identification of factors that have motivated some strategic decisions/choices.

60. An evaluability gap could exist on both quantitative and qualitative data if some indicators (mostly at outcome level) reflected in the project logframes are not available or reported on.

### **4.3. Methodology**

61. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, impact<sup>27</sup>, sustainability and connectedness.

62. During the inception phase, the evaluation team will design a complete methodology to be presented in the Inception Report, with annexes covering data collection instruments. The methodology should:

- Build on the logic of the portfolio and on the common objectives arising across operations;
- Be geared towards addressing the evaluation questions presented in 4.1. A model looking at groups of “main activities” across a number of operations rather than at individual operations should be adopted.
- Take into account the opportunities and limitations to evaluability pointed out in 4.2 as well as budget and time constraints.

63. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, existing secondary data) and using a mixed methodological approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. The sampling technique to impartially select the regions to be visited and stakeholders to be interviewed should be specified.

### **4.5. Quality Assurance**

64. WFP’s evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Deputy Head will conduct the second level review. This quality assurance process does not interfere with the

---

<sup>27</sup> Where available from secondary data

views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

65. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

## 5. Organization of the Evaluation

### 5.1. Phases and Deliverables

66. The evaluation will take place in 5 phases summarised in table 7. A detailed timeline is available page 19.

**Table 7: Summary Timeline - key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	<b>September / December 2014</b>	Draft and Final TOR Evaluation Team selection & contract Compiling e-library
2. Inception	<b>January / February / March 2015</b>	Briefing at HQ Document Review Inception Mission and inception report
3. Evaluation, including fieldwork	<b>April 2015</b>	Evaluation mission, data collection Exit debriefing Analysis
4. Reporting	<b>May / June / July 2015</b>	Report Drafting In-country stakeholders' workshop Comments Process Final evaluation report
5. Dissemination	<b>August 2015 onwards</b>	Summary Evaluation Report Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

67. During the **inception phase**, the briefing in WFP HQ in Rome gives the opportunity to OEV to brief the evaluation team on the approach and for the evaluation team to meet the various technical units (three days for briefing and one day for on-site teamwork). The **inception mission** is conducted jointly by the team leader and the evaluation manager in Dar-Es-Saalam. Its main objective is to develop the evaluation workplan and the evaluation approach with the CO, the main stakeholders in the government, UN agencies, donors and NGO partners. The **inception report**'s main objective is to ensure that the evaluation team has a good understanding of the scope of work in the TOR and has developed a coherent methodology for the main evaluation phase. The **evaluation mission** will consist of fieldwork in Tanzania focusing on various areas identified in the inception report. The mission will start with a briefing with the CO and other stakeholders to inform them on the evaluation. Several debriefings will take place to present the preliminary findings and conclusions: an exit debriefing for the CO at the end of the mission; a debriefing for WFP stakeholders (CO, RB and HQ Units) and; after submission of the draft evaluation report, the Team Leader will travel in-country to participate to a **stakeholders' workshop** to present the findings, conclusions and recommendations to the CO and other stakeholders. The evaluation team will analyse and

present the data collected throughout the evaluation process in the **evaluation report**. The **executive summary** of the evaluation report (SER) will be the core of the report to be presented at the WFP Executive Board in November 2015.

## 5.2. Evaluation Team Composition

68. The specific skills required from the evaluation team are summarized in table 8.

**Table 8: Evaluation team required skills**

Role	Evaluation tasks and required skills	Experience required	Evaluation questions relevant
Team Leader (TL)	Team coordination, leads the formulation, implementation and reporting. <b>The TL should be an expert in one of the below key sectors.</b>	Experience in Evaluation; Expertise in one of the area below; Knowledge/experience of humanitarian situations; especially, refugee situations; Relevant knowledge of the Tanzanian context; Excellent synthesis and reporting skills.	All
Agriculture / Food security Expert	Focus on food security and livelihoods, including food security assessments, targeting, and relevant M&E systems; FFA/W/T programmes, livelihood support; UN joint programming in Economic Growth and in Environment and Climate change.	Knowledge of Vulnerability Assessment and Mapping (VAM) tools; Familiarity with food assistance modalities (cash and vouchers, FFA/W/T), market infrastructure, post-harvest handling and value addition, local purchase, livelihood support.	2 and 3
Nutritionist	Focus on nutrition interventions, nutrition assessments and monitoring systems; UN joint-programming in nutrition. An understanding of regional/Tanzania nutrition landscape analysis including the REACH mandate.	Knowledge on broad issues on under-nutrition, including familiarity with the latest evidences in nutrition (Lancet 2008 & 2013) and with the Global Momentum (SUN Movement).	2 and 3
Education and School feeding Expert	Focus on school feeding; education in development settings; the education sector in Tanzania; UN joint-programming in education; Capacity building.	Knowledge of WFP school feeding programme activities, guidelines and policies, especially in relation to capacity building and handover.	2 and 3
Research/Data Analyst	Responsible for collecting and analysing quantitative and qualitative information from different sources; analysing trends, creating graphs for reports/presentations.	Data collection and analysis; quantitative and qualitative analysis for evaluations; excellent analytical and technical abilities.	

