

Evaluation of Sri Lanka WFP Country Strategic Plan 2018-2022

Terms of reference



**World Food
Programme**

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June 2021

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

4. Sri Lanka is a lower middle-income country in South Asia with a population of 21,803,000 people and the female and male proportions accounting for 52 percent and 48 percent respectively. Population ages 15–64 years make up the highest proportion at 65 percent, followed by ages 0–14 years at 24 percent, while persons 65 years and above make up only 11 percent. Life expectancy at birth is 77 years (2018),¹ adolescence birth rate was 21 percent in 2015,² with a total fertility rate of 2.2.³
5. In 2019, Sri Lanka's Human Development Index (HDI) was 0.782, putting the country in the high human development category and ranking 72 out of 189 countries; its HDI is higher than the average of 0.641 for countries in South Asia. Between 1990 and 2019, Sri Lanka saw a steady increase in its HDI components as follows: life expectancy by 7.5 years and expected years of schooling by 2.8 years. Its Gross National Income (GNI) per capita also increased by about 229.4 percent during the same period.⁴ The volume of remittances was 7.9 percent of its total GDP in 2018.⁵ The net official development assistance received was 0.2 percent of its GNI in 2019.⁶
6. More recently, however, the GDP per capita fell from USD4,081 in 2018 to USD3,853 in 2019 and because of the COVID-19 pandemic, the economy further contracted by 3.6 percent in 2020.⁷ Its foreign direct investments net inflows as percentage of GDP also fell from 1.83 percent in 2018 to 0.9 percent in 2019.⁸
7. The gap between the average income and consumption of the richest and the poorest 10 percent of the population increased from 0.364 in 2008 to 0.398 in 2016, as represented by the income Gini.⁹ 14 percent of its population is vulnerable to multidimensional poverty¹⁰ whereas only 0.3 percent is in severe multidimensional poverty. Indeed, only 0.8 percent of its population live below USD1.90 a day.¹¹

¹ Sri Lanka | Data (worldbank.org)

² WHO: Adolescent birth rate (per 1000 women aged 15-19 years) (who.int)

³ UNFPA: <https://www.unfpa.org/data/world-population-dashboards>

⁴ Sri Lanka Human Development Report (HDR) 2020: [LKA.pdf \(undp.org\)](#). Standard of living is measured by GNI per capita.

⁵ SDG Country Profiles (unstatshub.org)

⁶ Workbook: OECD DAC Aid at a glance by recipient_new (tableau.com)

⁷ Sri Lanka Overview (worldbank.org)

⁸ Sri Lanka | Data (worldbank.org)

⁹ OECD. 2019. *Society at a Glance: Asia/Pacific*: 0006afd1-en.pdf (oecd-ilibrary.org)

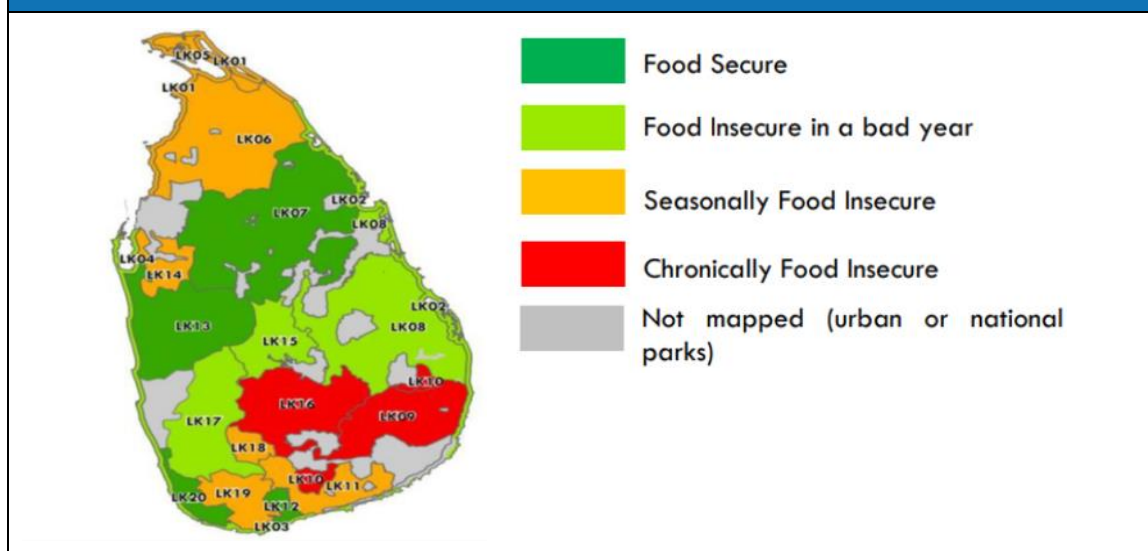
¹⁰ According to the UNDP HDR, the multidimensional poverty index identifies multiple deprivations suffered by individuals along 3 dimensions: health, education, and standard of living.

¹¹ UNDP. 2020. *Human Development Report*

Food and nutrition security

8. Poverty is the main cause of food insecurity in Sri Lanka with most of the poor having low resilience to climatic shocks.¹² As seen in figure 1 below, households in the tea estates, southeastern rain-fed paddy farming and sugarcane zones are chronically food insecure. According to WFP/FAO, 4.7 million people were estimated to be undernourished in 2017;¹³ in the same year, poor food consumption score was highest in drought affected households. Extreme weather events affect the poorest and already food insecure households. Climate shocks were the forecast drivers for food insecurity in 2019.¹⁴
9. In 2020, Sri Lanka had a moderate level of hunger with a global hunger index of 16.3, ranking it 64 out of 107 countries. It has made significant progress in reducing hunger in the last ten years largely due to improved economic conditions.¹⁵ In 2019, Sri Lanka ranked 47 out of 113 countries in the Global Food Security Index.¹⁶

Figure 1: Sri Lanka food insecurity situation (2015)



Source: Sri Lanka Food Security Atlas 2015 (WFP)

10. Micronutrient deficiencies, yield stagnation, rising food prices, income inequalities, poor road and marketing infrastructure, climate change, and gender inequalities are affecting progress in achieving food security and nutrition.¹⁷
11. Both undernutrition and obesity are principal issues related to nutrition, with wasting being a health issue in most districts.¹⁸ Between 2003 and 2018, 15 percent of children under 5 years were suffering from wasting, 17 percent were stunted, while 15 percent were overweight.^{19,20}

¹² 2017. FAO, WFP. Crop and Food Security Assessment

¹³ 2017 Sri Lanka Rapid Post Disaster Needs Assessment

¹⁴ 2019 Global Report on Food Crises

¹⁵ 2020. FAO. State of Food Security and Nutrition in the World

¹⁶ [Global Food Security Index \(GFSI\) \(eiu.com\)](https://www.eiu.com/)

¹⁷ National Strategic Review of Food Security and Nutrition

¹⁸ 2019. WFP. Fill the Nutrient Gap

¹⁹ 2019. UNICEF. State of the World Children's Report

²⁰ [Global Nutrition Report | Country Nutrition Profiles - Global Nutrition Report](https://www.unicef.org/nutrition/)

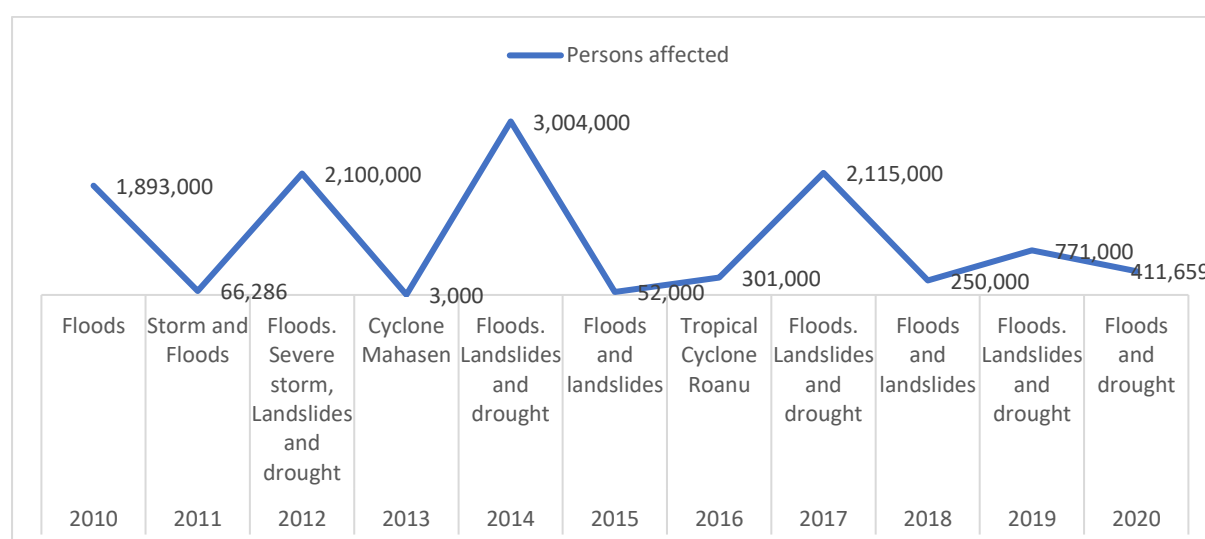
Agriculture

12. Sri Lanka is a tropical country with four agro-climatic regions: wet zone, dry zone, intermediate zone and arid zone. Agriculture is one of the most important sectors in the Sri Lankan economy. 60 percent of the land is used for agriculture with paddy the main crop. Food availability is mainly determined by local food production which accounts for 80 percent of its food requirements;²¹ the country is self-sufficient in its staple food rice and other main food sources but imports 20 percent of its food needs with wheat being the biggest item (in terms of value).²² The issues concerning the agricultural sector are mainly related to productivity, quality of food production, post-harvest losses, environmental degradation, and frequency and severity of hazards.²³
13. Agriculture accounted for 7.41 percent of Sri Lanka's GDP in 2019,²⁴ the major export crops (tea, rubber, coconut and spices) represented the largest contribution (35 percent) to the agricultural GDP followed by paddy (29 percent).²⁵ The sector employs around 28 percent of the labour force, and small-scale farmers produce most of the country's agricultural output; it employs more than 1 million farmers directly or indirectly; most farmers operate on a small scale and some common problems relate to marketing their products, non-availability of inputs and in accessing credit.²⁶ Changing weather patterns have emerged as the main risk for the entire agriculture sector.²⁷

Climate change and vulnerability

14. In the last decade, Sri Lanka has been hard-hit by floods, drought, cyclones, and landslides affecting millions of people, as seen in figure 2. The Global Climate Risk Index 2021 ranked Sri Lanka the 30th most affected by extreme weather events among 180 countries. The country was ranked no. 2 in 2017 when exceptionally heavy rain caused dramatic flooding that killed 200 people and left hundred thousands of people homeless.²⁸ The most frequent natural hazards are droughts, floods, landslides, cyclones, and coastal erosion. During the last two decades, the severity of landslides has increased through a combination of heavy rains, geological changes and deforestation.²⁹

Figure 2: Timeline of natural disasters in Sri Lanka: 2010 - 2020



Source: [Disasters | ReliefWeb](#)

15. In view of the issue of natural hazards, the Climate Change Secretariat (CCS) was established by the Ministry of Mahaweli Development and Environment in 2008 as a national platform to address climate

²¹ National Food Production Programme 2016 – 2018: Presidential Task Force on National Food Production

²² National Strategic Review of Food Security and Nutrition

²³ National Food Production Programme 2016 – 2018: Presidential Task Force on National Food Production

²⁴ [Sri Lanka | Data \(worldbank.org\)](#)

²⁵ 2019. Sustainable Sri Lanka Vision 2030

²⁶ [Sri Lanka \(ifad.org\)](#)

²⁷ 2019. Sustainable Sri Lanka Vision 2030

²⁸ Germanwatch. 2020. [Global Climate Risk Index 2021](#)

²⁹ World Bank. Climate Knowledge Portal (accessed on 15 April 2021).

change issues in Sri Lanka. The CCS holds consultation forums and develops policies, actions, and research studies and also promotes private sector participation in clean development mechanism projects and ensures that the policies are consistent with national development priorities and objectives. Sri Lanka ratified the Paris Agreement on September 21, 2016.³⁰ Sri Lanka as a party to the United Nations Framework Convention on Climate Change submitted its Nationally Determined Contributions to reduce the emissions by focusing on 14 sectors during the target period of 2021-2030.

