

# Evaluation of Sri Lanka WFP country strategic plan 2023-2027

Terms of reference

**Report number**  
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# Contents

## Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1. Introduction.....	1
<b>2. Reasons for the evaluation .....</b>	<b>1</b>
2.1. Rationale .....	1
2.2. Objectives .....	1
2.3. Key Stakeholders and Partners.....	1
<b>3. Context and subject of the evaluation .....</b>	<b>3</b>
3.1. Humanitarian and development challenges .....	3
3.2. The subject of the evaluation .....	6
<b>4. Evaluation scope, criteria and questions .....</b>	<b>12</b>
<b>5. Methodological approach and ethical considerations.....</b>	<b>14</b>
5.1. Evaluation approach.....	14
5.2. Preliminary considerations on evaluability and methodological implications.....	15
5.3. Ethical considerations .....	15
5.4. Quality assurance .....	16
<b>6. Organization of the evaluation.....</b>	<b>17</b>
6.1. Phases and deliverables.....	17
6.2. Evaluation team composition.....	17
6.3. Roles and responsibilities .....	18
6.4. Security considerations.....	19
6.5. Communication.....	19
6.6. The proposal.....	19
<b>Annex I. Overview of performance data availability .....</b>	<b>21</b>
<b>Annex II. List of relevant previous evaluations and audits.....</b>	<b>22</b>
<b>Annex III. Key information on beneficiaries .....</b>	<b>23</b>
<b>Annex IV. AI in WFP evaluations .....</b>	<b>25</b>
<b>Annex V. Acronyms and abbreviations .....</b>	<b>26</b>

# List of figures

Figure 1: Percentage of food insecure households by district .....	4
Figure 2: Net ODA received in 2019-2023, in US dollar and as a share of GNI.....	5
Figure 3: Comparison of successive Sri Lanka CSPs, 2018 – 2027 .....	8
Figure 4: CSP Sri Lanka (2018-2022) and CSP Sri Lanka (2023-2027) CPN and Allocated Contributions.....	9
Figure 5: CSP Sri Lanka 2018-2022 and 2023-2027 planned and actual beneficiaries .....	11
Figure 6: CSP Sri Lanka 2018-2022 and 2023-2027 beneficiaries, composition by age category .....	23
Figure 7: CSP Sri Lanka 2018-2022 and 2023-2027 beneficiaries by programme area.....	23
Figure 8: CSP Sri Lanka 2018-2022 and 2023-2027 beneficiaries by modality .....	24

# List of tables

Table 1: Sri Lanka CSP 2023-2027, overview of strategic outcomes and activities .....	9
Table 2: CSP Sri Lanka 2023-2027 cumulative financial overview.....	10
Table 3: CSP Sri Lanka 2023-2027 Country Portfolio Needs, by year .....	11
Table 4: Evaluation Questions .....	12
Table 5: Summary timeline – key evaluation milestones .....	17
Table 6: Summary of evaluation team and areas of expertise required .....	18
Table 7: Country Strategic Plan Sri Lanka 2023-2027 logframe analysis .....	21
Table 8: Analysis of results reporting in Sri Lanka annual country reports (2022-2024) .....	21

# 1. Introduction

## 1.1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based on 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.
3. The ToR are structured as follows: Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized.

# 2. Reasons for the evaluation

## 2.1. Rationale

4. Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the Sri Lanka country office (CO) to benefit from an independent assessment of its programme of work, and generate evidence to help inform the design of the next Country Strategic Plan (CSP) (2028 – 2032), scheduled for Executive Board approval in November 2027.

## 2.2. Objectives

5. 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 informing the design of the next CSP; and 2) provide accountability for results to WFP stakeholders, including the Government of Sri Lanka, donors, beneficiaries, and partners.

## 2.3. Key Stakeholders and Partners

### Country Strategic Plan Evaluation stakeholders

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of the CSPE are the WFP Sri Lanka Country Office, the Asia and the Pacific Regional Office (APARO) and Global Headquarters technical divisions. Other key stakeholders include the Executive Board (EB), the beneficiaries, the Government of Sri Lanka, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV).
7. The CSPE will seek to engage with affected populations and direct beneficiaries of WFP assistance. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups.

### Key partners in Sri Lanka

8. The Government of Sri Lanka is WFP's main partner and has formal partnerships with various

ministries and committees, including a dedicated Partnership Secretariat for World Food Programme Cooperation (PSWFPC). The evaluation will seek to engage with WFP's main governmental partners, such as the Ministry of Health, the Ministry of Education, the Ministry of Women, Child Affairs and Social Empowerment, Ministry of Trade, Commerce, Food security and Co-operative Development, the Ministry of Agriculture, including the National Institute of Post-Harvest Management which operates under it. It will also engage with the Disaster Management Centre, the National Disaster Relief Service Centre and the Department of Meteorology, which fall under the Ministries of Defence and the Ministry of Disaster Management. Additionally, the evaluation will involve the Department of National Budget and the Department of National Planning and the Department of Census and Statistics, under the Ministry of Finance and Planning, as well as the Finance Commission.

9. Other key stakeholders include UN partners, such as the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

10. Additional partners include international financial institutions such as the Asian Development Bank and the World Bank; non-governmental organizations (NGOs), such as the Climate Change Centre (CCC) Korea; academic institutions, including the University of New South Wales (UNSW), Wayamba University, and the University of Peradeniya; as well as the Scaling Up Nutrition (SUN) Business Network and SUN Peoples' Forum.

11. The evaluation will also consult with WFP's key donor government supporting operations in Sri Lanka, such as the United States of America, Korea International Cooperation Agency (KOICA), the Russian Federation and others.

12. Selected stakeholders will be interviewed and consulted during the inception and data collection phases and will be invited to participate in a workshop to discuss the emerging evaluation results. A comprehensive stakeholder mapping and analysis will be conducted during the inception phase.

# 3. Context and subject of the evaluation

## 3.1. Humanitarian and development challenges

13. Despite strong economic growth and poverty reduction following the end of a 30-year armed conflict in 2009, in 2022, Sri Lanka faced an unprecedented economic crisis marked by debt, high inflation, and severe commodity shortages. This led to widespread political and social unrest which culminated in a change of Government in July 2022. Since late 2023, the economy began to stabilize with aggressive economic reforms.

14. **Agriculture and climate change:** Sri Lanka's food security is highly susceptible to climatic and economic variation given the heavy reliance on smallholder farmers, which generate around 80 percent of food production. Despite the centrality of small-scale farming to Sri Lanka's food supply, half of the rural poor are small-scale farmers, and agriculture represents only modest share of Sri Lanka's economy (contributing only 8,3 percent of GDP in 2024)<sup>1,2</sup> Food production, and hence smallholder farmers' livelihoods, are highly susceptible to the effects of climate change and the effects of rising temperatures. The country is prone to natural disasters such as tsunamis, floods, drought and tropical cyclones. According to the INFORM 2025 Index for Risk Management, Sri Lanka ranks 95<sup>th</sup> out of 190 countries, indicating a medium level of disaster risk.<sup>3</sup> Rising temperatures are expected to reduce agricultural yields, including key staples crops, which could negatively affect food security.

15. **Food and nutrition security:** Food and nutrition security in Sri Lanka is highly vulnerable to climate variations and shocks, with seasonal patterns of food insecurity particularly affecting agricultural communities. Since the start of the CSP, the districts most affected by food insecurity have included Killinochchi and Mannar, Nuwara Eliya, and Vavuniya,<sup>4</sup> with Mullaitivu and Ratnapura added in the latest WFP household food security assessment (**Error! Reference source not found.**). Encouragingly, the latest WFP household food security assessment, showed signs of progress largely due to the overall improved economic conditions and price reduction for certain essential food commodities. However, as of December 2024, 16 percent of the population was classified as food insecure with the highest prevalence of food insecurity observed in the estate sector,<sup>5</sup> where 34 percent of the households were reported as food insecure.<sup>6</sup> To address these challenges, the government implemented a Green Economy initiative in 2024,<sup>7</sup> with an allocation of approximately USD 829,000. In 2025, it invested USD 16.5 million to import rice as buffer stock to ease reported shortages in the local market and an additional USD 18 million to support other programmes for food security.<sup>8</sup> WFP supports these Governments efforts through its work to improve food security and nutrition, and implementing interventions aimed at making food systems more resilient, ensuring a reliable food supply that adequately meets demand.