69. The evaluation team should be gender balanced. All the team members should be gender conscious, with at least one senior team member with specific gender skills, as the evaluation will have to be equity-focused.

70. National expertise is expected to be part of the team. International team members should have knowledge of the country. Technical expertise related to the scope is essential.

71. Team members should not have been significantly involved in work for WFP Tanzania CO nor have other conflicts of interest. Evaluators will act impartially and respect the code of conduct of the profession.

72. All evaluation products will be produced in English. Excellent synthesis and reporting skills is essential (particularly for the Team Leader) for the three core products: the inception report, the powerpoint presentation of the preliminary findings and the evaluation report including, the SER.

## 5.3. Roles and Responsibilities

73. This evaluation is managed by OEV. The evaluation manager, Miranda Sende, has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team/firm; preparing and managing the budget; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.



74. The WFP CO is expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in Tanzania; set up meetings and organize field visits and provide logistic support during the fieldwork and arrange for interpretation if required. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

75. Relevant WFP stakeholders at HQ and RB (through teleconference) are expected to be available for interviews/meetings with the evaluation team and to comment on the various reports throughout the evaluation process.

76. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

#### **5.4. Communication**

77. A communication and learning plan (see annex 5) will be refined by the EM in consultation with the evaluation team during the inception phase to include details about the communication strategy. Communications mechanisms drawn in EQAS will be followed. An internal reference group (IRG) will be established for the evaluation to serve as contact point for communication with WFP stakeholders. The Tanzania CPE process will also benefit from the contribution and review of IFAD and UNDP Evaluation Offices. These UN agencies will form the external reference group (ERG).

78. Initial findings, conclusions and recommendations of the evaluation team will be shared with stakeholders during debriefing sessions at the end of the mission. This feedback is important to verify the findings of the team with stakeholders, to give them the opportunity to clarify issues and to ensure a transparent evaluation process.

79. The evaluation report will be posted on the internet and briefs disseminated. The CO is considering a workshop after the evaluation has been completed to discuss the conclusions and recommendations and determine follow-up actions with its partners.

80. Once the evaluation is completed, OEV will ensure dissemination of lessons through various means such as inclusion in the annual evaluation report, presented to the Executive Board, and through presentations made in relevant meetings.

#### **5.5. Budget**

81. The evaluation will be financed from the Office of Evaluation's budget at a total cost of US\$ 239,000. This budget will cover the costs related to consultants' honorarium or companies rates, international travels and logistics as well as OEV staff travel costs.