Education

16. Sri Lanka's literacy rate for adults (15 years and older) is a high 91.7 percent. This is due to a high degree of participation in partaking of educational opportunities. Both primary and secondary gross enrolment ratio are at 100 percent. 80 percent of the adult population had at least secondary education between 2015-2019, with a slightly lower percentage for females (79.2 percent) than for males (81 percent).³¹
17. Government's expenditure on education amounted to some two percent of the GDP; as a share of total expenditure in public institutions, this was 74.7 percent in 2018.³² Sri Lanka's preschool sector is however largely unregulated. Many children do not receive the quality preschool education they need to enter primary schools. Further, in certain pockets of poverty, particularly in the tea-estate areas and in former conflict-affected areas of the North and East, levels of learning remain low.³³

Gender

18. Sri Lanka was ranked 72nd out of 162 countries in 2019 on the Gender Development Index (GDI) with a ratio of 0.955; with a slight steady increase in the rating from 2016 onwards. In terms of gender inequality, the country was ranked 90th in 2019.³⁴ This also reflects lower labour force participation rates for women as compared to men - 35.4 percent against 74.6 percent respectively. Some 73 percent of women own an account at a financial institution or with mobile money-service providers.³⁵
19. Supply-side factors undermining women in labour markets include more restrictions on women's mobility than men's—lack of social support for women commuting to work— and preventing women from accessing safe and comfortable transportation to work, and parents' greater encouragement of sons' rather than daughters' pursuit of careers.³⁶
20. Women in Sri Lanka are more than twice as likely to have experienced physical violence by a partner in their lifetime (17.4 percent) than by anybody else (7.2 percent). Sexual violence by a partner is also more prevalent than sexual violence by a non-partner (6.2 percent compared to 4.1 percent in her lifetime). Impacts on mental health are high with emotional distress reported at much higher rates by women who experienced violence compared with women who did not. The impact of gender-based violence (GBV) is felt by their children; women with school age children who had experienced partner violence were more likely to report their child(ren) had nightmares (21.2 percent) than women who had no physical or sexual partner violence (11.8 percent).³⁷
21. The government has taken several steps to address GBV. For instance, in 2016, the government drafted a Policy Framework and National Plan of Action to address Sexual and Gender-based Violence Sexual and Gender-based Violence (SGBV).³⁸ Further, the draft National Policy on Women outlines recommendations in several key areas to advance equal rights and opportunities for women.³⁹

³⁰ Ibid.

³¹ UNICEF. [The State of the World's Children 2019](#)

³² World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 15 April 2021)

³³ [Education | UNICEF Sri Lanka](#)

³⁴ [Statistical Update 2018 | Human Development Reports \(undp.org\)](#)

³⁵ UNDP. <http://hdr.undp.org/en/countries/profiles/LKA> (accessed on 15 April 2021)

³⁶ World Bank. Getting to Work: Unlocking Women's Potential in Sri Lanka's Labor Force. Directions in Development, 2020

³⁷ [Women's Wellbeing Survey - 2019 \(statistics.gov.lk\)](#)

³⁸ Government of Sri Lanka. 2016. The Policy Framework and National Plan of Action (NPoA) to address Sexual and Gender-based Violence 2016-2020, Sri Lanka Ministry of Women and Child Affairs, June 2016

³⁹ Government of Sri Lanka. 2019. Draft National Policy on Women, Ministry of Women and Child Affairs and Dry Zone Development.

Migration, refugees and internally displaced people

22. As of 31 December 2020, there were 1,400 internally displaced people (IDP) and 19,000 occurrences⁴⁰ of displacements (in the year 2020) due to natural disasters.⁴¹ Migration is particularly important coping strategy in response to environmental change and low employment, among others. Sri Lanka is both a labour-sending country (with over 2 million of its citizens working abroad), and a labour-receiving one – with a growing number of migrant workers from countries such as India and China arriving to work on large-scale infrastructure projects. Such development is projected to further increase population mobility into and within the island. The end of a protracted civil conflict led to a return of Sri Lankan refugees from India and other countries, and of IDPs to their places of origin. Sri Lanka is one of the few countries to have a dedicated migration health policy framework inclusive of all migrant typologies.⁴²

Humanitarian protection

23. The security situation in Sri Lanka improved following the end of the civil conflict in May 2009. The elections of 2015 led to the first political transition since the end of the civil conflict and empowered Sinhala and Tamil moderates with popular mandates for peacebuilding and governance reform. The creation of the Ministry of Human Rights provides a mechanism for follow up and implementation of Sri Lanka's international human rights commitments. Sri Lanka was among the first countries to complete a National Plan of Action to fulfil its commitments made for children.⁴³
24. The National Policy on Durable Solutions for Conflict-affected Displacement acknowledges the adverse impact of the civil conflict on all communities in Sri Lanka and affirms the need to respond to all IDPs and displacement-affected populations in a non-discriminatory, fair, just and equitable manner. The policy provides a rights-based set of principles and standards to guide all stakeholders working with IDPs, in accordance with Sri Lankan law and policy and international law and humanitarian standards, including the UN Guiding Principles on Internal Displacement.⁴⁴

COVID-19 pandemic

25. COVID-19 mitigation measures from March and July 2020 reduced the income of many households due to lower remittances, exports and tourism earnings. Sri Lanka's unemployment rate was expected to rise to 6 percent in 2020. The Government recognised the vulnerability of Sri Lankan households to the economic fallout by committing USD 270 million or 0.33 percent of GDP in monthly transfers to beneficiaries in April and May 2020. The Central Bank of Sri Lanka supported affected firms with suspensions of loan payments and a concessional refinancing programme. The Government also committed 0.1 percent of GDP for quarantine and containment measures; USD 5 million to the SAARC COVID-19 Emergency Fund; a Petroleum Stabilization Fund (PSF) built utilizing the lower international prices of oil; and a presidential contributory fund of USD 7.4 million.⁴⁵ The UN Resident Coordinator together with a core group of UN agencies, developed an Advisory Note on the socio-economic impact of COVID-19 that supported revamping the implementation architecture of the UNSDF in light of COVID-19 and the subsequent Socio-economic Response Plan.⁴⁶

National policies and the SDGs

26. Sri Lanka has developed over the years several national policies and development plans to guide its socio-economic development, as follows:
- a. The Sustainable Sri Lanka 2030 Vision and Strategic Path is the Government's policy to attain its commitments on the SDGs. The report sets out Sri Lanka's current country profile and status, key issues and opportunities relating to sustainable development, future priorities and targets, and new initiatives and options to achieve ambitious goals by 2030.

⁴⁰ This refers to a number of movements, and not people, as individuals can be displaced several times, and the data does not always reflect this.

⁴¹ Sri Lanka | IDMC (internal-displacement.org)

⁴² IOM. https://publications.iom.int/system/files/pdf/wmr_2020.pdf

⁴³ UN. 2016. The Peacebuilding Context Assessment Sri Lanka 2016.

⁴⁴ <https://www.globalprotectioncluster.org/2018/07/27/sri-lanka/>

⁴⁵ UN Advisory Paper: Immediate socio-economic response to COVID-19 in Sri Lanka, 2020.

⁴⁶ UN. 2020. UN Advisory Paper: Immediate Socio-Economic Response to COVID-19 in Sri Lanka.

- b. Through the Sustainable Development Council of Sri Lanka (SDC), the government agency established to facilitate, monitor and review the development of Sri Lanka's sustainable growth, the country has planned to host the 2021 UNESCAP South-Asia Forum on SDGs. The SDC should be the agency responsible for the development of the 2nd Voluntary National Review to the High Level Political Forum for SDGs planned for July 2022.
- c. The Public Investment Programme (2017–2020)⁴⁷ outlined capital budget resource allocations reflecting an inclusive socio-economic development approach based on policy reforms, institutional development and other initiatives in alignment with the SDGs, including SDG 2.
- d. The Government's National Policy Framework Vistas of Prosperity and Splendour⁴⁸ is the overarching policy framework that covers ten policy areas, updating the previous government's Vision 2025, giving consideration to socio-economic, environmental and political aspects. Under it, for instance, the National Agricultural Policy 2021⁴⁹ aims for a sustainable transformation of the agriculture sector in Sri Lanka and builds on the Food Production National Programme launched in 2016 to enhance the productivity of rice, vegetable, and fruits, and promote home gardening.⁵⁰ The National Action Program for Combating Land Degradation in Sri Lanka 2015-2024 recognizes the necessity of adopting methods to rehabilitate agricultural lands.⁵¹
- e. The National Nutrition Policy⁵² provides guidance for the development of national strategic plans of action for nutrition policies and provides a guiding framework for synergies between different strategies and programs of the government, international agencies and civil society.
- f. The main social safety net programme of the government, Samurdhi, aims to meet the basic needs of the poorest 25 percent of the population, while other schemes include a national school meals programme and targeted support for the elderly, pregnant women and children (Thripasha) and persons with disabilities. Persons above 70 years of age without any source of income are given a monthly allowance of Rs 2000 under a cash assistance program.⁵³

United Nations Sustainable Development Framework

- 27. The United Nations Sustainable Development Framework (UNSDF) covers the period 2018-2022 and leverages the expertise, capacity and resources of the United Nations to support government priorities. The UNSDF serves as a common strategy in four strategic areas of focus: towards improved data, knowledge management and evidence-based policy; strengthened, innovative public institutions and engagement towards a lasting peace; human security and socio-economic resilience; and enhancing resilience to climate change and disasters and strengthening environmental management. The UNSDF provides the overarching framework for the work of the UN in Sri Lanka in line with the national priorities of the Maithri Palanayak, Sthaavara Ratak: A Compassionate Governance, A Stable Country, the Public Investment Programme (2017-2020), the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. The total budget of the UNSDF for the implementation of SDGs was USD366.84 million. In 2020-21, the UNSDF organizational structure in Sri Lanka was re-vamped around 'Results Groups' for improved coherence and coordinate work around the delivery of the UNSDF 2018-2022 outcomes.

International development assistance

- 28. During the period 2018-2020, Sri Lanka received a yearly average USD781,354 million gross official development assistance (ODA). Figure 3 shows the ODA in absolute numbers by year. The proportion of net ODA per GNI was 0.4 percent in 2017, fell to -0.3 percent in 2018 and increased to 0.2 percent in 2019.