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<sup>1</sup> The economy is characterized by a small agricultural sector, contributing just 8.3 percent of GDP in 2024<sup>1</sup> and primarily serving domestic consumption, while the service sector dominates, accounting for 57.5 percent of GDP.<sup>1</sup> World Bank, 2025.

<sup>2</sup> IFAD. 2025. [Investing in rural people in Sri Lanka](#).

<sup>3</sup> European Commission. [DRMKC – INFORM Risk, Results and data](#) (consulted on 09 September 2025).

<sup>4</sup> WFP. [Food insecurity improves in Sri Lanka but prevails within specific regions](#) (consulted on 6 October 2025)

<sup>5</sup> People employed and living in and around tea plantations communities in Sri Lanka.

<sup>6</sup> WFP. Sri Lanka CO. [Household Food Security Survey](#). December 2024.

<sup>7</sup> Green Economy – Ensuring the Food Security programme

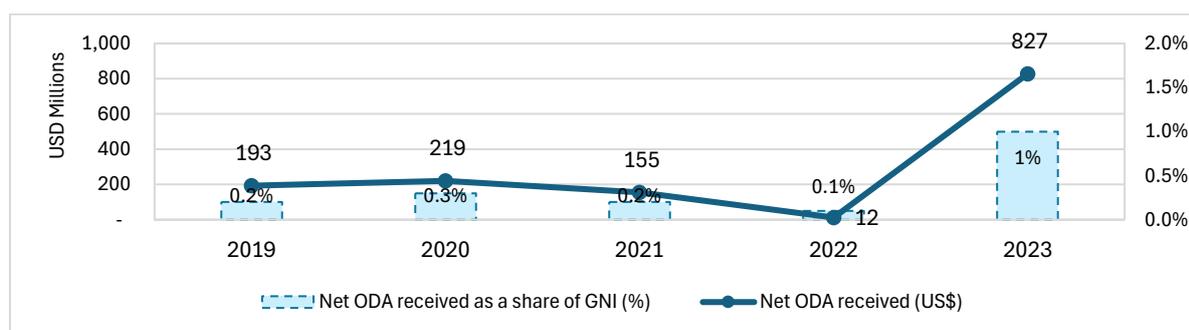
<sup>8</sup> [Ministry of Finance, Planning and Economic Development. Budget Speeches](#).



million). This contraction reflected both the country's transition to middle-income status and reduced donor engagement prior to the 2022 economic crisis. However, in 2023 ODA surged to USD 827 million—equivalent to about 1 percent of GNI—driven largely by renewed international support for economic recovery and social protection. During the 2019–2023 period, among twenty UN agencies operating in the country, WFP ranked tenth in terms of ODA received, accounting for roughly 4 percent of the total ODA to UN agencies.<sup>16</sup>

19. Over the past five years, 2022 marked the largest influx of international humanitarian aid, supported by the *Sri Lanka Multi-Dimensional Crisis Humanitarian Needs and Priorities 2022* coordinated plan, which sought USD 149.7 million across seven sectors: food security (51 percent), nutrition (19.6 percent), agriculture and livelihoods (15.6 percent), health (6.5 percent), education (3.3 percent), protection (2.7 percent), and WASH (1.3 percent). Among seven UN agencies, WFP was the third-largest recipient of humanitarian funding in 2022 (17 percent of total) and for the 2021–2025 period (13 percent).

**Figure 2: Net ODA received in 2019-2023, in US dollar and as a share of GNI**



Source: OECD Data Explorer (consulted on 19 September 2025)

20. **Relevant national programmes and policies:** In August 2024, the Government adopted the National Social Protection Policy (NSPP), which aims to establish an integrated, equitable, and efficient system that safeguards all citizens. The policy also seeks to enhance responsiveness to shocks and mitigate their socioeconomic impacts. The main social assistance programmes in Sri Lanka include:

- Aswesuma Welfare Benefit Payment Scheme (2023) which replaced earlier poverty-targeted schemes and provides cash transfers to low-income households.<sup>17</sup>
- Samurdhi Livelihood Empowerment Programme<sup>18</sup> - Supported by WFP through technical assistance to the Department of Samurdhi Development, to improve targeting efficiency and shock responsiveness.
- National School Meals Programme (NSMP)<sup>19</sup> - Government led, with WFP sporadically supplying fortified rice and, when needed during the emergency period, procuring the most costly nutritious food items required for the programme. In 2020, WFP launched its Home-Grown School Feeding project, which sources food from local suppliers such as smallholder farmers.
- National Nutrition Supplementary Feeding Programme (Thriposha Company Limited)<sup>20</sup> - WFP supports by providing capacity strengthening and procuring raw material for the production of Thriposha, a fortified blended food distributed to pregnant and lactating women and young children.

21. These programmes reflect a national shift toward integrated social protection and nutrition systems, aligning closely with WFP's strategic focus on resilience, nutrition, and government capacity strengthening under the CSP.

<sup>16</sup> OECD Data Explorer (consulted on 6 October 2025).

<sup>17</sup> Covers 2.4 million families facing economic hardship with monthly cash transfers.

<sup>18</sup> Targeting the Aswesuma beneficiaries, the livelihood empowerment model supports to lift households out of poverty into sustainable livelihoods through social, financial, livelihood, psychological, coaching and empowerment programmes.

<sup>19</sup> Implemented by the Government, provides daily nutritious meals to approximately 1.5 million school children.

<sup>20</sup> Thriposha is a nutrient-rich supplementary blended food, distributed by the Government to pregnant and breastfeeding women and undernourished children, to improve their nutritional status.

22. **Main changes affecting Sri Lanka and WFP operations:** Sri Lanka entered the 2023–2027 CSP period still recovering from the severe economic crisis of 2022–2023. This crisis was the result of years of mounting debt, the COVID-19 pandemic, and sharp increases in global food and fuel prices. These overlapping shocks caused sharp currency depreciation, inflation, and widespread loss of livelihoods, driving many households into poverty and food insecurity. The crisis disrupted not only household incomes but also food and nutrition programmes, including school meals and supplementary feeding. Although macroeconomic stabilization efforts began in 2023, the lingering effects of the downturn continued to weigh heavily on vulnerable communities. In 2024, the situation was further compounded by flash floods that struck several parts of the country, destroying crops, homes, and infrastructure. In response, WFP provided emergency assistance to flood-affected households while supporting national recovery efforts aimed at restoring food security and building resilience against future shocks.

23. Subsequent institutional changes affected the Partnerships Secretariat for the World Food Programme Cooperation (PSWFPC). The coordinating body supervised by the presidential secretariat transferred responsibilities to the Ministry of Rural Development, Social Security and Community Development. These developments are critical for understanding the relevance and effectiveness of WFP's strategic shifts under the current CSP.