## **Acronyms**

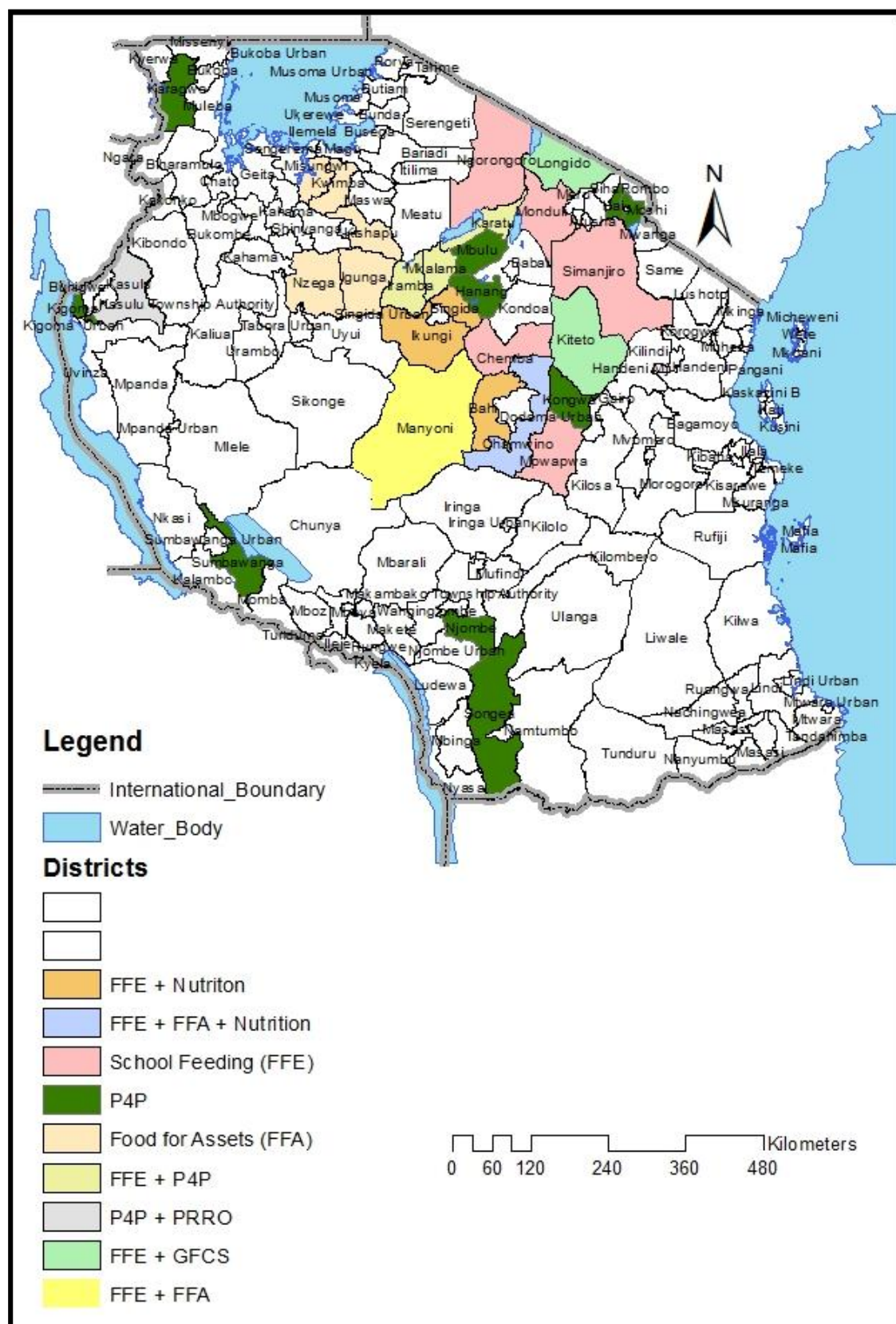
ASDP:	Agricultural Sector Development Program for Tanzania Mainland
ASP:	Agricultural Sector Plan for Zanzibar
BSF:	Blanket supplementary feeding
BRN:	Big Results Now
CCPD:	Common Country Programme Document
CAADP:	Comprehensive Africa Agriculture Development Programme
CFSVA:	Comprehensive Food Security and Vulnerability Analysis
CO:	Country Office
CPE:	Country Portfolio Evaluation
CP:	Country Programme
CS:	Country Strategy
DAO:	Delivery as One (under the One UN framework)
DHS:	Demographic and Health Survey
DRC:	The Democratic republic of Congo
EMOP:	Emergency Operation
EQAS:	Evaluation quality assurance system
ESDP:	Education and Training Sector Development Programme
GDP:	Gross Domestic Product
GFD:	General Food Distributions
HSSP III:	Health Sector Strategic Plan 2008–2015
MDG:	Millennium Development Goals
MICS:	Multiple Indicator Cluster Survey
NGO:	Non Governmental Organisation
NNS:	National Nutrition Strategy for Tanzania Mainland
OEV:	WFP Office of Evaluation
PLHIV:	People living with HIV (PLHIV)
PLW :	Pregnant and lactating women
PMTCT:	Prevention of Mother-to-Child Transmission
PRRO:	Protracted Relief and Recovery Operation
P4P:	Purchase for Progress Initiative
TAFSIP:	Tanzania Agriculture and Food Security Investment Plan
MMAM (in Kiswahili):	Ten-year Primary Health Services Development Programme 2007-17
TSF :	Targeted Supplementary Feeding
UNDAP:	United Nations Development Assistance Plan
UNDP:	United Nations Development Programme
UNFPA:	United Nations Population Fund
UNICEF:	United Nations Children's emergency Fund
WFP :	United Nations World Food Programme
TOR:	Terms of Reference
ZFSNP:	Zanzibar Food Security and Nutrition Policy