⁴⁷ Sri Lanka Ministry of National Policies and Economic Affairs. 2017. Public Investment Programme 2017 – 2022.

⁴⁸ Govt of Sri Lanka. Vistas of Prosperity and Splendour [sri-lanka-podujana-peramuna-manifesto-english.pdf \(gota.lk\)](https://www.gota.lk/sri-lanka-podujana-peramuna-manifesto-english.pdf)

⁴⁹ Sri Lanka Ministry of Agriculture Development and Agrarian Services. National Agricultural Policy 2014.

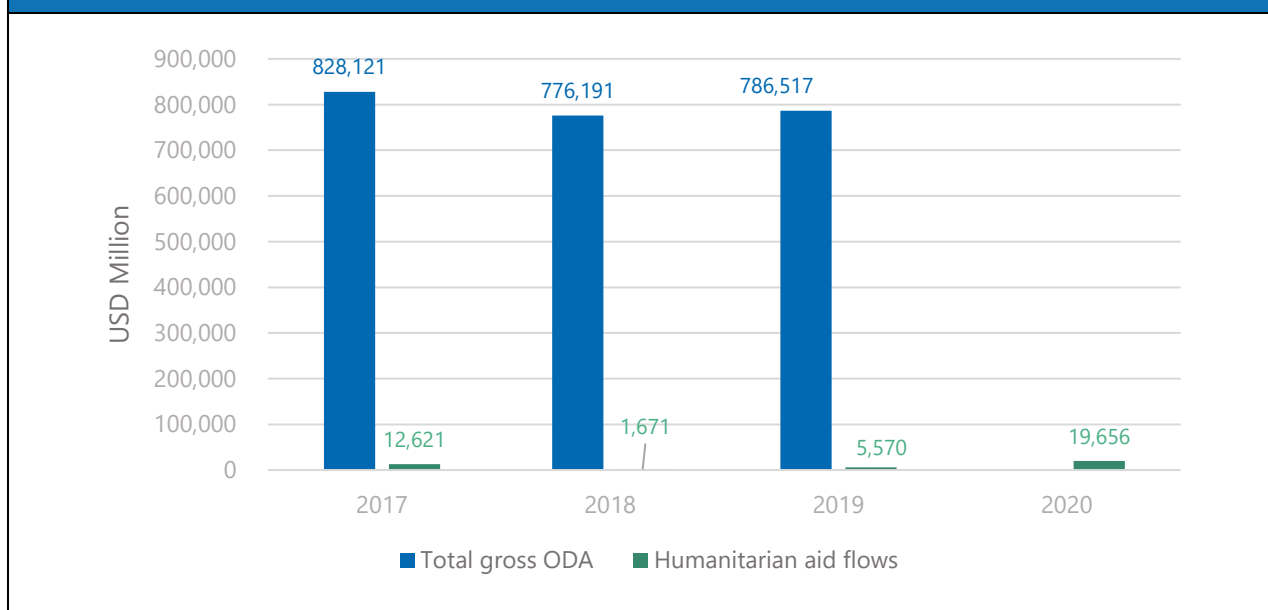
⁵⁰ Sri Lanka Presidential Task Force on National Food Production. 2015.

⁵¹ Sri Lanka Ministry of Environment and Renewable Energy 2014. National Action Program for Combating Land Degradation in Sri Lanka 2015 -2024.

⁵² Sri Lanka Ministry of Healthcare and Nutrition. National Nutrition Policy of Sri Lanka 2010.

⁵³ Institute of Policy Studies, PowerPoint Presentation (ips.lk)

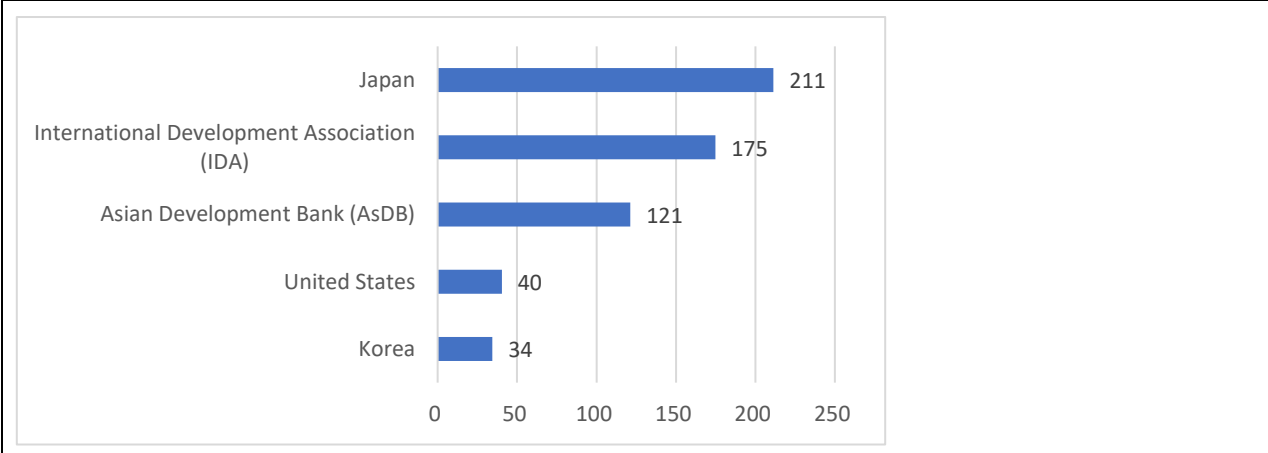
Figure 3: International assistance to Sri Lanka (2017-2020)



Source: OECD website and UN OCHA FTS, data extracted on 13/04/2021. Total gross ODA is not available for 2020.

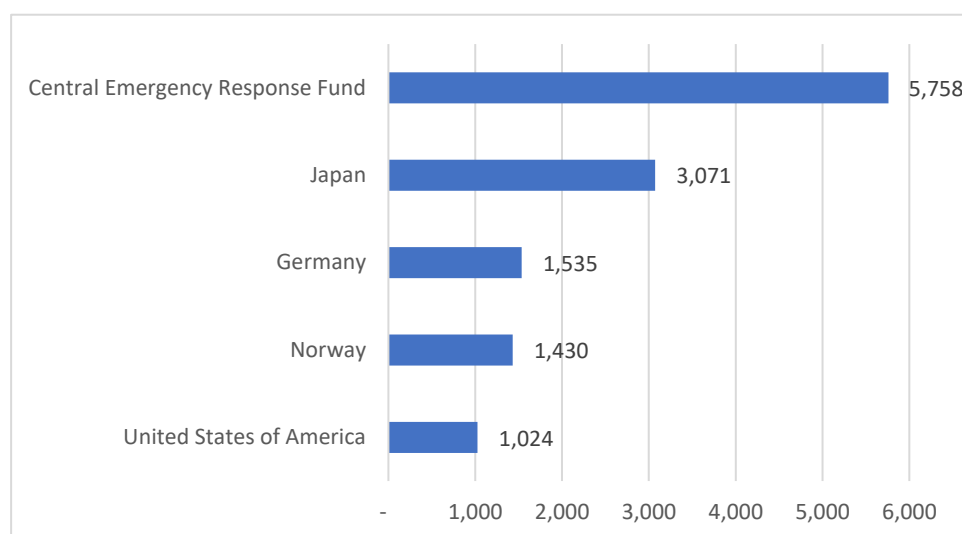
29. The top five average official development assistance funding sources between 2016-2019 were Japan and the International Development Association, followed by the Asian Development Bank, United States of America and Korea (Figure 4). Main humanitarian donors have comprised the Central Emergency Response Fund, Japan, Germany, Norway, and USA (Figure 5). The top sectors funded by ODA between 2016 and 2019 were economic infrastructure and services (43 percent), followed by other social infrastructure and services (29 percent) and education (8 percent) (Figure 6).

Figure 4: Top five donors of gross official development assistance for Sri Lanka 2016 – 2019 average, USD million



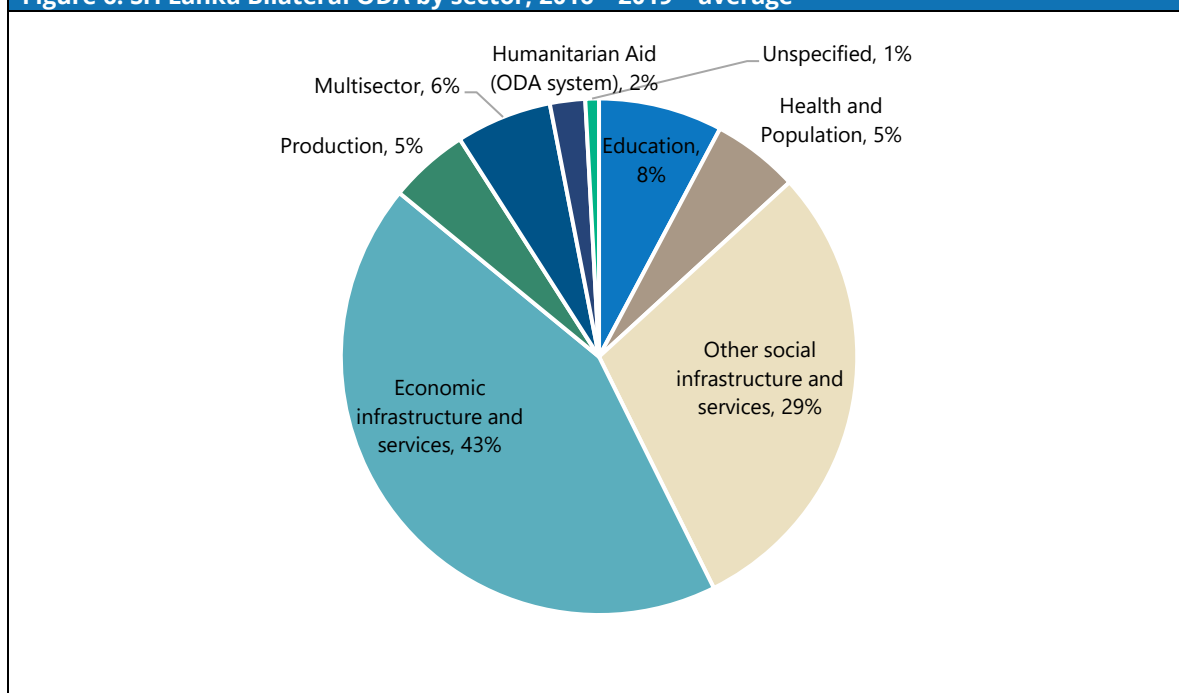
Source : OECD-DAC, UN OCHA – FTS (Accessed 13/04/2021)

Figure 5: Top five donors of humanitarian assistance for Sri Lanka 2016 – 2020 average, USD million



Source: OECD-DAC, UN OCHA – FTS (accessed 13/04/2021)

Figure 6: Sri Lanka Bilateral ODA by sector, 2016 – 2019⁵⁴ average



Source: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

⁵⁴ ODA data for sectors have not been made available beyond 2019 yet.

2. Reasons for the evaluation

2.1. RATIONALE

30. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new Sri Lanka CSP – scheduled for Executive Board’s approval in November 2022. It will also help the CO in shaping and outlining its priorities in the UNSDF that is expected to be prepared in 2022.