### 3.2. The subject of the evaluation

24. WFP has been present in Sri Lanka since 1968, initially implementing an emergency and protracted relief operation. Over time, its focus has shifted towards capacity strengthening through technical and policy support, aimed at enhancing food and nutrition security, improving food systems and supporting disaster risk reduction and emergency preparedness and response. Since the introduction of the WFP Country Strategic Plan framework, WFP actions in Sri Lanka have been framed around two CSPs:

- [The Sri Lanka country strategic plan \(2018 – 2022\)](#)<sup>21</sup>
- [The Sri Lanka country strategic plan \(2023– 2027\)](#)

25. The CSP (2018 – 2022) was evaluated in 2022. The evaluation highlighted the appropriateness of WFP's work and strategic positioning in Sri Lanka and found that the shift to country capacity strengthening and the mainstreaming of nutrition across all strategic outcomes were highly relevant. The report provided the following key recommendations for WFP's work in the subsequent CSP (2023 – 2027):

- i. Align with government priorities by building on WFP's core mandate and comparative advantage. Continue the transition from humanitarian to development work, reducing the prominence of crisis response and increasing support for government efforts on emergency preparedness and response to climate change, and social protection.
- ii. Enhance coherence across strategic outcomes and activities, ensuring gender and nutrition sensitivity throughout the CSP.
- iii. Strengthen collaboration with community-based organizations, civil society, and the private sector. Design a CSP long layered resilience project. Revisit the links between home-grown school feeding and rice fortification for school feeding to ensure initiatives in the two areas do not conflict.
- iv. Strengthen strategic and operational partnership with the Government at both national and subnational levels, and increase collaboration and alignment with other United Nations entities.
- v. Continue country capacity strengthening (CCS) initiatives, focusing on government-prioritized sectoral gaps, particularly in nutrition and the national school meals programme.

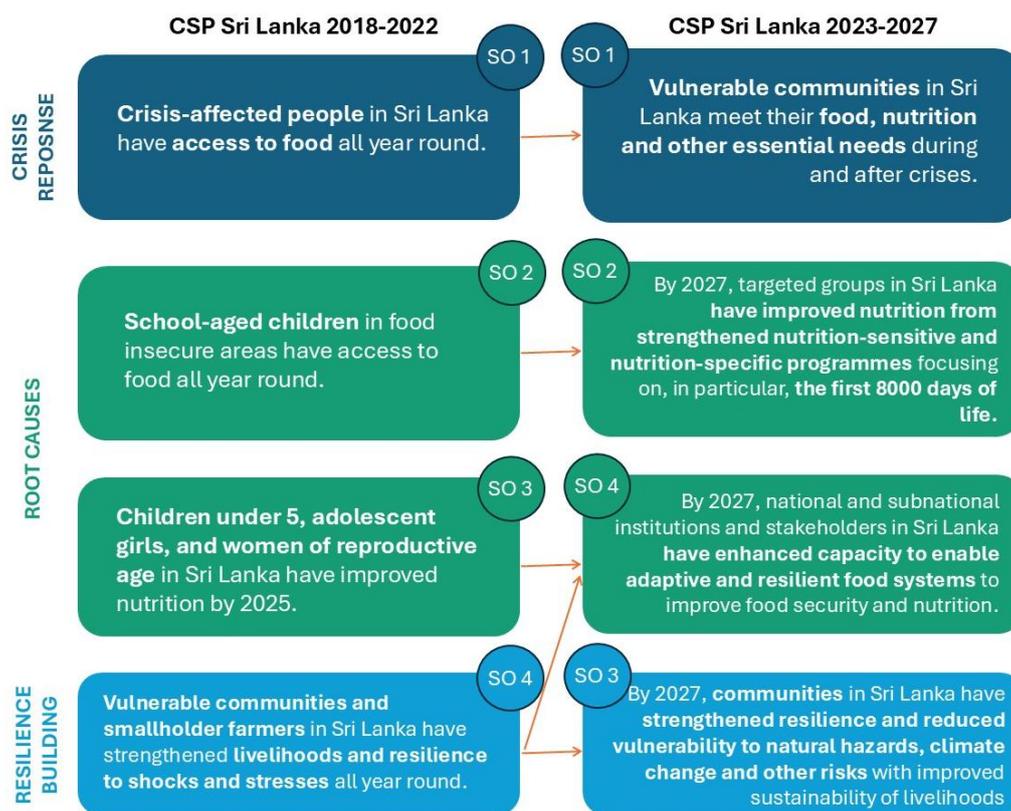
26. Building on the evaluation's recommendations, the current CSP (2023-2027) seeks to address immediate and medium to long term needs through a systems approach to capacity strengthening (as per recommendation v), with a focus on working with government and relevant partners on emergency

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<sup>21</sup> The evaluation timeframe will encompass the period since the data collection cutoff date of the 2022 CSPE. This means that the previous CSP (2018-2022) will also be included within the scope of the current CSPE, allowing an assessment of the design process of the current CSP and the extent to which insights from the previous evaluation were incorporated.

preparedness and response, social protection, nutrition and school meals (as per recommendations i-iv). Additionally, WFP Sri Lanka invests on generating evidence and data on food security, and on strengthening stakeholders' capacity in food security analysis. Figure 3 below shows a comparison between the 2018 - 2022 and the 2023 - 2027 CSPs.

**Figure 3: Comparison of successive Sri Lanka CSPs, 2018 – 2027**



Source: WFP CSP Data Portal

27. WFP’s activities in Sri Lanka adapted to the evolving context, particularly during the transition from the first to the second generation CSP. Crisis response needs surged in 2022–2023, with Country Portfolio Need (CPN)<sup>22</sup> reaching USD 62 million in 2022 and USD 55 million in 2023. Donor contributions and resource allocations responded proportionately, though funding gaps remained significant as per Figure 4.

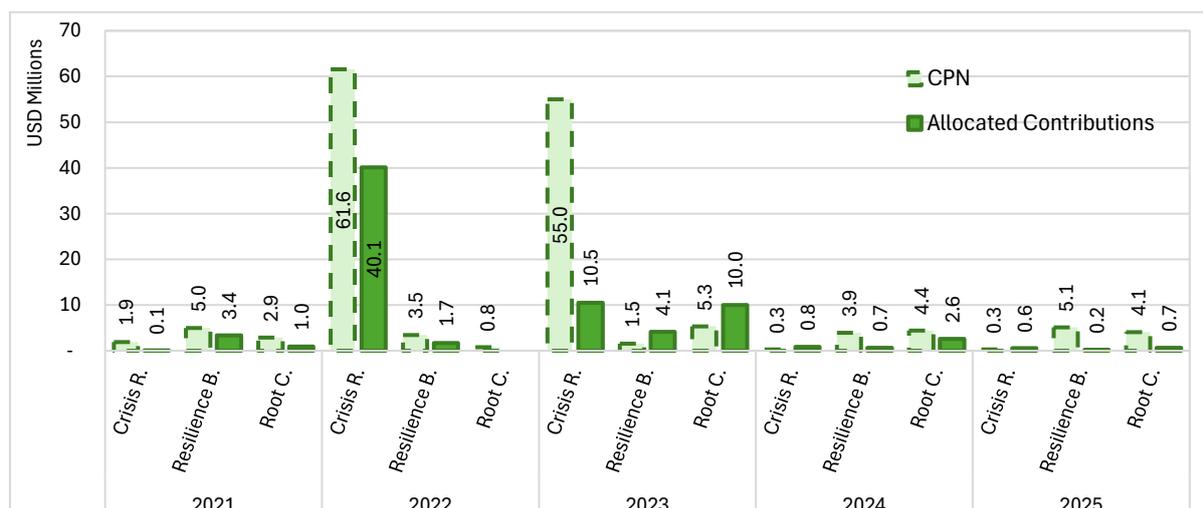
28. In 2024–2025, needs related to crisis response activities receded in favour of WFP’s resilience building and root causes portfolios. Donor support was higher during the 2022–2023 crisis, when partners such as Australia, France, Japan, Russia, United Nations Central Emergency Response Fund (UN CERF), and United States of America substantially increased contributions. Thereafter, most stopped funding the CSP, leading to sharp year-on-year declines in contributions (–27 percent in 2023, –86 percent in 2024, and –76 percent in 2025).<sup>23</sup> This decline reflected both the normalization of the economic situation and shifting donor priorities away from emergency response toward development financing.

29. Figure 4 below illustrates trends in requirements, contributions, and funding gaps during the 2022–2025 period.

<sup>22</sup> The Country Portfolio Needs (CPN) Budget is WFP’s methodology for defining a Country Office’s (CO) financial requirements over the CSP duration. Supporting step 4 of the [calibrated methodology](#), it provides annual planning figures by applying thresholds based on past CSP expenditure trends for Crisis Response activities, and funding projections for Resilience, Root Causes, and On-Demand Service Provision activities. The CPN budget methodology replaced the Needs-Based Planning approach in late 2024. Source: CSP Manual, 2.3.1.