## Tentative Timeline of the Tanzania CPE

PHASES	ACTIVITIES	RESPONSIBILITY	KEY DATES (deadlines)
<b>Phase 1</b>	<b>PREPARATION</b>		
	Desk review of documents	EM	April-July 2014
	Draft Concept Note circulated as a working document for comments and consultation with RB, CO and UN stakeholders	EM	30/05 to 30/06/2014
	Desk review. Draft TORs. OE/D clearance for circulation to WFP staff (CO, RB, HQ)	EM	15-Oct-14
	Review of TORs based on stakeholders feedback from CO, RB and HQ	EM	31-Oct-14
	Final TORs circulated to WFP and internal and external stakeholders	EM	Nov. 2014
	Contracting evaluation team/firm	EM	Nov. 2014
<b>Phase 2</b>	<b>INCEPTION</b>		
	Team preparation prior to HQ briefing (Document Review)	Team	Nov-Dec 2014
	HQ Team briefing at WFP in Rome (3 working days)	EM and Team	21-23 Jan 2015
	Inception Mission in Tanzania. Country Office in Dar es Saalam (5 days)	TL/EM/RA	09-15 Feb 2015
	Submission of draft Inception Report (IR) to OEV (after company's quality check)	TL	25 Feb. 2015
	OEV quality assurance and feedback	EM	06 Mar. 2015
	Submission of revised Inception Report (IR)	TL	15-Mar
	Circulate final IR to WFP key Stakeholders for their information and post a copy on intranet	EM	18-Mar
<b>Phase 3</b>	<b>EVALUATION MISSION - FIELDWORK IN TANZANIA</b>		
	Fieldwork (3 to 4 weeks). Field visits (CO/SOs)	Team	30 Mar - 24 April
	Exit briefing / Internal debriefing with CO and RB to present initial findings.	Team	24-Apr
	Consolidation of preliminary findings/Aide-Memoire (PPT sent to OEV)	TL	24-Apr
	Debriefing via telcon with CO/RB and HQ staff. Preliminary findings and recommendations (PPT) presented by the TL	EM and TL	29-Apr
<b>Phase 4</b>	<b>EVALUATION REPORT (ER) – high quality report from draft o</b>		
<b>Draft 0</b>	Submission of draft o Evaluation Report (ER) to OEV (after company's quality check)	TL	18-May
	OEV quality assurance and feedback	EM	01-Jun
<b>Draft 1</b>	Submission of revised draft ER to OEV	TL	10-Jun
	OEV reviews, OE/D's clearance prior to dissemination of the ER to WFP stakeholders. Clarification with Team if needed. When cleared, OEV shares the ER with WFP stakeholders for their feedback (2 weeks)	EM	08-Jun
	Proposed stakeholders' workshop in-country (2-3 days max.): Team Leader presents the preliminary findings of the CPE to CO + major stakeholders	TL	10-12 June
	OEV consolidates all WFP's comments in a matrix and shares it with the evaluation team	EM	22-Jun
<b>Draft 2</b>	Submission of the revised draft ER to OEV based on WFP's comments, and team's comments on the matrix	TL	02-Jul
	OEV reviews the ER and matrix (clarification with the Evaluation Team, if needed)	EM	09-Jul
	Seek OE/D clearance for Summary Evaluation Report (SER) circulation to EMG for comments	EM	17-Jul
	OEV reviews EMG comments on the SER/revisions with Evaluation Team	EM and TL	27-Jul
<b>Draft 3</b>	Submission of the final ER (with the revised SER) to OEV	TL	30-Jul
	Seek Final Approval by OE/D. Clarify outstanding points/issues with the evaluation team if needed	EM and TL	03-Aug
<b>Phase 5</b>	<b>EXECUTIVE BOARD (EB) AND FOLLOW-UP</b>		
	Submission of SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	07-Aug
	Prepare Evaluation brief; posting of evaluation documents in websites; etc	EM	Sep-15
	Presentation of Summary Evaluation Report (SER) to the EB	D/OEV	Nov-15
	Presentation of Management response to the EB	D/RMP	EB2: Nov. 2015

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

## Annex 1 : Tanzania – WFP Country Portfolio



## Annex 2: Tanzania Key Social Indicators

Indicator	Year	Value		Source
Population (total, millions)	2013	49,253,126		World Bank. WDI.
	2000	34,020,512		
Average annual growth (%)	2000 - 2005	2.6		UNDP HDR 2014
	2010-2015	2.9		
Urban Population (% of total)	2000	22.3		UNDP HDR 2014
	2013	27.6		
Human Development Index	2013	0.488		UNDP HDR 2014
	Rank	159		
Gender- Inequality index	2013	0.553		UNDP HDR 2014
	Rank	159		
Maternal Mortality ratio (per 100,000 live births)	2010	460		UNDP HDR 2014
Seats in national parliament (% female)	2013	0.563		UNDP HDR 2014
Population with at least some secondary education, female, male (% aged 25 and above)	2012	M 9.25	F 5.6	UNDP HDR 2014
Births attended by skilled health personnel (% of total)	2010	93		World Bank. WDI.
Labour force participation rate (%)	2012	M 90.1	F 88.1	UNDP HDR 2013
Employees, services, female (% of female employment)	2013	NA		World Bank. WDI.
Primary Enrollment	2012	103		World Bank. WDI.
Income Gini Coefficient	2013	37.6		UNDP HDR 2014
GDP per capita (PPP US\$)	2013	695		World Bank. WDI.
	2002	311		
Foreign direct investment net inflows (% of GDP)	2013	NA		World Bank. WDI.
Net official development assistance received (% of GNI)	2012	10.2		World Bank. WDI.
Population living below \$1.25 a day (%)	2007	67.85		UNDP HDR 2014