2.2. OBJECTIVES

31. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Sri Lanka; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

32. The objective of a stakeholder analysis is to ensure, as much as possible, that those who have an interest in the subject of the evaluation, and/or those can influence the evaluation are considered. Importantly, the evaluation can affect these groups differently based on various interests, power relations, roles, and gender. As much as possible, the evaluation will endeavour to reach out to them at various stages of the process. For instance, at inception stage by informing them of the evaluation objectives and process and identifying their interests in the evaluation; at the data collection stage by seeking their views on WFP’s strategy and performance in Sri Lanka; and at the reporting and dissemination phase by communicating and discussing evaluation results with them. This will also increase the likelihood of them taking ownership of the evaluation results.
33. Internally, the key standard stakeholders of the CSPE will be the WFP country office, Regional Bureau in Bangkok (RBB) and headquarters’ technical divisions, the WFP Executive Board (EB) and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A selection of WFP staff will be providing inputs on learning needs, the evaluation process and its deliverables as part of an Internal Reference Group (IRG). Annex 13 presents the role and composition of the IRG.
34. External stakeholders will include beneficiaries, the Government of Sri Lanka, non-governmental organizations (NGOs), the United Nations Country Team (UNCT) and key donors. The Government of Sri Lanka is an important partner, in particular, the Ministry of Finance. A Project Management Unit (PMU) and a Project Management Secretariat were established to support the implementation of the CSP. Other important ministries for WFP’ engagement include Ministry of Agriculture, Ministry of Education, Ministry of Health, Ministry of Environment (including Climate Change Secretariat), State Ministry of National Security and Disaster Management, State Ministry of Samurdhi, Household Economy, Micro Finance, Self-Employment and Business Development, State Ministry of Women and Child Development, Pre-School and Primary Education, School Infrastructure and Education Services.⁵⁵ Within each ministry, there are departments responsible for implementing WFP’s activities. For a list of these departments refer to Annex 4. The PMU will be an important interlocutor for the evaluation team and will facilitate engagement with key officials at national and provincial/district levels.

⁵⁵ WFP. 2020. Annual Country Report

35. The CSPE will seek to engage with WFP target population groups, household members, community leaders, teachers, civil protection staff etc. to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and other potentially marginalised population groups.
36. WFP is a member of the UNCT and Humanitarian Country Team (HCT). WFP collaborates in particular with the International Fund for Agricultural Development (IFAD), the Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), International Labour Organization (ILO) and the United Nations Development Programme (UNDP). WFP also interacts with two NGO cooperating partners: Foundation for Health Promotion and Scaling Up Nutrition People's Forum. A preliminary matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.⁵⁶ It will be further expanded at inception phase.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

37. WFP has been present in Sri Lanka since 1968, working through emergency and protracted relief operations. The WFP Country Strategic Plan (CSP) for Sri Lanka was approved by the Executive Board in November 2017 for five years (2018-2022). The CSP design was informed by a country portfolio evaluation conducted by OEV in 2015 which covered the period 2011-2015.⁵⁷ The evaluation found that in all of its main focus areas, including humanitarian relief, nutrition, school feeding and related analytical work, WFP had a relevant mandate and distinctive expertise, and achieved significant results. However, its effectiveness was mixed. For instance, school feeding contributed to restoration of the education system but supplementary feeding for malnutrition and low birthweight was not effective because of shortcomings in the national strategy for supplementary feeding and difficulties in delivering WFP assistance at the intended scale. Chronic underfunding remained the most serious impediment, affecting efficiency of operations. The evaluation recommended that WFP adopt a zero-based approach towards considering what long-term role, if any, WFP should have in Sri Lanka;⁵⁸ it should work with other UN agencies, international humanitarian agencies and the Government to develop a comprehensive and adequately resourced plan for completing the resettlement of IDPs and returning refugees; it should maintain in-country nutrition expertise and continue to advocate for targeted approaches to supplementary feeding and strengthen its guidance on the choice of transfer modalities.
38. The evaluation of the Climate Change Adaptation project, which targeted food insecure populations suggested stronger integration of resilience and climate change adaptation objectives in the CSP of WFP, and making more explicit linkages of this theme with other core WFP activities.⁵⁹
39. The evaluation of the EMPOWER project that was aimed at female former combatants and other disadvantaged and conflict affected women concluded that addressing the root causes of conflict, peacebuilding and economic empowerment require long term programming time frames and multiple measures of sustainability built in at all levels, from the design stage of programming to choice of financial instruments.⁶⁰
40. The CSP was developed in consultation with the Government and other stakeholders and informed by contextual, gender and gap analyses, and recommendations from the 2017 National Strategic Review of Food Security and Nutrition towards Zero Hunger. It was aligned with the 2016 United Nations Common Country Analysis and is aligned with the UNSDF 2018–2022.⁶¹ Other inputs included a gender analysis in

⁵⁶ A more detailed analysis will be undertaken during the inception phase of this evaluation.

⁵⁷ Sri Lanka: An evaluation of WFP's portfolio (2011-2015).

⁵⁸ This would involve: a) engaging the Government as a full partner and jointly identify areas where WFP can maximize value in the next few years; and b) developing time-bound exit strategies when WFP's engagement cannot be indefinitely justified, such as the SMP in Northern Province.

⁵⁹ WFP 2021. Decentralized evaluation of Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka (2013-2020).

⁶⁰ ILO Sri Lanka, WFP and UN Peacebuilding Fund. December 2019. End Term Evaluation EMPOWER.

⁶¹ http://lk.one.un.org/wp-content/uploads/2017/08/Final_UNSDf_2018-2022.pdf

2015 that identified gaps in promoting gender equality and women's empowerment for food and nutrition security outcomes⁶² and a review in 2017 of the food assistance for assets programme that highlighted the importance and strategic nature of pursuing a gender-transformative approach to achieving zero hunger.⁶³

41. The CSP pursues four strategic outcomes (SOs) as follows: SO1: Crisis-affected people have access to food all year round; SO2: school-age children in food-insecure areas have access to food all year round; SO3: children under 5, adolescent girls and women of reproductive age have improved nutrition by 2025; and, SO4: vulnerable communities and smallholder farmers have strengthened livelihoods and resilience in the face of shocks and stresses all year round. Table 1 provides an overview of these SOs and related activities.

Table 1: Sri Lanka CSP (2018-2022), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Crisis-affected people have access to food all year round	Activity 1: Provide food assistance to crisis-affected people
SO 2: School-age children in food-insecure areas have access to food all year round	Activity 2: Provide nutrition-sensitive food assistance, in partnership with the government, to targeted school-age children
	Activity 3: Provide technical and policy support on delivery of nutrition-sensitive school meal programmes to the Government
SO 3: Children under 5, adolescent girls and women of reproductive age have improved nutrition by 2025	Activity 4: Provide evidence-based advice, advocacy and technical assistance to government and implementation partners
	Activity 5: Provide technical assistance and advocate the scaling up of the fortification of staple food and specialized nutritious foods to government and other stakeholders, including the private sector
SO 4: Vulnerable communities and smallholder farmers have strengthened livelihoods and resilience in the face of shocks and stresses all year round	Activity 6: Support nutrition-sensitive and gender-transformative livelihood diversification and income generation through integrated resilience-building activities
	Activity 7: Provide technical assistance for emergency preparedness and response operations to the Government
	Activity 8: Provide technical assistance to government and related agencies in the building of improved, unified, shock-responsive safety-net systems

Source: WFP Sri Lanka CSP

42. Through the CSP 2018-2022, WFP is proactively adapting to rapid developmental and political change and diminishing resources by moving from direct implementation to policy engagement and capacity strengthening. There is a greater focus on technical support, knowledge and technology transfer; evidence-building, assessments and data analysis; early warning and emergency preparedness; shock-responsive social safety nets; and community-based resilience-building and livelihood diversification programmes that are nutrition-sensitive and gender-transformative, thereby promoting sustainability. WFP is also realigning its support to the national school meals programme (SMP) with the modality preferred by the Government, progressively moving from in-kind/cash food assistance to transitioning into the national SMP and increasing technical assistance. For nutrition, a strategic change includes a shift from direct implementation to increased technical support for evidence-based policy decisions and improved analysis, targeting, modality selection, delivery and monitoring of government nutrition interventions. Furthermore, WFP aimed to build on interventions involving food fortification and social

⁶² Janakie Seneviratne and Prema Gamage. April 2016. Gender Assessment for Sri Lanka Country Programme 2016–2017 World Food Programme.

⁶³ 2017 National Strategic Review of Food Security and Nutrition towards Zero Hunger

safety nets, expanding into social and behaviour change communication and nutrition-sensitive approaches.

43. Table 2 presents an overview of the planned and actual number of beneficiaries between 2018 and 2020. A more detailed breakdown of beneficiaries of WFP CSP in Sri Lanka is found in Annex 8.

Table 2: Overview of planned and actual beneficiaries							Percentage achieved
Years	Planned			Actual			
	Female	Male	Total	Female	Male	Total	
2018	94,360	93,640	188,000	74,345	74,286	148,631	79%
2019	83,141	82,459	165,600	171,689	174,945	346,634	209%
2020	57,452	56,548	114,000	41,111	40,262	81,373	71%

Source: CSP document; ACR 2018, 19, 20

Financial overview

44. The overall CSP budget as approved by the Executive Board is USD 46.8 million, with decreasing annual expenditures reflecting the shift from direct service delivery to upstream policy and capacity development, the gradual hand-over of the school meals programme to the Government by 2022 and the progressive strengthening of government capacity to manage emergencies. Table 3 and Figure 7 show the needs-based plan as per original CSP. In terms of focus areas, the largest share was for root causes, with resilience building and crisis response in quite close to equal proportion. There has been no budget revision since the start of the CSP.
45. As of May 2021, the CSP was funded at 62.8 percent.⁶⁴ Resilience building activities have received the largest resource allocation (60 percent) till date, followed by root causes activities (35 percent) and crisis response (3 percent). WFP has not received specific request to support food access of affected population, with the exception of emergency take-home rations for school children in 2020. Therefore resource mobilization for SO 1 (Activity 1) has been limited.
46. As shown in figure 8, funding is largely earmarked at activity level (60 percent), followed by country level at 37 percent.