<sup>23</sup> FACTory, *Distribution Contribution and Forecast Stats*, 22 September 2025.

**Figure 4: CSP Sri Lanka (2018-2022) and CSP Sri Lanka (2023-2027)<sup>24</sup> CPN and Allocated Contributions**



Source: FACTory, Available Contributions by Activity report (accessed on 22 September 2025).

30. Table 1 below lists the strategic outcomes (SOs), activities and modalities of the current CSP.

**Table 1: Sri Lanka CSP 2023-2027, overview of strategic outcomes and activities**

Strategic Outcomes	Activities	Modalities of intervention
<b>SO 1:</b> Vulnerable communities in Sri Lanka meet their food, nutrition and other essential needs during and after crises.	<b>Activity 1:</b> Provide food and nutrition assistance and essential livelihood support to targeted populations, and raw materials for locally produced fortified blended foods to the Government.	Food, CBT, CS
<b>SO 2:</b> By 2027, targeted groups in Sri Lanka have improved nutrition from strengthened nutrition-sensitive and nutrition-specific programmes focusing on, in particular, the first 8000 days of life.	<b>Activity 2:</b> Provide assistance to targeted children, pregnant and breastfeeding women, children under 5, smallholders and communities vulnerable to food insecurity, unhealthy diets and malnutrition through asset transfers, food and cash assistance, home-grown school feeding, training and social and behaviour change communication to improve nutritional outcomes.	Food, CBT, CS
<b>SO 3:</b> By 2027, communities in Sri Lanka have strengthened resilience and reduced vulnerability to natural hazards, climate change and other risks with improved sustainability of livelihoods.	<b>Activity 3:</b> Provide assistance to at-risk and vulnerable communities to develop nutrition-sensitive and inclusive livelihood diversification opportunities that improve resilience to climate change and other risks.	CBT, CS
<b>SO 4:</b> By 2027, national and subnational institutions and stakeholders in Sri Lanka have enhanced capacity to enable adaptive and resilient food systems to improve food security and nutrition.	<b>Activity 4:</b> Provide technical assistance, including the co-creation, piloting and use of digital technologies among government and other food security, nutrition and social protection actors at the national and subnational levels.	CS

CBT= Cash Based Transfers; CS= Capacity Strengthening

Source: IRM analytics, data extracted on 26/08/2025

31. The CSP was approved with an original CPN of USD 74.9 million (Table 2) and increased to USD 104.9 million through a budget revision in September 2023, which covered 2023 only. The largest portion of resources (56 percent) is allocated to SO1, which focuses on provision of direct assistance. The rest of the resources are almost equally allocated across the remaining strategic outcomes: 10 percent to SO2 (focusing on school meals, home-grown school feeding, and social and behaviour change communication); 11 percent to SO3 (focusing on resilience to climate change); and 11 percent to SO4 (focusing on providing

<sup>24</sup> Data for CSP Sri Lanka 2018-2022 are presented from 2021-onwards in line with the cutoff date of the previous' evaluations data collection. Data for CSP Sri Lanka 2023-2027 are presented until 2025 to include the most recent available data.

technical assistance to government).<sup>25</sup>

32. As of 15 September 2025, the CPN is funded at 64.6 percent<sup>26</sup>. The largest donor is the United States of America (USD 19.6 million, or 18.7 percent of allocated resources), followed by the UN funds (8.1 percent, mainly from a USD 7 million multi-year contribution from the UN Adaptation Fund), and the Russian Federation (USD 7.4 million, 7 percent).

33. Among WFP's traditional donors, Japan contributed USD 6.5 million (6.3 percent) to SO1 and Australia contributed USD 3 million (2.9 percent) flexibly usable across all activities. Other government donors including Switzerland, France, Canada, Luxembourg, Saudi Arabia, Italy, and New Zealand contributed a total of USD 4 million, while the private donors contributed regularly for a total of USD 4.2 million (4 percent of allocated resources) including, to name a few, contributions from the Korea Financial Industry Foundation, the Lions Clubs International Foundation, and Mastercard. The government of Sri Lanka provided a small but regular contribution, and 2.5 percent of allocated resources (USD 2.6 million) were allocated through WFP's flexible funding mechanisms.<sup>27</sup> The remaining funding gap highlights potential constraints for full implementation of planned activities and strategic outcomes.

**Table 2: CSP Sri Lanka 2023-2027 cumulative financial overview**

Focus area	Strategic outcome	Activity	Original CPN (USD)	CPN, BR 01 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 01	27,819,235	↑ 55,956,743	37,599,217	67.2%
	<b>Sub-total SO 1</b>		<b>27,819,235</b>	<b>55,956,743</b>	<b>37,599,217</b>	<b>67.2%</b>
Root causes	SO 2	Act. 02	8,690,517	↓ 8,409,711	6,777,512	80.6%
	<b>Sub-total SO 2</b>		<b>8,690,517</b>	<b>8,409,711</b>	<b>6,777,512</b>	<b>80.6%</b>
Resilience Building	SO 3	Act. 03	18,630,238	→ 18,630,238	7,082,145	38.0%
	<b>Sub-total SO 3</b>		<b>18,630,238</b>	<b>18,630,238</b>	<b>7,082,145</b>	<b>38.0%</b>
Root causes	SO 4	Act. 04	9,644,337	→ 9,644,337	7,202,640	74.7%
	<b>Sub-total SO 4</b>		<b>9,644,337</b>	<b>9,644,337</b>	<b>7,202,640</b>	<b>74.7%</b>
	Non SO Specific				384,513	
	Total Direct Operational Cost		64,784,327	↑ 92,641,029	59,046,027	63.7%
	Direct Support Cost (DSC)		5,517,860	↑ 5,832,416	4,288,420	73.5%
	Indirect Support Cost (ISC)		4,569,642	↑ 6,400,774	3,297,166	51.5%
	<b>Grand Total</b>		<b>74,871,830</b>	<b>↑ 104,874,219</b>	<b>66,631,613</b>	<b>63.5%</b>

Source: SPA Plus, Sri Lanka Annual Country Report 2024

34. It is worth highlighting that the high concentration of resources under SO1 is primarily linked to WFP's 2023 response to the economic crisis. While SO1 remains active to ensure preparedness for potential future shocks, it currently receives minimal resources. As shown in Table 3, the share of resources allocated to other strategic outcomes increases progressively over the CSP period, reflecting WFP's gradual shift from crisis response to resilience building and capacity strengthening.

<sup>25</sup> SPA Plus, accessed on 1 September 2025, and ACR 2024.

<sup>26</sup> It is worth noting that the CPN was 58.9 percent funded as of 31 December 2023, increased to 63.3 percent by 31 December 2024, and reached 64.6 percent by mid-September 2025. This indicates that the majority of the allocated contributions were received at the start of the CSP.