Population vulnerable to poverty (%)	2010	21.52	UNDP HDR 2014
Population in severe poverty (%)	2010	32.1	UNDP HDR 2014
Weight-for-height (Wasting), prevalence for < 5 (%)	2008-12	Mod & Sev	DHS 2010
		5	
Height-for-age (Stunting), prevalence for < 5 (%)	2008-12	Mod & Sev	DHS 2010
		42	
Weight-for-age (Underweight), prevalence for < 5 (%)	2008-12	Mod & Sev	DHS 2010
		16	
< 5 mortality rate	1990	166	UNICEF SOWC 2014
	2012	54	
Maternal Mortality ratio (Lifetime risk of maternal death: 1 in: )	2010	38	UNICEF SOWC 2014
Life expectancy at birth	2013	61.5	UNDP HDR 2014
Estimated HIV Prevalence	2013	5.0	UNAIDS
		rank	
Public expenditures on health (% of GDP)	2011	2.9	UNDP HDR 2014
Literacy Rate Youth (15-24 y) (%)	2008-2012	M F	UNICEF SOWC 2014
		76 73	
Population with at least secondary education (% ages 25 and older)	2013	7.4	UNDP HDR 2014
Public expenditures on education (% of GDP)	2010-2012	6.2	UNDP HDR 2014

### Annex 3: WFP Strategic Plans and Objectives

<b>Strategic Plan 2008 - 2013</b>	
<b>WFP Strategic Objectives</b>	
<b>Strategic Objective 1</b>	Save lives and protect livelihoods in emergencies.
<b>Strategic Objective 2</b>	Prevent acute hunger and invest in disaster preparedness and mitigation measures.
<b>Strategic Objective 3</b>	Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations.
<b>Strategic Objective 4</b>	Reduce chronic hunger and undernutrition.
<b>Strategic Objective 5</b>	Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

Source: WFP Strategic Plan 2008 - 2013

<b>Strategic Plan 2014 - 2017</b>	
<b>WFP Strategic Objectives</b>	
<b>Strategic Objective 1</b>	Save lives and protect livelihoods in emergencies.
<b>Strategic Objective 2</b>	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
<b>Strategic Objective 3</b>	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
<b>Strategic Objective 4</b>	Reduce undernutrition and break the intergenerational cycle of hunger.

**Note:** Capacity development (previously under Strategic Objective 5) is mainstreamed into the four Strategic Objectives

Source: WFP Strategic Plan 2014 - 2017

*The full WFP Strategic Plans are available in the e-library.*

## Annex 4: List of stakeholders at project level

Operation	Operation Title	Timing	Top 5 Multi and Bilateral Funding donors	Cooperating International Agencies	Operational Governmental Partners	Cooperating International NGOs
PRRO 200603	Food Assistance to Refugees in North- Western Tanzania	Jul 14 - Jan 16	European Commission, Japan, UK, US, UN Common Funds and Agencies (excl CERF)	UNHCR	Ministry of Home Affairs	ADRA and Tanzania Red Cross (TRCS)
DEV 200200	Country Programme - Tanzania (2011-2015)	Jul 11 - Jun 15	Canada, Republic of Korea, Russian Federation, Tanzania, UN Common Funds and Agencies (excl CERF), USA	UNICEF, UNIDO, UNESCO , ILO	Central and local government, Tanzanian Food and Nutrition Center (TFNC), Tanzanian Food and Drug Authority (TFDA)	World Vision International
PRRO 200325	Food Assistance to Refugees in North-Western Tanzania	Jan 12 - Jun 14	EC, Japan, Russian Federation, Saudi Arabia, UN Common Funds and Agencies (excl CERF), UK, USA	UNHCR, UNICEF, FAO	Central government	International Rescue Committee (USA), World Vision International, TRCS, CARITAS
PRRO 200029	Assistance to Refugees and Vulnerable Households Among the Host Populations in North-Western Tanzania	Jan 10 - Dec 11	European Commission, Spain, Japan, Saudi Arabia, Spain, UK, Usa	UNICEF, UNHCR	Government of Tanzania	International Rescue Committee (USA) , Right to play (CAN)

Source: Project documents, Resource Updates, SPRs and <http://home.wfp.org/NGO/index>