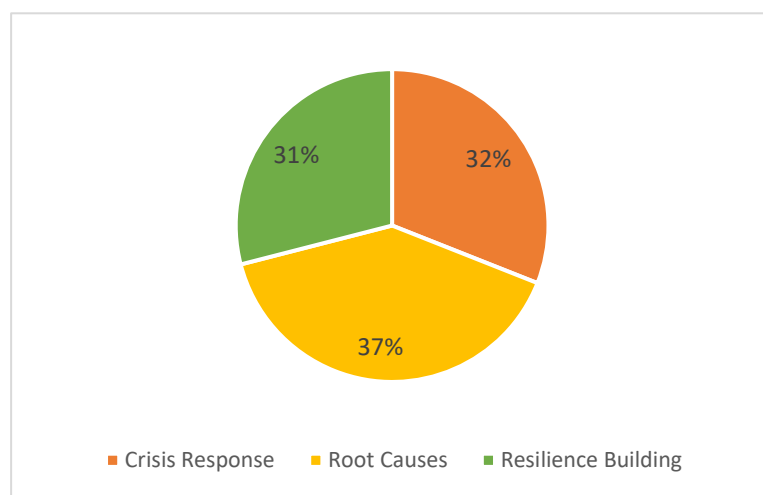
Table 3: Cumulative financial overview (USD) 2018 - 2022						
Focus Area	Strategic Outcome	Activity	Needs-based plan (2018-2022) USD million	% on total	Actual allocated resources USD million	% on total
Crisis response	SO 1	Act.1	12,452,410	32%	650,076	3%
	Sub-total SO1		12,452,410	32%	650,076	3%
Root Causes	SO 2	Act. 2	10,159,062	26%	7,608,644	32%
		Act. 3	890,579	2%	40,370	0%
	Sub-total SO2		11,049,641	29%	7,649,014	32%
	SO 3	Act. 4	2,146,176	5%	882,213	3%
		Act. 5	1,084,903	3%	38,200	0%

⁶⁴ WFP The Factory

	Sub-total SO3		3,231,079	8%	920,413	3%
Resilience Building	SO 4	Act. 6	8,916,858	23%	12,020,706	3%
		Act. 7	1,430,046	4%	1,588,598	7%
		Act. 8	1,422,105	4%	762,041	50%
		Non-Activity Specific	0	0%	35	0%
	Sub-total SO4		11,769,009	31%	14,371,380	60%
	Non-SO Specific	Non-Activity Specific	0	0%	558,183	2%
Total operational costs			38,502,139	100%	24,149,066	100%
Total direct support costs			5,225,938	-	3,726,564	-
Total indirect support costs			2,842,325	-	1,415,518	-
Grand total cost			46,570,400	-	29,291,149	-

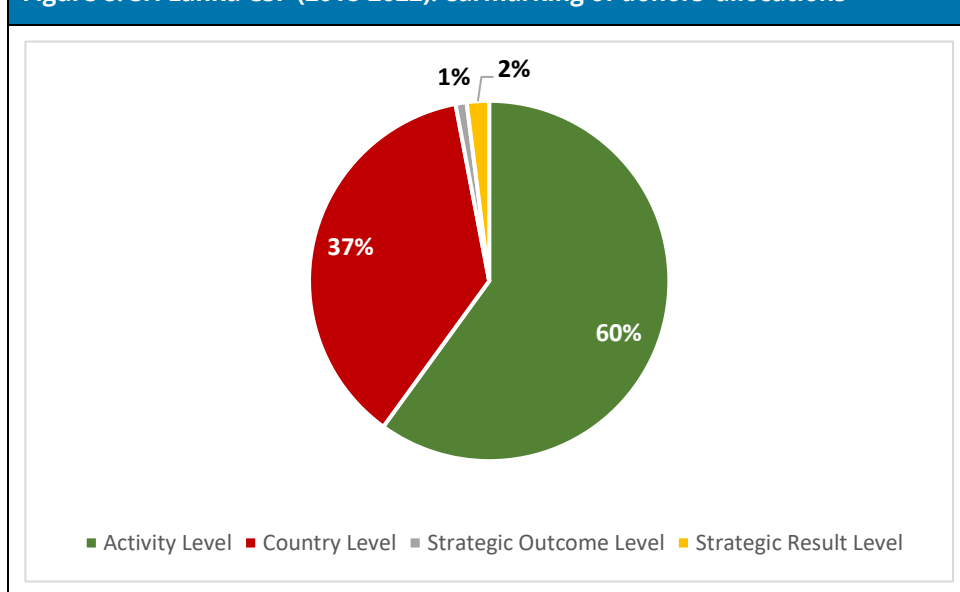
Source: WFP IRM analytics, data as at 31/05/2021

Figure 7: Sri Lanka CSP (2018-2022): breakdown of needs-based plan by focus area



Source: WFP IRM analytics, data as at 16/04/2021

Figure 8: Sri Lanka CSP (2018-2022): earmarking of donors' allocations



Source: WFP FACTory, Distribution Contribution and Forecast Stats on earmarking (including UN CERF) - data extracted on 16/04/2021

47. Main donors to the Sri Lanka CSP are Korea, Japan, USA, Canada, Australia, Switzerland, and the United Nations Peacebuilding Fund. The CSP also received significant contributions from regional allocations, and private donors.

Staffing

48. As of March 2021, the Country Office had 63 staff, of which 44 percent are female and 56 percent are male. 51 percent (32 staff) is hired under a long-term contract, 49 percent (31 staff) under a short-term contract. 13 percent (8 staff) are international recruited and 87 percent (55 staff) were nationally recruited. In addition to the Country Office in Colombo, WFP operates through five field offices located in the districts of Mannar, Mullaitivu, Matale, Batticaloa and Monaragala.⁶⁵

3.2. SCOPE OF THE EVALUATION

49. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 2018 to mid-2021. The unit of analysis is the CSP (2018-2022), understood as the set of strategic outcomes, outputs, activities and inputs that were included in the country strategic plan document approved by WFP Executive Board. Connected to this, the evaluation will focus on assessing WFP contributions to the CSP' strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the Government and the international community.
50. The evaluation will also take into consideration activities of the CO in the year immediately preceding the CSP; this will help understand whether the current CSP builds on or departs from the previous activities, and thus help better explain and assess the strategic shifts, if any, manifested in the design of the current CSP.
51. The evaluation scope will assess how relevant and effective WFP was in responding to the COVID-19 crisis in Sri Lanka. It will consider how adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

⁶⁵ <https://qa.dashboard.wfp.org/countries/LKA/operation>

52. The evaluation will analyse if and how gender equality and women's empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

53. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan considering changing context, national capacities and needs in particular in response to the COVID-19 pandemic?
1.4	To what extent is the country strategic plan coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Sri Lanka?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)? Did the response to Covid-19 change the degree of contribution in any of these areas?
2.3	To what extent are the achievements of the country strategic plan likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?

3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance? ⁶⁶
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?
4.3	To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

54. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
55. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
56. With regards to the above, some preliminary areas of interest were identified during discussions with the CO at the preparatory stage, as follows:
- To which extent the CO was able to operationalize a system approach or integrated programming as was envisaged at CSP start?
 - What opportunities in terms of strategic, financial and operational partnerships contributed to augment the WFP value proposition?
 - To which extent the Sri Lanka CO is equipped to undertake effective capacity strengthening and technical assistance? This will remain an important area under the new CSP and for the UN more widely.

⁶⁶ When assessing efficiency, it is important to consider potential trade-offs with gender equality, protection and other cross-cutting aims considered under evaluation sub-question 2.2.

4.2. EVALUATION APPROACH AND METHODOLOGY

57. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
58. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
59. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
60. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
61. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this TORs. The design will be presented in the inception report and informed by a thorough evaluability assessment as well as an overarching theory of change which should be reconstructed by the evaluation team drawing from the CSP line of sight (Annex 7) and validated with the CO during the inception phase. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
62. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
63. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
64. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the

gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

65. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.
66. In view of the on-going pandemic situation, the inception mission will be conducted remotely. For the data collection mission, depending on the situation, two options are envisaged. The first option is the ideal one wherein a three-week in-country mission comprising international and national team members is undertaken. The next option will be to have the national consultants conducting primary data collection in-country, and members affected by international travel restrictions conducting interviews remotely whilst providing regular oversight and guidance to national consultants. Should the contextual situation allow, the aim would be to hold the final learning workshop in Colombo on 10-11 January 2022. In all cases, the evaluation will draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and monitoring data made available by the Country Office. Technical and financial offers for this evaluation should consider both scenarios.
67. To minimize pressure on WFP and partners' staff, the evaluation will need to maximize coordination and information sharing, drawing from available data and use fieldwork only to cover additional ground. Finally, the evaluation should be conducted in a way that promotes the use of findings. This will require the evaluation team to regularly communicate with stakeholders and focus on forward-looking analysis that can contribute to future planning.

4.3. 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

68. The CO has collected a few studies, especially on nutrition such as Fill the Nutrient Gap,⁶⁷ The power of gender equality for food security,⁶⁸ and others such as Sri Lanka's School Feeding Investment Case Cost-Benefit Analysis Report,⁶⁹ which can provide deeper insights into these areas. Other documents of use are the 2016 United Nations country team Common Country Analysis, the 2017 Strategic Review, the review of the food assistance for assets programme. In addition, the decentralised evaluation of the Adaptation Fund and EMPOWER programme will be useful. It is possible that elements and emerging findings from other evaluations such as the impact evaluation of the Government's school feeding programme and the evaluation of UNSDF might be available during the CSPE.
69. Yet, several issues could have implications for the conduct of the CSPE. Common evaluability challenges may relate to:
 - a. The CSP does not have an explicit theory of change. Analysis on the contribution of WFP activities and their outputs to the outcomes set out in the CSP can be a challenge. However, results from the theory of change exercise conducted by the CO for each SO with the support of the Regional Bureau in 2020 will be useful to reconstruct the theory of change at the inception phase of the evaluation.
 - b. No systematic study or evaluation of the efficiency, sustainability of WFP outputs and results, gender, resilience, humanitarian principles and protection issues have been conducted.

⁶⁷ WFP. April 2019. Fill the Nutrient Gap.

⁶⁸ WFP. 2020. The power of gender equality for food security. Data from a quantitative measure.

⁶⁹ WFP. December 2015. Sri Lanka's School Feeding. Investment Case Cost-Benefit Analysis Report.

- c. Three versions of the CSP logical framework have been entered in the corporate system (two approved and one draft). As of March 2021, 81 indicators (32 outcome indicators, 12 cross-cutting indicators and 37 output indicators) are present in the CSP logical framework.⁷⁰ Of these, 17 outcome indicators, 8 cross-cutting indicators and 23 output indicators were included across all logical framework versions (see Annex 5). From a preliminary desk review and analysis on availability of WFP monitoring data, some of the outcome and output indicators listed in the logical framework of the CSP have not been systematically reported on in the ACRs of 2018, 2019 and 2020. In addition, the number of reported indicators have fluctuated over time, which may pose a challenge to trends analyses. The evaluability assessment is based on 2018-2020 data.
 - d. The baseline was only conducted in December 2019, thus only one year follow up updates may be available with respect to outcome indicators achievements. Further, while targets, baseline and follow-up data disaggregated by sex is generally available for reporting, availability and regularity of disaggregated data such as per locality or other categories including residential status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution. Collection of data at household - rather than individual - level and disaggregation by sex limited to disaggregation of data by sex of the household head might represent another analytical challenge for a number of indicators, such as the Food Consumption Scores, Livelihood-based Coping Strategy Index, Consumption-based Coping Strategy Index, among others. Availability of national level data in some thematic areas may also be limited.
 - e. Access may be restricted due to the ongoing COVID-19 pandemic and related restrictions or specific arrangements, including interpersonal distancing. In general terms, unforeseen developments and events in the country may affect the data collection.
 - f. Sensitivities for primary data collection at community level and access to beneficiary households and certain implementation sites, e.g. schools should also be taken into consideration.
70. Annex 5 provides further details. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEI.
71. The evaluation team will need to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's contribution to the higher-level results as set in the CSP.
72. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).
73. Sri Lanka 80 was ranked in the 2020 World Bank Statistical Capacity Index.⁷¹ This is a relatively high score, above the average for South Asia (69.8). The latest Population and Housing Census of Sri Lanka was completed in 2011.⁷² The latest Demographic and Health Survey was conducted in 2015,⁷³ while the Agriculture Census was last conducted in 2002. Income, poverty and food consumption data are available through the Household Income and Expenditure Survey 2016.^{74,75} Data from national studies is available on the website of the Department of Census and Statistics and Census.⁷⁶