<sup>27</sup> FACTory Distribution Contribution and Forecast Stats; FACTory Resource Situation report, 15 September 2025

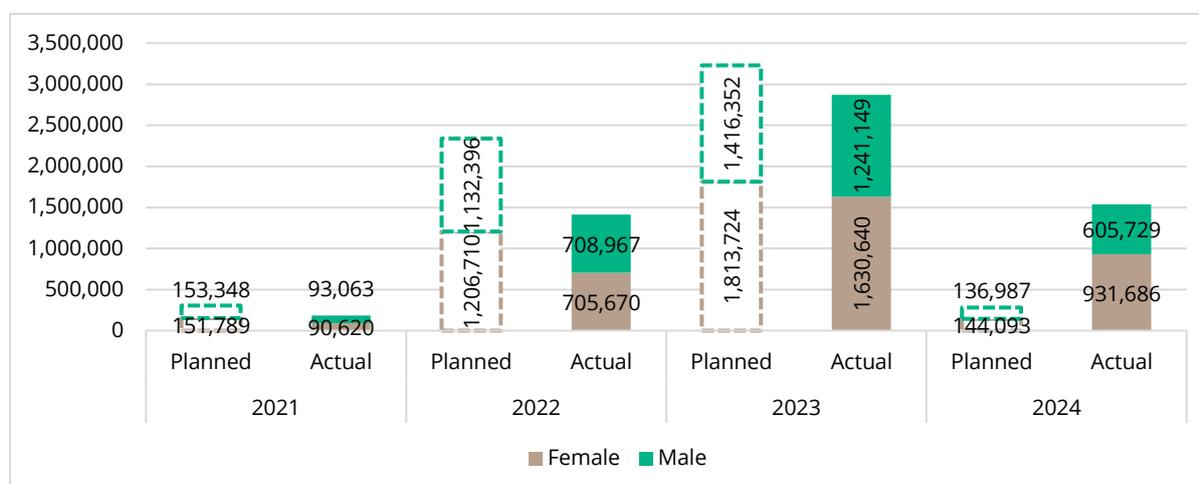
**Table 3: CSP Sri Lanka 2023-2027 Country Portfolio Needs, by year**

Strategic Outcome	2023	2024	2025	2026	2027
SO 1	54,971,943	275,560	263,934	247,730	197,575
SO 2	3,165,107	2,277,527	1,740,128	583,997	642,951
SO 3	1,526,335	3,943,447	5,144,968	5,078,316	2,937,173
SO 4	2,132,658	2,153,239	2,356,936	1,742,630	1,258,875
Direct Operational Cost	61,796,043	8,649,773	9,505,966	7,652,673	5,036,574
Direct Support Cost (DSC)	1,989,029	1,088,775	927,093	1,032,857	794,662
Indirect Support Cost (ISC)	4,146,030	633,006	678,149	564,559	379,030
<b>Grand Total</b>	<b>67,931,102</b>	<b>10,371,554</b>	<b>11,111,208</b>	<b>9,250,089</b>	<b>6,210,266</b>

Source: CSP Data Portal, accessed on 8 September 2025

35. Figure 5 provides an overview of planned and actual numbers of beneficiaries from 2021 to 2024, covering the final year of the previous CSP (2018-2022) and the initial years of the current CSP (2023-2027). The annual planned beneficiary numbers increased consistently from 2021 to 2023, along with the actual number of beneficiaries reached. The latter, however, never reached entirely the planned target. In 2024, the actual number of beneficiaries largely exceeded the planned figures. This was mainly due to WFP using carry-over stock from 2023 to assist beneficiaries through general food distribution, food assistance for assets and school meals, in response to floods.

**Figure 5: CSP Sri Lanka 2018-2022 and 2023-2027 planned and actual beneficiaries**



Source: ACR 2021-2024 Sri Lanka

36. In terms of staffing and country presence, the WFP Country Office in Sri Lanka is located in Colombo, with one sub-office in Trincomalee and six field offices in Kilinochchi, Vavuniya, Anuradhapura, Matale, Monaragala, and Colombo. As of September 2025, WFP Sri Lanka employs 68 staff members, of whom 54 percent are women. National Staff constitute 94 percent of employees and 60 percent are recruited under long-term contracts.<sup>28</sup> This staffing profile is relevant for understanding the country office's capacity to implement and monitor programmes effectively, as well as gender balance in staffing.

<sup>28</sup> WFP Dashboard – Sri Lanka (Consulted on 4 November 2025)

## 4. Evaluation scope, criteria and questions

37. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions.

38. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning, particularly as relates to relations with the national government and the international community in Sri Lanka.

39. The temporal scope of the evaluation should cover the period since the cut-off date of the data collection of the previous CSPE (between November and December 2021): while the evaluation will focus primarily on the current CSP 2023-2027, the tail-end of the previous CSP will be covered through a focus on strategic shifts/elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2023-2027 design process (including use of evidence).

40. The evaluation will address five main questions (Table ) adopting standard UNEG and OECD/DAC evaluation criteria. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context.

**Table 4: Evaluation Questions**

<b>EQ1 – To what extent was the CSP strategically positioned to address food and nutrition insecurity in Sri Lanka, and how well did it adapt over time?</b>	
1.1	How well did the CSP position WFP to address the food and nutrition insecurity situation in Sri Lanka considering its status as a lower middle-income country?
1.2	Was the CSP, in its design and its implementation, appropriately integrated, and focused on WFP’s specific comparative advantages, vis-à-vis government and UN partners, in the context? Was the CSP based on realistic assumptions, including funding, in a middle-income setting?
1.3	To what extent and how did the CSP consistently target and prioritise those most vulnerable to food insecurity and malnutrition in Sri Lanka, and how well did WFP adapt to evolving needs?
<b>EQ2 – What contributions did the CSP make to food security and nutrition in Sri Lanka, taking account of the context?</b>	
2.1	What results did WFP achieve in collaboration with the government of Sri Lanka on emergency response, strengthening national safety nets, food security monitoring and evidence generation, and resilient food systems, the reduction of malnutrition, and support to national school meal programmes, including home grown school feeding? <sup>29</sup> Additionally, what results were achieved through advocacy efforts in 2023 in adapting support to the Government to address urgent and emerging priorities? Were there any missed opportunities, or unintended effects -- positive or negative?
2.2	Beyond corporate outcomes, what has WFP delivered and achieved in areas such as capacity strengthening and emergency preparedness?
2.3	To what extent, and in what ways have WFP’s transition and handover strategies outlined in the CSP particularly on (i) the gradual transfer of management responsibilities for emergency preparedness, response, and shock-responsive social protection; and (ii) the institutionalization of home-grown school feeding been implemented and how successful have they been?
<b>EQ3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?</b>	
3.1	To what extent, and how, did WFP ensure Gender equality and Inclusion, nutrition sensitivity, and accountability to affected populations in its programming?

<sup>29</sup>At this ToR stage, the CO has expressed interest in including a focus on Home Grown School Feeding in the CSPE. The CO had originally planned a decentralized evaluation to cover this topic, but the decentralized evaluation has been cancelled; as a result, the CO has expressed that a focus on Home Grown School Feeding within the CPSE would be useful.

3.2	How did WFP adhere to the humanitarian principles, particularly for operational independence in targeting choices? Were there any trade-offs and how were they managed?
<b>EQ4: To what extent has WFP used its resources efficiently?</b>	
4.1	To what extent and why were the CSP outputs delivered and related budget spent within the intended timeframe?
4.2	Since the end of the 2023 emergency response, and given the limited resources, to what extent and how did the CSP consistently strategically focus and appropriately prioritize its interventions to optimize resources, and how did this affect coverage and quality of assistance?
<b>EQ5 What are the critical factors, internal and external to WFP, explaining performance and results?</b>	
5.1	How well, and in what ways, did WFP work with the Government of Sri Lanka and other actors to establish and leverage strategic and operational partnerships? How did these partnerships influence performance and results?
5.2	Did WFP have appropriate institutional arrangements in place to deliver the CSP, including staffing, reporting arrangements and other?
5.3	To what extent did WFP's monitoring systems support strategic and operational decision-making and help identify and manage risks and assumptions over time?
5.4	Were there any other factors within WFP's control that influenced the delivery and results of the CSP?

41. During the inception phase, the evaluation team, in consultation with the Office of Evaluation and the Country Office, will identify a selected number of key themes of interest related to the main focus areas of WFP activities, challenges or good practices in the country. These themes may also relate to the key assumptions underpinning the logic of intervention of the Country Strategic Plan; or be informed by the recommendations of previous evaluations. The themes identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

# 5. Methodological approach and ethical considerations

## 5.1. Evaluation approach

43. The CSPE will use a **theory-based approach** to assess WFP's contribution to results. This will entail reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the Country Office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, along with internal and external assumptions for the intended change to occur.

44. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended effects, positive or negative. Data will 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 evaluative judgement.

45. Evaluation firms are encouraged to elaborate in their proposals on the qualitative methods they plan to apply for this evaluation, which may include, but are not limited to:

- Social Network Analysis – to explore the structure, strength and nature of WFP's partnerships and collaboration with various actors in Sri Lanka and help assess how well positioned WFP is to influence change.
- Contribution analysis – to assess the extent to which WFP supported interventions have contributed, or are likely to contribute, to the expected outcomes. The evaluation will gather evidence to validate the initial CSP design, test assumptions, assess influencing factors, and explore alternative assumptions for pathways of change.

46. OEV welcomes proposals that suggest other methodologies appropriate to the particularities of the Sri Lanka context.

47. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including an evaluation matrix, in line with the approach proposed in these Terms of Reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

48. The methodology should aim at data disaggregation by sex, age and disability status. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.<sup>30</sup> It will be very important at the inception stage to conduct a stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.

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<sup>30</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

## 5.2. Preliminary considerations on evaluability and methodological implications

49. This CSPE will draw upon several sources of secondary evidence. Annex 2 provides a list of previous evaluations and audits covering the evaluation period. During the inception phase, the evaluation team will be expected to conduct 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 preliminary assessment made by the Office of Evaluation.

50. At this stage the following evaluability challenges have been identified:

- **Frequent Logframe Revisions:** The CSP (2023 – 2027) logframe was revised four times, with the most significant changes being the addition of 14 new outcome indicators and 11 output indicators from version 3 to 4, primarily under SO2 and SO4. Overall, there is a good level of consistency of measurement and reporting at all levels of results. Targets, baseline and follow-up data are reported for most indicators, with few exceptions.
- **Missing Data:** The most critical challenges revolve around the lack of all planned data of one output indicator under SO1; the lack of all end-CSP target and all baseline data for outcome indicators of food for asset activities in 2024; and finally, the lack of all end-CSP target data for all outcome indicators under SO3 in 2024.
- **Limited Geographical Disaggregation:** Overall, there is a balanced gender disaggregation across all indicators, but limited geographical disaggregation which may be a challenge given possible regional distinctions.
- **Timeframe covered by the Evaluation:** The time frame covered by the evaluation (the evaluation is conducted during the penultimate year of the CSP which has implications for the completeness of results reporting and attainment of expected outcomes).

51. The evaluation team will assess these limitations and devise mitigation measures. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

## 5.3. Ethical considerations

52. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>31</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).<sup>32</sup> This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

53. Personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

54. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Sri Lanka CSP (2023 – 2027), have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>33</sup>

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<sup>31</sup> For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#).

<sup>32</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

<sup>33</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of

55. 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.<sup>34</sup>

56. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc.), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through [WFP hotline](#). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

57. Artificial Intelligence (AI) technologies can be used in this evaluation with prior approval from OEV. The evaluation team shall outline in the inception report, a comprehensive description of the intended use of AI tools, including their purpose, scope and nature (see Annex IV) and adhere to WFP data privacy requirements in all respects, as outlined in Annex IV

## 5.4. Quality assurance

58. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This 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 and recommendations on that basis are all well-grounded. 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.

59. All evaluation deliverables must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should also include proactive guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

60. The Office of Evaluation will conduct its own quality assurance review of all evaluation deliverables at two levels: the Evaluation Manager and Research Analyst (QA1) and a Senior Evaluation Officer (QA2). The Evaluation Manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation as required. They will review all evaluation deliverables. The Director of OEV must approve all evaluation deliverables.

61. 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 the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

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interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>34</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

# 6. Organization of the evaluation

## 6.1. Phases and deliverables

62. The evaluation is structured in five phases summarized in Table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The Country Office and Regional Office 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 5: Summary timeline – key evaluation milestones**

Main phases	Timeline	Tasks and deliverables
1.Preparation	<b>November 2025</b> <b>December 2025</b>	Final ToR/Summary TOR Evaluation team and/or firm selection & contract
2. Inception	<b>Mid-January 2026</b> <b>Early February</b> <b>March</b>	HQ briefing Inception mission Inception report
3. Data collection	<b>End of April – Mid-May</b>	Data collection mission and exit debriefing
4. Reporting	<b>End of May</b> <b>June</b> <b>Mid-June–Sept</b> <b>September</b> <b>October</b> <b>November</b>	Evaluation team analytical workshop (OEV optional participation – virtual) Preliminary finding debrief (2-3 weeks following data collection) Report drafting and OEV comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	<b>December 2026</b>	Management response and Executive Board preparation Wider dissemination

## 6.2. Evaluation team composition

63. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of two international consultants (including a researcher) and one senior national consultant with relevant expertise. The selected evaluation firm is responsible for proposing a team with multi-lingual language skills (English, Sinhala and Tamil) who can effectively cover the areas of evaluation.

64. The team leader (TL) should have excellent synthesis and evaluation reporting writing skills in English, and a deep understanding of Sri Lanka and/ or the regional context. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. A summary of the key expertise required for evaluation team members is included in Table 6 below.

**Table 6: Summary of evaluation team and areas of expertise required**

Role	Expertise required
<b>Team Leadership</b>	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> <li>• Team Management, coordination, planning, ability to resolve problems and deliver on time;</li> <li>• In-depth knowledge of Sri Lanka (preferred) and/or regional contexts;</li> <li>• Strong presentation skills and excellent writing skills;</li> <li>• Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations;</li> <li>• Experience with applying theory based mixed methods approaches;</li> <li>• Strong ability to navigate political sensitivities, and strong understanding of the complexity of the relation between UN and member states;</li> <li>• Specialization in one or more of the thematic areas mentioned below.</li> </ul> <p>DESIRABLE: Previous experience leading or conducting WFP evaluation(s); Familiarity with key players within and outside the UN system.</p>
<b>National Evaluator</b>	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> <li>• Expertise in one or more of the thematic areas below;</li> <li>• In-depth knowledge of the political, economic and social context in Sri Lanka;</li> <li>• Proven experience in conducting data collection, including interviews and focus group discussions, for evaluations or research studies.</li> </ul> <p>DESIRABLE: Experience working with the UN; Fluency in English.</p>
<b>Thematic expertise</b>	<p>Food security; Institutional Capacity Strengthening; Emergency preparedness and response; School Meals and Nutrition; Livelihoods and resilience to climate change; Social protection. Other technical expertise needed in the team: Gender equality, equity, and inclusion; Humanitarian Principles and Protection.</p>
<b>Research Assistance</b>	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> <li>• Solid understanding of evaluation and research and knowledge of food assistance;</li> <li>• Proven ability to support evaluation teams with qualitative and quantitative survey design, data cleaning and data analysis, including proficiency in Excel;</li> <li>• Possesses relevant educational background and professional experience in statistics, data analysis, visualization tools</li> <li>• Strong writing and presentation skills, with experience in proofreading, and note taking.</li> </ul> <p>DESIRABLE: Previous experience with WFP evaluation(s).</p>
<b>Quality assurance and editorial expertise</b>	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> <li>• Experience in writing high-quality, complex evaluation deliverables, including detailed reports and summaries;</li> <li>• Experience in quality assurance of written technical reports and briefs</li> </ul> <p>DESIRABLE: Familiarity with WFP programmes and modalities of intervention; Previous experience with WFP evaluation(s).</p>

### 6.3. Roles and responsibilities

65. This evaluation is managed by the WFP Office of Evaluation. Arianna Spacca has been appointed as Evaluation Manager (EM) and Alessandro Cassinadri as OEV Research Analyst (RA). Neither has previously worked on issues associated with the subject of this evaluation. The EM, assisted by the RA, is responsible for:

- Drafting the Terms of Reference (ToR);
- Selecting and contracting the evaluation team;
- Preparing and managing the budget;
- Setting up the Internal Reference Group (IRG);
- Organizing the team briefing and the in-country stakeholder 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.