## Annex 5: COMMUNICATION AND LEARNING PLAN

**To be updated**

**[Tanzania Country Portfolio Evaluation]**

### Internal (WFP) Communications Plan

<b>When</b> Evaluation phase plus month/year	<b>What</b> Communication product/information	<b>To whom</b> Target group or individual with name/position	<b>What level</b> Organizational level of communication e.g. strategic, operational, etc.	<b>From whom</b> Lead OEV staff with name/position	<b>How</b> Communication means e.g. meeting, interaction, etc.	<b>Why</b> Purpose of communication
TOR (Nov. 2014)	Full TOR TOR brief	OEV, CO, RB, HQ,	Strategic	Evaluation Manager (EM)	Meetings and written exchanges	Draft for comments / Final for information
Inception (Feb. 2015)	Full Report	CO, RB, HQ, CO stakeholders	Operational	EM	Written exchanges	Draft for comments / Final for information
Field work debrief (April 2015)	Aide-Memoire	EMG, CO, RB, HQ, CO stakeholders	Operational	Evaluation Team Leader (TL)	Meetings / Teleconference	For information
Report (August 2015)	Evaluation Report / Evaluation Brief	EMG, CO, RB, HQ, CO stakeholders	All	EM, TL, OEV Director	- Draft report for comments through written exchanges. -Final Report for information through written exchanges. - Stakeholders' Workshop / meeting with TL	Draft for comments / Final for information

### External Communications Plan

<b>When</b> Evaluation phase plus month/year	<b>What</b> Communication product/information	<b>To whom</b> Target organization or individual with name/position	<b>What level</b> Organizational level of communication e.g. strategic, operational, etc.	<b>From whom</b> Lead OEV staff with name/position	<b>How</b> Communication means e.g. meeting, interaction, etc.	<b>Why</b> Purpose of communication
TOR (Nov. 2014)	Full TOR TOR brief	ERG (IFAD, UNDP)	Strategic	EM	Meetings and written exchanges	Draft for comments / Final for information
Inception (Feb. 2015)	Full Report	Same	Operational	EM and Evaluation Team	Meetings / Written exchanges	Draft for comments / Final for information
Field work debrief (April 2015)	Aide-Memoire	Same and other interested UN	Operational	EM / TL	Teleconference; Stakeholders' Workshop	For information

		agencies in-country				
Report (August 2015)	Evaluation Report / Evaluation Brief	Same	All	EM /TL	<ul style="list-style-type: none"> <li>- Draft report for comments through written / oral exchanges.</li> <li>-Final Report for information through written exchanges.</li> </ul>	

## Annex 6: Bibliography

	Folder name / File name	Author	Date
	<b>1 - EQAS</b>		
	<b>EQAS</b>		
	I. Guidance for process and content - CPE	WFP OEV	2014
	II. Template for TOR - CPE	WFP OEV	2013
	III. Quality Checklist for TOR - CPE	WFP OEV	2013
	IV. Template for Inception Report - CPE	WFP OEV	2013
	IX. Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
	V. Quality Checklist for Inception Report - CPE	WFP OEV	2014
	VI. Template for Evaluation Report - CPE	WFP OEV	2013
	VII. Quality Checklist for Evaluation Report - CPE	WFP OEV	2014
	VIII. Template for Summary Evaluation Report - CPE	WFP OEV	2014
	<b>2 - CONCEPT NOTE &amp; TOR</b>		
	Concept Note CPEs	WFP OEV	2010
	Concept Note Tanzania Final Version	WFP OEV	2014
	Tanzania CPE projected Timeline (word excel files)	WFP OEV	2014
	<b>3 - GOVERNMENT &amp; SECTOR POLICIES DOCS</b>		
	Tanzania Education Sect. Medium Term Strategic Plan 2010-2013	MINISTRY OF VET	2010
	Tanzania Education Sector Analysis	UNESCO/BREDA	2011
	<b>4 - WFP DOCS</b>		
	<b>WFP policies</b>		
	Strategic Plan 2014-2017	WFP	2013
	Concept note - WFP's next Strategic Plan 2014-2017	WFP	2012
	WFP Strategic Plan 2008-2013	WFP	2008
	WFP Strategic plan 2006 to 2009	WFP	2005
	Overview presentation Safety policy	WFP	2012
	WFP 2011 Policy WFP Policy Formulation	WFP	2011
	2014-2017 Strategic Results Framework	WFP	2014
	Consolidated framework of WFP policies	WFP	2010
	Management Results Framework	WFP	2011
	WFP draft Strategic Results framework 2014-2017	WFP	2013
	Implementation of WFP SRF	WFP	2010
	Strategic results framework, revised version	WFP	2011
	Strategic result framework	WFP	2009
	<b>5 - TANZANIA DOCS AND EXTERNAL RESOURCES</b>		
	<b>UNDAP &amp; UNDAF</b>		
	IPAT Report Final Draft	IPAT	2014
	Tanzania_UNDAF__2007-2010	UNDAF	2005
	UNDAP 2011-2015	UNDAP	2011
	UNDAP-Presentation-JanBoards_6Jan10_Rev	UNDAP	2010
	1 Office Mission ToR	UNDGO	2007
	Evaluation Categories - Clean Version		2014
	Key Informant List		2014
	UNDAP Evaluation Bibliography		2014
	<b>6 - MAPS</b>		
	Tanzania -Logistics Map	WFP	2013
	Tanzania country programme activities	WFP	2014