4.4. ETHICAL CONSIDERATIONS

74. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of

⁷⁰ COMET report CM-L010 (accessed 19.04.2021)

⁷¹ [World Bank Statistical Capacity Indicator Dashboard](https://data.worldbank.org/indicator/SH.UV.CDVS?locations=SA)

⁷² <http://www.statistics.gov.lk/Population/StaticInformation/CPH2011/CensusPopulationHousing2012-FinalReport>

⁷³ <http://www.statistics.gov.lk/Health/StaticInformation/DemographicAndHealthSurvey-2016FullReport>

⁷⁴ http://repo.statistics.gov.lk/bitstream/handle/1/784/HIES2016_FinalReport.pdf?sequence=1&isAllowed=y

⁷⁵ [It is likely that results of the latest Household Income and Expenditure survey may be available by August 2021.](https://www.statistics.gov.lk/Health/StaticInformation/DemographicAndHealthSurvey-2016FullReport)

⁷⁶ <http://www.statistics.gov.lk/>

participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

75. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Sri Lanka CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

76. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
77. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to OEV.
78. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

79. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 4: Summary timeline – key evaluation milestones		
Main Phases	Tentative key dates	Tasks and Deliverables
1.Preparatory	6 May 2021 6-20 May 2021 21 June 2021 30 June 2021 15 July 2021	Draft ToR cleared by DDoE CO comment process Final ToR Summary ToR Evaluation Team/Firm contracting

2. Inception	22-23 July 2021 25-31 July 2021 7-17 September 2021 3 October 2021	OEV remote briefing CO, RB, PMU and HQ remote briefings CO comment process Final inception report
3. Data collection	15-October – 5 November 2021	Evaluation mission, in country/remote data collection and exit debriefing
4. Reporting	20 November 2021 6 February 2022 20 February 2022 10-11 March 2022 14 April 2022 16 May 2022	Presentation of preliminary findings Draft evaluation report shared with IRG IRG Comments process Learning workshop Final evaluation report Summary evaluation report ⁷⁷
5. Dissemination	June 2022 June-October 2022 November 2022	Management response Executive Board Preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

80. The CSPE will be conducted by a gender balanced team of 3-4 international (including a researcher) and 2 national consultants (1 female, 1 male) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of expertise listed in Table 5 below. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English, Sinhala and Tamil) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in complex protracted humanitarian contexts and knowledge of the WFP food and technical assistance modalities.

Table 5: Summary of evaluation team and areas of expertise required

Team Leadership	<ul style="list-style-type: none"> Team management, coordination, planning, ability to resolve problems and deliver on time Strong experience in evaluating implementation of strategic plans and CO positioning in transition situations Strong experience with evaluations in middle-income countries with key players within and outside the UN System Relevant knowledge and experience in Sri Lanka, or similar context Skills to oversee cross cutting themes such as gender, protection, humanitarian principles and accountability to affected populations.
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⁷⁷ The Summary Evaluation Report is drafted by the evaluation manager.

	<ul style="list-style-type: none"> • Ability to analyze and synthesize findings • Strong communication and presentation skills • Fluency and excellent writing skills in English • Prior experience in WFP evaluations is strongly preferred
Capacity strengthening	<ul style="list-style-type: none"> • Strong technical expertise in and experience of evaluating capacity strengthening and technical assistance at national/sub-national-levels, in relation to food security and nutrition programmes, social protection, supply chain schemes and disaster risk management services, specifically: <ul style="list-style-type: none"> ◦ policy and legislative support ◦ public-private partnership aimed at creation of employment and income-generating activities ◦ evidence generation, including socioeconomic assessments and food monitoring, and technical support to enhance evidence base decision making ◦ management and decision-making committees at community level ◦ training in livelihood skills for food insecure beneficiaries and community development projects • Proven track record of participation in evaluation teams evaluating this subject, in a similar context.
Emergency preparedness and response	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts.
Food security, livelihoods, resilience building and climate change	<ul style="list-style-type: none"> • Ability and experience in evaluating livelihood and resilience building related programming • Ability to assess the climate change impact on livelihood activities in the region; • Ability and knowledge in evaluating on food security monitoring, targeting and assessments.
Nutrition and Health including school feeding	<ul style="list-style-type: none"> • Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. • Familiarity with the latest evidences in nutrition and school feeding and with the Global Momentum (SUN movement).
Gender, Protection and AAP	<ul style="list-style-type: none"> • Ability and experience in evaluating gender aspects of multilateral organisations' programme including gender analysis and gender mainstreaming. • Ability and experience in evaluating humanitarian principles, access and protection. • Ability in analysing accountability and feedback mechanisms, social inclusion and other forms of accountability to affected populations.
Cost Efficiency, Effectiveness, Cash Based	<ul style="list-style-type: none"> • Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations. • Ability and experience in assessing supply chain related matters.

Transfer and supply chain	<ul style="list-style-type: none"> • Inter-agency coordination and service/platforms provisions • Ability and experience in evaluating Cash Based Transfer and Innovative approaches
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.

5.3. ROLES AND RESPONSIBILITIES

81. This evaluation is managed by the WFP Office of Evaluation. Hansdeep Khaira has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Julie Thoulouzan, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, the Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.
82. An internal reference group composed of selected WFP stakeholders at CO, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Sri Lanka; provide logistic support during the fieldwork⁷⁸ and organize an in-country stakeholder learning workshop. Mairiann Sun, Head of Research, Assessment and Monitoring (RAM), has been nominated the WFP CO focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. 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. SECURITY CONSIDERATIONS

83. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

⁷⁸ This will include connecting the evaluation team to suppliers for internal transportation.

84. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The final communication plan could include the development of communication products that enable the evaluation results to contribute to wider AAP commitments (for example, videos, summary briefs or other communication products in Sinhala and Tamil, etc.). While the evaluation team may play a role in identifying such products and defining their content at the inception phase, they will be developed by OEV communication team.
85. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

5.6. BUDGET

86. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: Sri Lanka Map with WFP Offices in 2021



Source: WFP OP Web [Sri Lanka \(wfp.org\)](http://Sri Lanka (wfp.org))

Annex 2: Sri Lanka Fact Sheet

	Parameter/(source)	2018	2020	Data source	Link
General					
1	Human Development Index (1)	0.78	0.782 (2019)	UNDP Human Development Report 2018, 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Total number of people of concern (refugees, asylum seekers, others of concern)	37,009	26,366	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography					
7	Population total (millions) (2)	21,670,000	21,803,000 (2019)	World Bank	https://data.worldbank.org/country
8	Population, female (% of total population) (2)	51.97	52.01 (2019)	World Bank	https://data.worldbank.org/country
9	Percentage of urban population (1)	18.5	18.6 (2019)	UNDP Human Development Report 2018 & 2019, World Bank	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
10	Total population by age (1-4) (millions) (6)	2010:2019: 1,743,862		UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	2010:2019: 1,747,752		UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	2010:2019: 1,640,052		UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
14	Adolescent birth rate (births per 1,000 women ages 15-19)	21 (2015)	n.a.	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy					
15	GDP per capita (current USD) (2)	4,081	3,853 (2019)	World Bank	https://data.worldbank.org/country

16	Income inequality: Gini coefficient (1)	39.8 (2010-2017)	39.8 (2010-2018)	UNDP Human Development Report 2018, 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	1.83	0.9 (2019)	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	-0.3	0.2 (2019)	OECD/DAC	https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	7.9	not reported	SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	7.92	7.41 (2019)	World Bank	https://data.worldbank.org/country
Poverty					
22	Population near multidimensional poverty (%) (1)	not reported	14.3	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
23	Population in severe multidimensional poverty (%) (1)	not reported	0.3	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health					
21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	1300 (2017)	not reported	UNFPA	https://www.unfpa.org/data/world-population-dashboard
22	Healthy life expectancy at birth (2)	76.81	not reported	World Bank	https://data.worldbank.org/country
23	Prevalence of HIV, total (% of population ages 15-49) (2)	0.1	0.1 (2019)	World Bank	https://data.worldbank.org/country
Gender					
28	Gender Inequality Index (1)	86	90 (2019)	UNDP Human Development Report 2018, 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

29	Proportion of seats held by women in national parliaments (%) (2)	5.33	5.38	World Bank	https://data.worldbank.org/country
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	33.67	33.5 (2019)	World Bank	https://data.worldbank.org/country
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	28.46	27.62	World Bank	https://data.worldbank.org/country
Nutrition					
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	not reported	not reported	Sri Lanka Overview of Food Security and Nutrition 2019	
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	2013–2018: 15		UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	2013–2018: 17		UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	2013–2018: 15		UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
36	Mortality rate, under-5 (per 1,000 live births) (2)	7.4	7.1 (2019)	World Bank	https://data.worldbank.org/country
Education					
37	Adult literacy rate (% ages 15 and older) (1)	91.7 (2008-2018)		UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Population with at least secondary education (% ages 25 and older) (1)	2010-2018: Female 82.6, male 83.1	"2015-2019: Female 79.2, male 81	UNDP Human Development Report 2018, 19, 20	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

40	Adjusted primary school enrolment, net percent of primary school-age children, 2017	99	Not reported	World Bank	https://data.worldbank.org/country
41	Secondary school enrolment, net percent of secondary school-age children, 2017	91	Not reported	World Bank	https://data.worldbank.org/country

Annex 3: Timeline

Phase 1 – Preparation			
	Draft ToR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms	DoE/DDoE	6 May 2021
	Comments on draft ToR received	CO	20 May 2021
	Proposal deadline based on the draft ToR	LTA	20 May 2021
	LTA proposal review	EM	27 May 2021
	Final revised TR sent to WFP stakeholders	EM	22 June 2021
	Contracting evaluation team/firm	EM	15 July 2021
Phase 2 – Inception			
	Team preparation, literature review prior to HQ briefing	Team	15-21 July 2021
	HQ & RB inception briefing	EM & Team	22-23 July 2021
	Inception briefings	EM + TL	25-31 July 2021
	Submit draft inception report (IR)	TL	31 August 2021
	OEI quality assurance and feedback	EM/QA2	1-3 September 2021
	Submit revised IR	TL	10 September 2021
	Share draft IR with CO (CO to share with PMU, as appropriate)	EM	15 September 2021
	Review 2 nd draft IR	EM/QA2/CO	20 September 2021
	Consolidate WFP comments and share with Team	EM	21 September 2021

	Submit revised IR for clearance	TL	27 September 2021
	Review and provide clearance to IR	QA2	3 October 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	6 October 2021
Phase 3 – Data collection, including fieldwork			
	In country / remote data collection	Team	15 October-5 November 2021
	Exit debrief (ppt)	TL	5 November 2021
	Preliminary findings debrief	Team	20 November 2021
Phase 4 - Reporting			
D r a f t 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	10 December 2021
	OEV quality feedback sent to TL	EM	20 December 2021
D r a f t 1	Submit revised draft ER to OEV	TL	5 January 2022
	ER QA1 review	EM	12 January 2022
	ER QA2 review	QA2	19 January 2022
	Submit revised draft ER to OEV	TL	25 January 2022
	Draft ER clearance by DDoE	DDoE	6 February 2022
	OEV shares draft ER with IRG (CO to share with PMU, as appropriate)	EM/IRG	6 February 2022
	IRG reviews/comments on draft ER	IRG	20 February 2022
	Consolidate WFP comments and share with Team	EM	21 February 2022
	Learning workshop (Colombo)	IRG/TL/EM	10- 11 March 2022
D r a f t 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	17 March 2022
	Review D2	EM/QA2	26 March 2022
D r a f t 3	Submit final draft ER to OEV	TL	30 March 2022
	Review D3	EM/QA2	7 April 2022
	Seek final approval by DoE/DDoE	DoE/DDoE	14 April 2022