66. The EM will serve as the primary interlocutor between the team, represented by the Team Leader, and WFP counterparts, ensuring a smooth implementation process. Judith Friedman, Senior Evaluation Officer, will provide second-level quality assurance, and the Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP EB for consideration in November 2027.

67. An internal reference group composed of selected WFP stakeholders at Country Office, Regional Office, and Global Headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings, and be available for interviews with the evaluation team.

68. The Country Office will facilitate the evaluation team's contacts with stakeholders in Sri Lanka, provide logistical support during the fieldwork, and organize an in-country stakeholder workshop. Shehan Fernando has been nominated the WFP Country Office focal point and will assist in coordinating communicating with the Evaluation Manager and CSPE team, as well as 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; however, following data collection, OEV evaluation manager and research analyst may participate in the analytical workshop, their participation will be at the discretion of the evaluation team.

#### **6.4. Security considerations**

69. As an "independent supplier" of evaluation services to WFP, the contracted firm is responsible for ensuring the security of the evaluation team and for making adequate arrangements for evacuation in the event of medical emergencies or security threats. To minimize risks, the Evaluation Manager will ensure that the WFP Country Office registers the team members with the security officer upon arrival and arranges a security briefing to provide an understanding of the situation on the ground. The evaluation team must adhere to applicable United Nations Department of Safety and Security rules, including completing the required security training (BSAFE & SSAFE) and attending in-country briefings.

70. As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team member travel, the company should not participate in the mini bid.

#### **6.5. Communication**

71. 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.

72. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP EB in November 2027. The final evaluation report will be posted on the public WFP website and the OEV will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

#### **6.6. The proposal**

73. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks.

74. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.

75. While the Summary Evaluation Report is drafted by the EM, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the EB.

76. Considerations for the preparation of the financial offer include:

- In-country inception mission: budget for 5 working days plus travel days for the TL only.
- Evaluation data collection mission and exit debriefing: budget for up to three weeks plus travel days for two evaluation team members (TL and National Expert).
- Stakeholder workshop: budget for 4 working days for TL and National Expert, plus travel days for the TL only.<sup>35</sup>

77. Following the technical and financial assessment, WFP may request an improved offer from the preferred bidder(s) to better respond to the ToR requirements. WFP may also conduct reference checks and interviews with selected team members.

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<sup>35</sup> OEV evaluation manager will join the stakeholder workshop.

# Annex I. Overview of performance data availability

**Table 7: Country Strategic Plan Sri Lanka 2023-2027 logframe analysis**

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 01/03/22	<b>Total nr. of indicators</b>	<b>26</b>	<b>17</b>	<b>43</b>
	New indicators	0	0	8
v 2.0 31/08/23	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>26</b>	<b>17</b>	<b>51</b>
	New indicators	1	0	0
v 3.0 24/01/24	Discontinued indicators	0	2	1
	<b>Total nr. of indicators</b>	<b>27</b>	<b>15</b>	<b>50</b>
	New indicators	14	3	11
v 4.0 13/02/24	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>41</b>	<b>18</b>	<b>61</b>
	<b>Total nr. of indicators that were included in all versions of the logframe</b>		<b>24</b>	<b>15</b>

Source: COMET report CM-L010 (accessed 02.09.2025.)

**Table 8: Analysis of results reporting in Sri Lanka annual country reports (2022-2024)**

		ACR 2023	ACR 2024
<b>Outcome indicators</b>			
	Total number of indicators in applicable logframe	<b>26</b>	<b>41</b>
Baselines	Nr. of indicators with any baselines reported	24	37
Year-end targets	Nr. of indicators with any year-end targets reported	24	41
CSP-end targets	Nr. of indicators with any CSP-end targets reported	23	23
Follow-up	Nr. of indicators with any follow-up values reported	26	41
<b>Cross-cutting indicators</b>			
	Total number of indicators in applicable logframe	<b>17</b>	<b>18</b>
Baselines	Nr. of indicators with any baselines reported	16	18
Year-end targets	Nr. of indicators with any year-end targets reported	16	18
CSP-end targets	Nr. of indicators with any CSP-end targets reported	17	18
Follow-up	Nr. of indicators with any follow-up values reported	16	10
<b>Output indicators</b>			
	Total number of indicators in applicable logframe	<b>51</b>	<b>61</b>
Targets	Nr. of indicators with any targets reported	47	52
Actual values	Nr. of indicators with any actual values reported	44	53

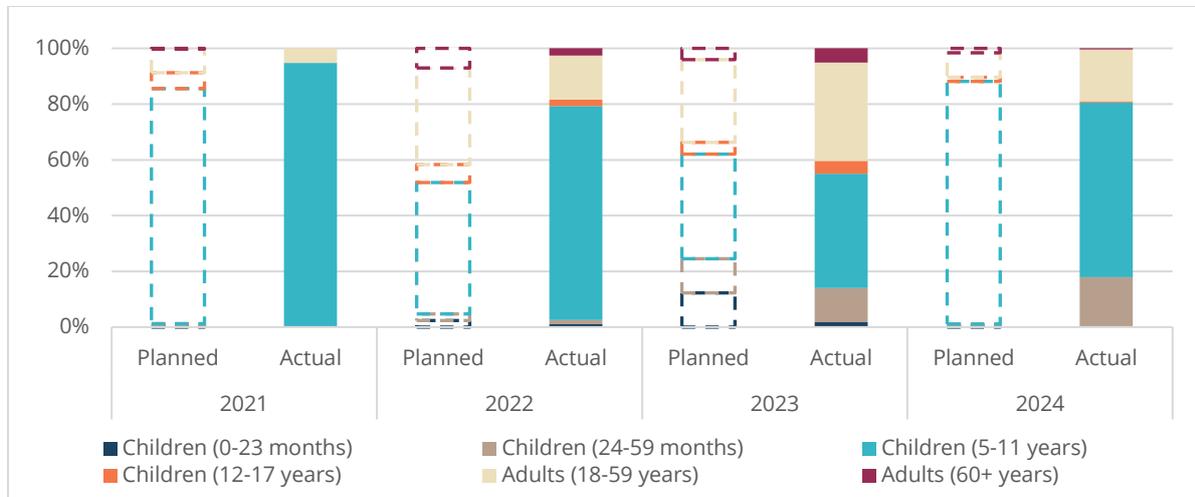
Source: COMET report CM-L010 (accessed 02.09.2025.)

# Annex II. List of relevant previous evaluations and audits

Title	Year	Type
Summary of Evaluation Evidence: Home-Grown School Feeding	2024	Summary of Evaluation Evidence
Summary of Evaluation Evidence: Systemic matters in CSP design and implementation in Asia and the Pacific	2024	Summary of Evaluation Evidence
Internal Audit of WFP Operations in Sri Lanka - December 2023	2023	Audit
Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition	2023	Policy Evaluation
Evaluation of the WFP Country Strategic Plan in Sri Lanka 2018-2022	2022	Country Strategic Plan Evaluation
Evaluation of the WFP Response to the COVID-19 Pandemic	2022	Corporate Emergency Response
Evaluation of the WFP South-South and Triangular Cooperation Policy	2021	Policy Evaluation