	<b>7 - DATA</b>		
	Tanzania_tables	WFP OEV	2014
	CPE Tanzania_Checklist of Operational Documents	WFP OEV	2014
	<b>8 - WFP TANZANIA</b>		
	<b>Assessment Reports</b>		
	09-10 Comprehensive Food Security and Vulnerability Analysis (CFSVA)	WFP	2010
	Comprehensive Food Security Vulnerability Analysis (CFSVA)	WFP	2012
	Nyarugusu Cash & Voucher Feasibility Study	WFP	2014
	Combined RVA February 2013 Final	MUCHALI	2013
	Comprehensive FSNA 10/11 Main Season	MUCHALI	2011
	Comprehensive FSNA Report	MUCHALI	2012
	Comprehensive FSNA Main Season	MUCHALI	2012
	Hazard calendar	WFP	2014
	Tanzania Urban Food Security Assessment	WFP	2009
	Integrated FSNA Report of the 2010/11 Vuli Season	WFP	2011
	Comp FSNA Report (MUCHALI report)	MUCHALI	2013
	A rapid analitical overview of food market in Mtwara (report0632011)	WFP	2011
	<b>Contribution stats</b>		
	TZCO contributions stat 2011 - 2014	WFP	2014
	TZCO PRRO contributions stat	WFP	2014
	<b>Country office</b>		
	Tanzania CO Planning Process: CP, PRRO, P4P and CPE	WFP	2014
	<b>CO&amp;SOs Organisational Charts</b>		
	Page 1 - CO Overall management June	WFP	2014
	Page 2 - CDs Office Management June	WFP	2014
	Page 3 - Programme Unit management June	WFP	2014
	Page 4 - Logistics unit Management June	WFP	2014
	Page 5 - ICT unit Management June	WFP	2014
	Page 6 - Finance Administration Unit Management June	WFP	2014
	Page 7 - HR Unit Management June	WFP	2014
	Page 8 - Kigoma SO Management June	WFP	2014
	Page 9 - Isaka SO Management June	WFP	2014
	Page 10 - Dodoma SO Management June	WFP	2014
	<b>Donor Reports&amp;Sitreps</b>		
	Dar es Salaam Floods Sit Rep Dec 23rd	WFP	2011
	DFID Tanzania Refugee Report_Feb	WFP	2012
	<b>Evaluations</b>		
	ER_How Coutry Offices Adapt to Change	WFP	2012
	MR_How Country Offices Adapt to Change	WFP	2012
	TOR_P4P Pilot Initiative Strategic Evaluation	WFP	2013
	<b>Executive briefs</b>		
	Executive brief December	WFP RB	2013
	Executive brief January	WFP RB	2014
	Executive brief March	WFP RB	2014
	Executive brief May	WFP RB	2014
	Executive brief June	WFP RB	2014
	<b>M&amp;E</b>		
	<b>Comprehensive&amp;Field Monitoring</b>		
	FFA Comprehensive Monitoring Caritas Mbulu	WFP	2013
	FFA Comprehensive Monitoring CESUDE	WFP	2013
	FFA Comprehensive Monitoring Kondo	WFP	2013
	FFA Comprehensive Monitoring Kongwa	WFP	2013
	FFA Comprehensive Monitoring MASWA	WFP	2013
	FFA Comprehensive Monitoring Meru DC	WFP	2013
	FFA Comprehensive Monitoring Monduli	WFP	2013
	FFA Comprehensive Monitoring Ngorongoro	WFP	2013
	FFA Comprehensive Monitoring NZEGA	WFP	2013
	FFA Comprehensive Monitoring SIMANJIRO DC 28	WFP	2013
	FFA Comprehensive Monitoring ARUMERU	WFP	2014
	FFA Comprehensive Monitoring CHAMWINO	WFP	2014
	FFA Comprehensive Monitoring CHEMBA&KONDOA	WFP	2014
	FFA Comprehensive Monitoring HAI	WFP	2014