S E R	Draft summary evaluation report	EM	28 April 2022
	SER review	QA2	10 May 2022
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	16 May 2022
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	17 May 2022
	Phase 5 - Executive Board (EB) and follow-up		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	5 June 2022
	Tail end actions, OEV websites posting, EB round table etc.	EM	20 June 2022
	Presentation and discussion of SER at EB Round Table	DDoE & EM	Oct 2022
	Presentation of Summary Evaluation Report to the EB	DDoE	Nov 2022
	Presentation of management response to the EB	RD RBB	Nov 2022

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. They will be invited to actively participate in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Senior management, technical staff
WFP Senior Management and Regional Bureau Bangkok	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Sri Lanka in the WFP corporate and regional plans and strategies. The CSPE is expected to strengthen RB and HQ Division's strategic guidance and technical support to the CO, and to provide lessons with broader	RBB staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE. Selected RBB staff might be interested in participating in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Senior management and senior advisors at RB level or, if not available, at HQ level in the following areas: Senior Regional Programme Advisor, Supply Chain, VAM, EPR, Gender, Protection, Monitoring, Nutrition, School Based Programming, Partnerships, CBT, Social Protection, Resilience and Risk Management.

	applicability across the region and globally.		
WFP Divisions	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior management, technical staff
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Sri Lanka's evolving contexts and about WFP roles, strategy and performance.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response during an informal round-table session preceding the EB.2 2022 meeting, as well as at the EB.2 2022 meeting itself.	Delegates
Office of Evaluation (OEV)	OEV will use evaluation findings and recommendations for synthesis and feeding into other evaluations, as well as to provide comments on the new CSP.	OEV is responsible for managing the evaluation.	
External stakeholders			
Affected population / Beneficiary Groups	The ultimate recipients of food/ cash and other types of assistance, including training and technical assistance in crisis response, resilience buildings or addressing	The CSPE will seek to engage with WFP target beneficiary groups to learn directly from their perspectives and experiences with WFP support. Special attention will be given in hearing the voices of women and	This will include gender and age-disaggregated recipients of asset creation and livelihood, school meal and unconditional resource transfer. Special

	<p>root causes, have the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.</p>	<p>girls of diverse groups, and other potentially marginalised population groups. During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey. With support from the CO, evaluation findings will be reported back to target population groups through appropriate media (posters, radio etc.)</p>	<p>arrangements may have to be made to meet children.</p>
<p>Government at central and decentralized levels</p>	<p>As key partners of WFP and as recipients of technical assistance, training and other type of assistance aiming at strengthening their capacity to design and implement policies, strategies and programmes in the framework of the Agenda 2030, they have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.</p>	<p>The PMU and key Ministries will be briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation. All relevant Ministries will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Sri Lanka. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>WFP's main national counterpart is the Ministry of Finance (a Project Management Unit and a Project Management Secretariat established to support the implementation of WFP's activities). Other Ministries include Ministry of Agriculture, Ministry of Education, Ministry of Health, Ministry of Environment (including Climate Change Secretariat), State Ministry of National Security and Disaster Management, State Ministry of Samurdhi, Household Economy, Micro Finance, Self-Employment and Business Development, State Ministry of Women and Child Development, Pre-School and Primary Education, School Infrastructure and Education Services.</p> <p>The following departments/institutions are the main partners in implementing activities: Department of External Resources, Department of National Planning, Project Management Unit for WFP Co-operation, Department of Agriculture, Department of Agrarian Development, Department of Education, Department of Samurdhi Development, Department of</p>

			Censuses and Statistics, Department of Meteorology, Disaster Management Centre, National Disaster Relief Centre, National Food Promotion Board, National Aquaculture Development Authority (NAQDA).
UN country team	WFP works closely with other United Nations and humanitarian actors. These organizations might be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in shaping the new CSP.	Key international partners will be briefed and consulted during the inception phase, so that their particular interests could potentially be covered by the evaluation. All relevant international partners will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Sri Lanka. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	Resident Coordinator, Technical and Policy staff within the following UN agencies: International Fund for Agricultural Development (IFAD) and the Food and Agriculture Organization of the United Nations (FAO) on food resilience systems, United Nations Children's Fund (UNICEF) for the Multi Sector Action Plan for Nutrition and school feeding, United Nations Population Fund (UNFPA) for integrating gender, nutrition and reproductive health into R5n programme, International Labour Organization (ILO) to support conflict-affected women to rebuild livelihoods and United Nations Development Programme (UNDP) to implement the Climate Change Adaptation project.
NGO cooperating partners	Two NGO cooperating partners have been supporting the implementation of WFP activities. They might be interested in evaluation findings, lessons and recommendations related to the management of technical partnerships. Their views	The cooperating partners will be met during the main data collection phase to seek their perspectives on their collaboration with WFP in Sri Lanka. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	Foundation for Health Programme Scaling Up Nutrition people's forum

	will be valued in shaping the new CSP.		
Private and public sector partners Scaling Up Nutrition Business Network, Financial Institutions	Interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector and public sector during the data collection phase will be undertaken as applicable.	Asian Development Bank The World Bank Federation of Chambers of Commerce and Industry (FCCISL) <i>College of Consultant Community Physicians</i>
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.	The Korean International Cooperation Agency (KOICA), the Office of U.S. Foreign Disaster Assistance (OFDA), Government of Australia, Government of Switzerland, the Adaptation Fund, the United Nations Peacebuilding Fund, FEED, The Earth Group, and Japan Association for the World Food Programme
Academia/research institutes	Interest in learning about the implications of the evaluation results.	Interviews during the data collection phase will be undertaken as applicable.	International Food Policy Research Institute (IFPRI), Medical Research Institute, Jiangsu Academy of Agriculture Sciences (JAAS), The College of Consultant Community Physicians (Co/CCP), University of Peradeniya

Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Sri Lanka [2018-2020] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 May 2017	Total nr. of indicators	17	8	23
v 2.0 May 2018	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	17	8	23
v 3.0 April 2019	New indicators	15	4	21
	Discontinued indicators	0	0	0
	Total nr. of indicators	32	12	44
Total number of indicators that were included across all logframe versions		17	8	23

Source: COMET report CM-L010 (Date of Extraction: 14.4.2021)



Table 2: Analysis of results reporting in Sri Lanka annual country reports [2018-2020]				
		ACR 1	ACR 2	ACR ...
Outcome indicators				
	Total number of indicators in applicable logframe	17	32	32
Baselines	Nr. of indicators with any baselines reported	8	14	12
	Total nr. of baselines reported	57	58	63
Year-end targets	Nr. of indicators with any year-end targets reported	8	5	12
	Total nr. of year-end targets reported	56	5	63
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	14	12
	Total nr. of CSP-end targets reported	57	58	63
Follow-up	Nr. of indicators with any follow-up values reported	8	5	12
	Total nr. of follow-up values reported			

Cross-cutting indicators				
	Total number of indicators in applicable logframe	8	12	12
Baselines	Nr. of indicators with any baselines reported	3	9	7
	Total nr. of baselines reported	8	18	15
Year-end targets	Nr. of indicators with any year-end targets reported	4	3	6
	Total nr. of year-end targets reported	11	5	14
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	7	7
	Total nr. of CSP-end targets reported	12	18	15
Follow-up	Nr. of indicators with any follow-up values reported	5	1	6
	Total nr. of follow-up values reported	11	1	14
Output indicators				
	Total number of indicators in applicable logframe	23	44	44
Targets	Nr. of indicators with any targets reported	13	29	27
	Total nr. of targets reported	13	47	47
Actual values	Nr. of indicators with any actual values reported	12	26	35
	Total nr. of actual values reported	12	33	26

Source: ACR Sri Lanka [2018-2020]

Annex 6: WFP Sri Lanka presence in years pre-Country Strategic Plan

		2015	2016	2017	2018	2019	2020
Sri Lanka relevant events		Torrential rainfalls resulted in severe floods and landslides, causing displacement and damage to houses, livelihoods and assets	Worst drought in 40 years caused the lowest rice paddy production in the last ten years.		Drought	Erratic and intense monsoon rainfall Terrorist attacks	COVID-19
			Tropical Cyclone Roanu	Tropical Cyclone Mora			
WFP interventions	IR EMOP 200809 (2015)	Activity type: General and Targeted Food Assistance					
		Total requirements: USD 919,222					
	CP 200866 (2016-2017)		Activity type: Nutrition; School Feeding; Resilience building; Capacity strengthening				
			Total requirements: UDS 20,884,274 Total contributions received: UDS 15,416,324 Funding: 73.8%				
	EMOP 200990 (Jun – Sep 2016)		Activity type: General Distribution (CBT); Capacity strengthening				
		Total requirements: 2,277,257 Total contributions received: UDS 1,327,041 Funding: 58.3%					
	IR-PREP 201064 (Feb – May 2017)			Activity type: Capacity strengthening			
				Total requirements: UDS 201,481			
	EMOP 201072 (Apr - Nov 2017)			Activity type: General Distribution (CBT); Capacity strengthening			

				Total requirements: UDS 5,725,672			
	CSP (2018 – 2022)				Activity type: Unconditional resource transfers to support access to food (URT); Malnutrition Prevention activities (NPA); School meal activities (SMP); Institutional capacity strengthening (CSI); Asset creation and livelihood support (ACL)		
					Total requirements: UDS 46,570,400 Total contributions received: UDS 29,158,833 Funding: 62.61%		
Outputs at country office level	Food distributed (MT) 	1,184	CP: 2,995	CP + EMOP: 2,925	CSP: 483	CSP: 306	CSP: 0
	Cash distributed (USD) 	N/A	CP + EMOP: 1,360,188	CP + EMOP: 4,648,856	CSP: 1,029,777	CSP: 101,232	CSP: 592,724
	Actual beneficiaries	250,450	CP + EMOP: 193,420	CP + EMOP: 303,900	CSP: 148,631	CSP: 346,634	CSP: 81,373

Source: Standard Project Reports 2015 - 2017, [Operations database | World Food Programme \(wfp.org\)](#), data compiled on 12/4/2021