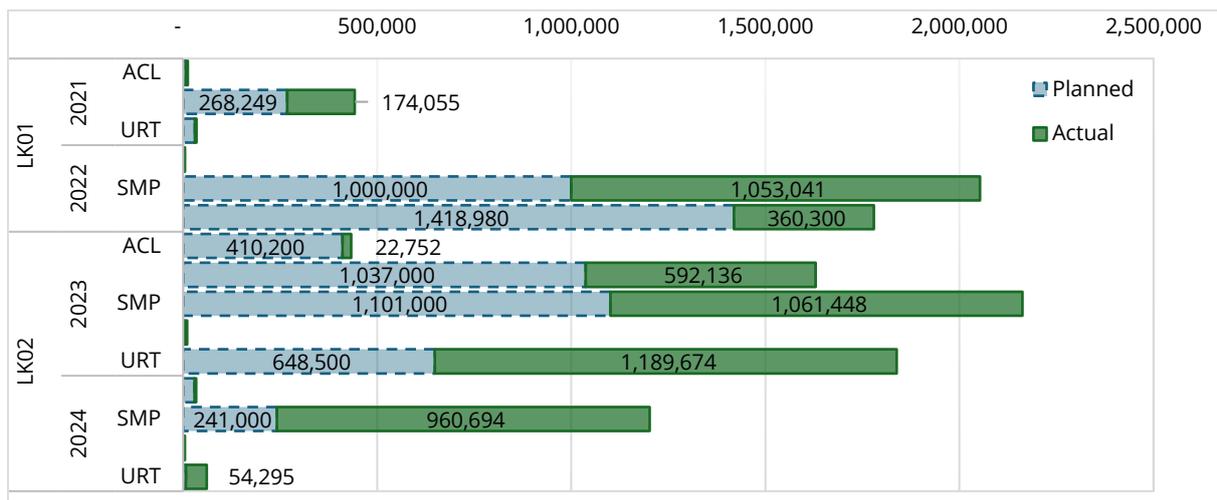
# Annex III. Key information on beneficiaries

**Figure 6: CSP Sri Lanka 2018-2022 and 2023-2027 beneficiaries, composition by age category**



Source: ACR 2021-2024 Sri Lanka

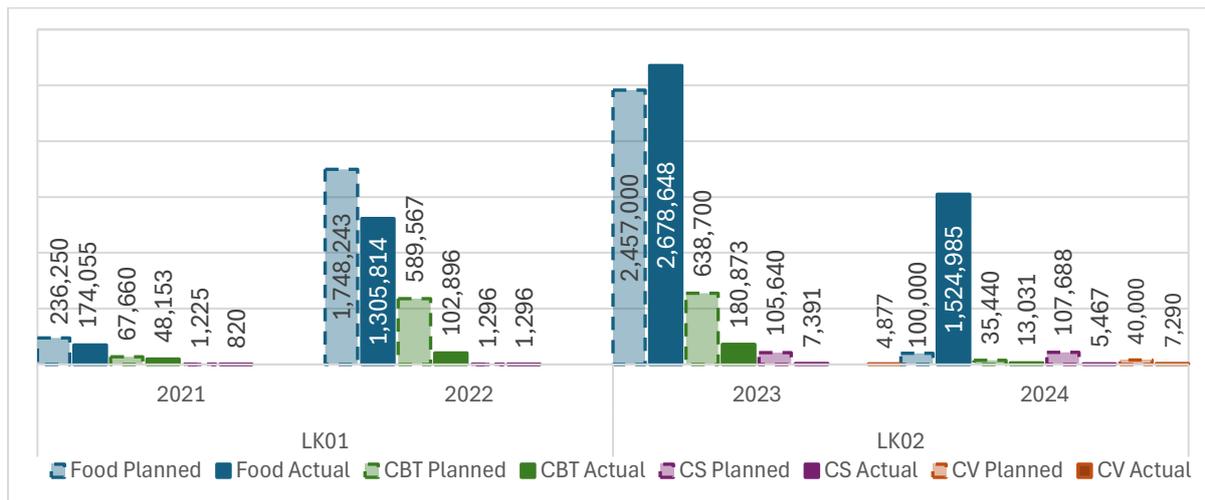
**Figure 7: CSP Sri Lanka 2018-2022 and 2023-2027 beneficiaries by programme area**



Legend: Asset Creation and Livelihood (ACL), School based programmes (SMP), Unconditional Resource Transfers (URT), Malnutrition prevention programme (NPA), Smallholder agricultural market support programmes (SMS).

Source: OEV, ARU Analytical Suite. Accessed on 8 September 2025.

**Figure 8: CSP Sri Lanka 2018-2022 and 2023-2027 beneficiaries by modality**



Legend: Cash-based Transfer (CBT), Capacity Strengthening (CS), Commodity Voucher (CV)

Source: OEV, ARU Analytics Suite. Accessed on 8 September 2025.

# Annex IV. AI in WFP evaluations

1. Artificial Intelligence (AI) technologies may be used in this evaluation only with prior approval from the WFP Office of Evaluation (OEV). Following the approval, the evaluation team must include in the inception report, a comprehensive description of the intended use of AI tools, including their purpose, scope and nature.
2. The evaluation team is responsible for upholding ethical standards and accuracy in the application of AI tools. This includes diligently checking the accuracy and reliability of AI-generated outputs and assuming full responsibility for the accuracy of any results derived from AI.
3. The evaluation team must ensure that the use of AI technologies complies with relevant normative and ethical frameworks applicable to the use of AI in the United Nations system and WFP, including but not limited to:
  - Digital & Technology Network Guidance on the Use of Generative AI Tools in the United Nations System;
  - Principles for the Ethical Use of Artificial Intelligence in the United Nations System<sup>36</sup>;
  - WFP Global Data Strategy<sup>37</sup>;
  - UNEG Ethical Principles for Harnessing AI in United Nations Evaluations;
  - WFP AI strategy (2025)<sup>38</sup>;
  - WFP's Personal Data Protection and Privacy Framework<sup>39</sup>;
  - WFP's Interim AI Guidance<sup>40</sup>; and
  - Principles for Ethical Use of AI in the United Nations System.<sup>41</sup>
4. The evaluation team must employ AI tools in a manner that upholds the principles of non-discrimination, fairness, transparency, and accountability, and take appropriate measures to avoid the exclusion, disadvantage or harm of any group in connection with the use of AI technologies.
5. The evaluation team must ensure that any data used in connection with AI tools is handled in accordance with WFP data protection standards and confidentiality obligations. AI tools shall not be used in any way that compromises the privacy or security of evaluation data.

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<sup>36</sup> UN. 2022. [Principles for the Ethical Use of AI in the UN System](#)

<sup>37</sup> WFP. 2023. [WFP Global Data Strategy \(2024 – 2026\)](#)

<sup>38</sup> WFP. 2024. [WFP Global Artificial Intelligence Strategy \(2025 – 2027\)](#)

<sup>39</sup> WFP. 2024. [WFP Personal Data Protection and Privacy Framework](#)

<sup>40</sup> WFP. 2025. [WFP Interim Artificial Intelligence \(AI\) Guidance](#)

<sup>41</sup> UN. 2022. [Principles for the Ethical Use of AI in the UN System](#)

# Annex V. Acronyms and abbreviations

AAP	Accountability to Affected Populations
ACR	WFP Annual Country Report
APARO	WFP Asia and the Pacific Regional Office
BR	CSP Budget Revision
BSAFE	WFP online security awareness training
CBT	Cash Based Transfers
CCC	Climate Change Centre
CCS	Country Capacity Strengthening
CO	WFP Country Office
COMET	WFP Country Office Tool for Managing (programme operations) Effectively
CPN	Country Portfolio Needs
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
EB	WFP Executive Board
EM	Evaluation Manager
FAO	Food and Agriculture Organization of the United Nations
ND-GAIN	Notre Dame-Global Adaptation Index
GEEW	Gender Equality and Women's Empowerment
GHI	Global Hunger Index
HGSF	Home Grown School Feeding
HQ	WFP Global Headquarters
IFAD	International Fund for Agricultural Development
IRM	Integrated Road Map
MVI	Multidimensional Vulnerability Index
NGOs	Non-Governmental Organizations
OECD /DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	WFP Office of Evaluation
OIGI	WFP Office of Inspection and Investigation
PHQA	Post hoc quality assessment
PLWG	Pregnant and Lactating Women and Girls
QA	Quality Assurance
SBCC	Social & Behaviour Change Communication
SPA-Plus	System for Programme Approval PLUS
SSAFE	Safe and Secure Approaches to Field Environments
SUN	Scaling Up Nutrition
ToR	Terms of Reference
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNEG	United Nations Evaluation Group
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSW	University of New South Wales
WFP	United Nations World Food Programme

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