	FFA Comprehensive Monitoring KARATU	WFP	2014
	FFA Comprehensive Monitoring KWIMBA, MASWA&NZEGA	WFP	2014
	FFA Comprehensive Monitoring LONGIDO,	WFP	2014
	FFA Comprehensive Monitoring SAME	WFP	2014
	FFA Comprehensive Monitoring SIMANJIRO	WFP	2014
	FFA Comprehensive Monitoring Summary Report	WFP	2014
	<b>M&amp;E Plans</b>		
	PRRO ME Plan Matrix	WFP	2012
	TZCO ME Plan Matrix	WFP	2014
	<b>Monthly Monitoring Reports</b>		
	Arusha-Monthly Monitoring Report August	WFP	2012
	Arusha-Monthly Monitoring Report July	WFP	2012
	Arusha-Monthly Monitoring Report June	WFP	2012
	Arusha-Monthly Monitoring Report May	WFP	2012
	Arusha-Monthly Monitoring Report October	WFP	2012
	Arusha-Monthly Monitoring Report September	WFP	2012
	Dodoma -Monthly Monitoring Report October	WFP	2012
	Dodoma -Monthly Monitoring Report May	WFP	2012
	Dodoma -Monthly Monitoring Report June	WFP	2012
	Dodoma -Monthly Monitoring Report July	WFP	2012
	Dodoma -Monthly Monitoring Report August	WFP	2012
	PRRO -Monthly Monitoring Report August	WFP	2012
	PRRO -Monthly Monitoring Report July	WFP	2012
	PRRO -Monthly Monitoring Report June	WFP	2012
	PRRO -Monthly Monitoring Report May	WFP	2012
	PRRO -Monthly Monitoring Report December	WFP	2012
	PRRO -Monthly Monitoring Report April	WFP	2013
	PRRO -Monthly Monitoring Report August	WFP	2013
	PRRO -Monthly Monitoring Report February	WFP	2013
	PRRO -Monthly Monitoring Report January	WFP	2013
	PRRO -Monthly Monitoring Report July	WFP	2013
	PRRO -Monthly Monitoring Report March	WFP	2013
	PRRO -Monthly Monitoring Report May	WFP	2013
	<b>Operations</b>		
	<b>Country Strategy</b>		
	Tanzania Country Strategy - 2011 - 2015	WFP	2010
	<b>CP 200200</b>		
	Project document PD	WFP	2011
	Resource situation (April, June, August)	WFP	2014
	Standard project reports	WFP	2011, 2012, 2013
	Budget Revision 3 29 September (LogMatrix, narrative, budget)	WFP	2014
	<b>PRRO 200029</b>		
	Project document PD	WFP	2010
	Resource situation	WFP	2012
	Standard project report	WFP	2012
	<b>PRRO 200325</b>		
	Project document PD	WFP	2011
	Resource situations (April, June)	WFP	2014
	Standard project report	WFP	2013
	<b>PRRO 200603</b>		
	Project document PD	WFP	2013
	Resource situations (April, June)	WFP	2014
	<b>Resource Mobilization</b>		
	PRRO_Resource_Mobilisation_June_20	WFP	2013
	Tanzania Resource_Mobilisation_revised Jan	WFP	2014

	P4P		
	Country Implementation Plan	WFP	2009
	Final investment Analysis Tanzania Country Report March 14	FAO	2014
	Impact Assessment Report - Tanzania (final)	WFP	2014
	Map P4P and Non P4P FOs Purchase Plan for 2014	WFP	2014
	P4P Factsheet	WFP	2014
	P4P Tanzania Story - final	WFP	2013
	Quarterly report 2	WFP	2013
	Quarterly report	WFP	2013
	Tanzania Assessment Report	WFP	2008
	Tanzania Country Profile	WFP	2010
	Tanzania CS 2011-2015	WFP	2010
	Tanzania experience	WFP	2014
	Tanzania Lessons	WFP	2010
	Tanzania P4P Case Study-FINAL	WFP	2010
	Tanzania writeshop	WFP	2011
	Tanzania_follow-up_report_FINAL	WFP	2013
	Updated TANZANIA_Baseline_Report_FINAL_July	WFP	2013
	9 - DAO Delivering as One		
	10-Facts-about-DaO-in-Tanzania	UN	2008
	Delivering_as_One_Evaluation_Main_Report[1]	UN	2012
	Delivering_as_One_Evaluation_Summary_Report_for_Printing[1]	UN	2012
	Draft report-DAO	UN	2012
	Final-One-Fund-MoU	UN	2007
	IPAT Report Final Draft	UN	2014
	One Programme_Signed	UN	2007
	Tanzania One UN Annual Progress Report	UN	2011
	Tanzania-UN-Coms-before-and-after-Delivering-as-One	UN	2009
	UN Communication Strategy 2007-2008 revised 3 July	UN	2007
	UNEG Evaluation of the Pilot Initiative for Delivering as One	UNEG	2008