Annex 7: Line of sight

CSP Sri Lanka [2018-2022] Line of sight

Sri Lanka: Line of Sight (v. 5.1) June 2, 2017			
SR 1. ACCESS TO FOOD (SDG 2.1)		SR 2. END MALNUTRITION (SDG 2.2)	SR 3. SMALLHOLDER PRODUCTIVITY AND INCOMES (SDG 2.3)
SO 1: CRISIS-AFFECTED PEOPLE IN SRI LANKA HAVE ACCESS TO FOOD ALL YEAR ROUND		SO 3. CHILDREN UNDER 5, ADOLESCENT GIRLS, AND WOMEN OF REPRODUCTIVE AGE IN SRI LANKA HAVE IMPROVED NUTRITION BY 2025	SO 4. VULNERABLE COMMUNITIES AND SMALLHOLDER FARMERS IN SRI LANKA HAVE STRENGTHENED LIVELIHOODS AND RESILIENCE TO SHOCKS AND STRESSES ALL YEAR ROUND
Out 1.1 Crisis affected people (tier 1) have immediate access to food (output category A1) enabling them to meet basic food and nutrition needs (SR1)		Out 3.1 Children under 5, adolescent girls and women (tier 2) benefit from strengthened government capacity to implement nutrition programmes (output category C) in order to improve nutritional status (SR2)	Out 4.1 Communities (tier 1) benefit from strengthened capacity for adaptation to climate change, extreme weather, and other disasters (output category A1) in order to mitigate impact of shocks and stresses (SR4)
Act. 1.1 Provide food assistance to crisis affected people (activity category 1; modality: F, CBT, SD)		Act 3.1 Provide evidence based advice and advocacy, and technical assistance, to government and their implementation partners (activity category 9; modality: CS, SD)	Act 4.1 Support nutrition-sensitive/gender-transformative livelihood diversification and income generation through integrated resilience building activities (activity category 9; modality: F, CBT, CS, SD)
CRISIS RESPONSE		Out 3.2 Children under 5, adolescent girls and women (tier 2) benefit from enhanced consumption of locally-produced, fortified and specially-formulated foods (output category C) in order to improve their nutritional status (SR2)	Out 4.2 Populations frequently affected by shocks and stresses (tier 3) benefit from strengthened national and institutional capacity for emergency management and response (output category C) that enables them to meet basic food needs and be more resilient to shocks (SR4)
Act. 2.1 Provide technical and policy support on delivery of nutrition-sensitive school meals programmes to government (activity category 9; modality: CS)		Act 3.2 Provide technical assistance and advocate for scaling up fortification of staple food and specialized nutritious foods to government and other stakeholders, including private sector (activity category 9; modality: CS, SD)	Act 4.2 Provide technical assistance for emergency preparedness and response operations to government (activity category 9; modality: CS, SD)
ROOT CAUSES		ROOT CAUSES	Out 4.3 Populations frequently affected by shocks and stresses (tier 3) benefit from strengthened national shock-responsive safety net systems (output category C) thereby increasing their resilience (SR4)
			Act 4.3 Provide technical assistance for building improved, unified, shock-responsive safety net systems to government (activity category 9; modality: CS, SD)
			RESILIENCE BUILDING

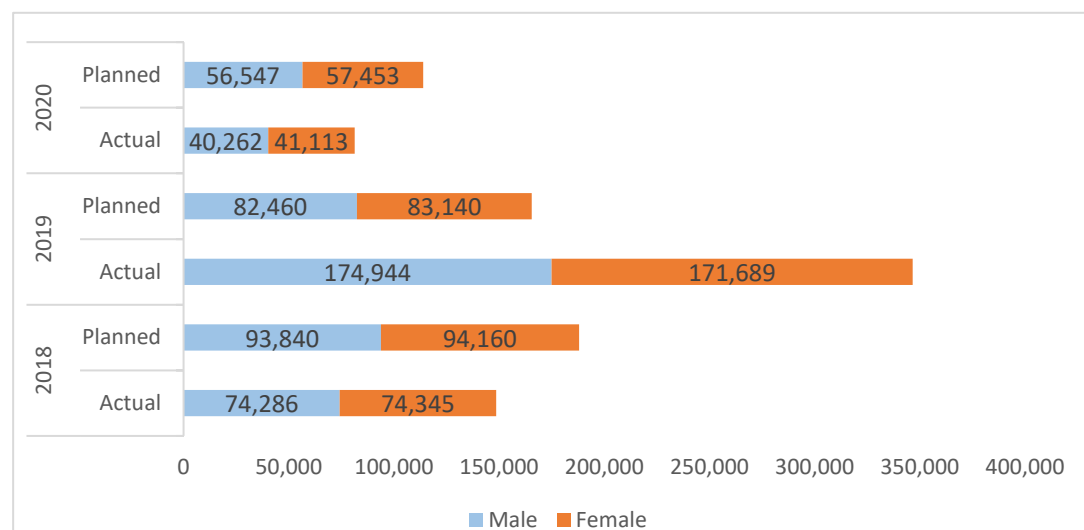
Source: WFP SPA website

Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned [2018-2020] by year, strategic outcome, activity category and gender																			
Strategic objective (SO)	Activity	2018 Planned beneficiaries	2018 Actual beneficiaries		2018 Actuals as % of planned beneficiaries		2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as % of planned beneficiaries		2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as % of planned beneficiaries		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
SO1	Act 1	24,500	25,500	-	-	0%	0%	24,500	25,500	-	-	0%	0%	15,301	20,400	15,610	19,600	102%	96%
	Act 2	64,640	63,360	68,015	67,545	105%	107%	48,480	47,520	173,523	170,087	358%	358%	23,806	31,752	22,872	32,248	96%	102%
Subtotal SO1		89,140	88,860	68,015	67,545	76%	76%	72,980	73,020	173,523	170,087	238%	233%	39,107	52,152	38,482	51,848	98%	99%
SO3	Act 6	4,700	5,300	6,144	6,928	131%	131%	4,700	5,300	1,421	1,602	30%	30%	2,006	5,300	1,779	4,700	89%	89%
Total without overlap		93,840	94,160	74,159	74,473	79%	79%	77,680	78,320	174,944	171,689	225%	219%	41,113	57,452	40,261	56,548	98%	98%

Source: COMET report CM-R020, data extracted on [14/04/2021]

Figure 1: Actual versus planned beneficiaries by gender in Sri Lanka 2018 – 2020



Source: COMET report CM-R001b, data extracted on [15/04/2021]

Table 2: Actual beneficiaries by transfer modality in Sri Lanka [2018 - 2020], by strategic outcome

Strategic objective	Activity	Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food in 2018 (%)	Total number of beneficiaries receiving CBT in 2018	Actual versus planned beneficiaries receiving CBT in 2018 (%)	Total number of beneficiaries receiving food in 2019	Actual vs planned beneficiaries receiving food in 2019 (%)	Total number of beneficiaries receiving CBT in 2019	Actual versus planned beneficiaries receiving CBT in 2019 (%)	Total number of beneficiaries receiving food in 2020	Actual vs planned beneficiaries receiving food in 2020 (%)	Total number of beneficiaries receiving CBT in 2020	Actual versus planned beneficiaries receiving CBT in 2020 (%)
SO 1	Act 1.	-	-	0	0%	-	-	0	0%	-	-	30,911	77%
	Act 2.	135,560	141%	0	0%	343,610	537%	0	0%	-	0%	46,678	146%

Subtotal SO1		135,560	141%	0	0%	343,610	537%	0	0%	-	0%		
SO 3	Act. 6	-	-	13,072	131%	-	-	3,024	30%	-	-	3,784	38%
Grand Total		135,560	141%	13,072	14%	343,610	537%	3,024	3%	-	0%	81,373	99%

Source: COMET report CM-R002b, data extracted on [16/04/2021]

Table 3: Actual beneficiaries by activity category, by residence status and year						
Residence status	Number of beneficiaries 2018	% 2018	Number of beneficiaries 2019	% 2019	Number of beneficiaries 2020	% 2020
Resident	148,632	100%	346,634	100%	81,375	100%

Source: COMET report CM-R001b, data extracted on [15/04/2021]

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> Evaluation team 	<ul style="list-style-type: none"> Email 	EM/ CM		April 2021	May 2021
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo; WFP.org 	EM		May 2021	May 2021
Inception	Inception report	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo 	EM		August 2021	August 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> CO staff & stakeholders 	<ul style="list-style-type: none"> PPT, meeting support 	EM/ET		Sept 2021	Sept 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Workshop, meeting Piggyback on any CSP formulation workshop 	EM/ET	CM	Dec 2021	Dec 2021
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Executive Board website (for SERs and MRs) 	EM/EB	CM	Feb 2022	Feb 2022

Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	Feb 2022	March 2022
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	Jun 2022	Oct 2022
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM		April 2022	April 2022
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		Sep 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		Sep 2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM			Dec 2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners 	<ul style="list-style-type: none"> • Email 	CM	EM		Dec 2022

		<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks 					
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM			Dec 2022
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM		Dec 2022
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP country partners • WFP country and regional office • WFP HQ staff 	Presentation	CO EM			Dec 2022
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Social media (Twitter) 	CM	CAM		Dec 2022

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?					
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans Degree of matching of CSP activities and proposed interventions set out in government policies, strategies and plans Degree of involvement of Government in the preparation of the CSP Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Zero Hunger Review Government policies, plans and programmes including, among others: i) <p>Senior government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs?					
1.4 To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements of the country strategic plan likely to be sustained?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?					
4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the country strategic plan?					

Annex 11: Approved Country Strategic Plan document

[Sri Lanka Country Strategic Plan \(2018–2022\) \(wfp.org\)](#)

Annex 12: Terms of Reference and Composition of the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition.

Country office	Regional bureau	Headquarters
<ul style="list-style-type: none"> • A. Siddiqui, Country Director • Andrea Berardo, Deputy Country Director • Mairiann Sun, Evaluation Focal Point/Head of RAM • Shehan Fernando, Alternate Evaluation Focal point/M&E Officer • Musthafa Nihmath, Government Partnership Officer • Yaseer Arafath, Finance & Compliance • Saman Kalupahana, SO manager • Rushini Perera, SO manager 	<p>Core members:⁷⁹</p> <ul style="list-style-type: none"> • Anusara Singhkumarwong Regional Nutrition Advisor • Samuel Clendon, Regional Resilience Advisor <p>Keep in copy: REO and RB Management</p>	<ul style="list-style-type: none"> • Daniel Dyssel, Country Capacity Strengthening Unit (PRO-CCS) • Sarah Laughton, Chief, Social Protection Unit (PRO-S) <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for

⁷⁹ The two nominated members will consult with and seek inputs from other programme colleagues as needed.

information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

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Annex 14: Acronyms

AAP	Accountability to Affected Persons
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance
AsDB	Asian Development Bank
CBT	Cash Based Transfers
CE	Centralized Evaluations
CO	WFP Country Office
COMET	Country Office Tool for Managing Programmes Effectively
DDoE	Deputy Director of Evaluation
DE	Decentralized Evaluations
DoE	Director of Evaluation
DRD	Deputy Regional Director
EB	WFP Executive Board
EM	Evaluation Manager
ER	Evaluation Report
FAO	United Nations Food and Agriculture Organization
GDP	Gross Domestic Product
GDI	Gender Development Index
GNI	Gross National Income
HQ	WFP Headquarters
IAHE	Inter-Agency Humanitarian Evaluation
ILO	International Labour Organization
IRG	Internal Reference Group
IRM	Integrated Road Map
LTA	Long Term Agreement
M&E	Monitoring and Evaluation

MR	Management Responses
NGO	Non-Governmental Organizations
ODA	Official Development Assistance
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	WFP Office of Evaluation
PHQA	Post-Hoc Quality Assessment
PRRO	Protracted Relief and Recovery Operation
QA1	First-level Quality Assurance
QA2	Second-level Quality Assurance
RB	Regional Bureau
RBB	Regional Bureau for Asia and the Pacific
RD	WFP Regional Director
REO	Regional Evaluation Officer
SER	Summary Evaluation Report
SO	Strategic Outcome
ToR	Terms of References
TL	Evaluation Team Leader
UN CERF	United Nations Central Emergency Response Fund
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNSD	United Nations Statistics Division
UNSDF	United Nations Sustainable Development Framework
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping

WHO

World Health Organization

Office of Evaluation

World Food Programme

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