



WFP EVALUATION

Evaluation of Sri Lanka WFP Country Strategic Plan 2018-2022

October 2022

Round Table



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Context

- Sri Lanka is a **lower-middle income** country with a population of **23 million people**
- 81% rural; 50 percent small farmers
- **Undernutrition and overnutrition** remain challenges
- Highly **vulnerable to climate change** shocks
- 90th out of 162 countries on the gender inequality index
- Poverty had steeply declined but **COVID-19** and **current economic crisis** have exacerbated poverty and food insecurity



WFP CSP in Sri Lanka 2018-2022

Shift: from direct cash and food assistance to increased technical assistance and capacity strengthening towards government-led programmes and policies

Four Strategic Outcomes

(% of needs-based plan after August 2021 Budget Revision | DSC: 10%; ISC: 6%)



23%

Access to food year-round for crisis-affected people

SO1



26%

Access to food year-round for school-age children in food-insecure areas

SO2



6%

Improved nutrition by 2025 of children <5, adolescent girls and women of reproductive age

SO3



30%

Strengthened livelihoods and resilience of vulnerable communities and smallholder farmers

SO4

Evaluation methodology



- **Mixed methods:** Document review, 223 key informant interviews, FGDs
- 14 **Case studies** of sub-activities
- **Field mission** for data collection
- **Ethical safeguards:** Attention to confidentiality, gender and ethical considerations

Findings

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



CSP well-aligned with national policies and strategies.
Country capacity strengthening for improved shock-responsive safety-net systems highly relevant.



Focus of capacity strengthening initiatives on national policies.
Geographic targeting focused on vulnerable areas. Most vulnerable people not targeted by all activities.



WFP working mostly through strategic partnership with government and engaged in project-specific collaboration with UN agencies.



Successful adaptation to changing context and crisis such as COVID-19.

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



SO1 SO not activated by the government except for two weeks take-home rations for students



SO2 Limited direct food assistance provided. Successful piloting of home-grown school feeding but no evidence of contribution to educational outcomes



SO3 Effective technical assistance, research and advocacy for fortified foods, but constrained by lack of government funding for the programme



SO4 Livelihood support and resilience-building led to increased quantities and diversity of food produced; cash-for-work greatly assisted the vulnerable during COVID

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



Gender: Gender mainstreamed in all CSP activities, but more work is needed for the CSP to be considered gender transformative



Protection: Beneficiaries able to access assistance, including during COVID, without protection or safety challenges and in a dignified manner



AAP: Standardization of Complaint Feedback Mechanism and revised standard operating procedures for sexual harassment, exploitation and abuse. Disability inclusion training conducted for CO staff

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



Sustainability: Sustainability concern due to limited and unpredictable donor funding and under-resourced staff and systems of Government



Triple-nexus: No explicit nexus strategy but linkages facilitated through work in conflict-affected areas and the linking of livelihood activities with humanitarian relief through cash for work

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



Timeliness: Uncertain funding, COVID restrictions and complex government processes led to output delays for several activities



Cost efficiency: Cost savings thanks to implementation support by the government. Challenges with overlapping and complex government structures and thinly-spread WFP staff over several dispersed activities



Coverage: Broadly adequate coverage of vulnerable people and geographic areas; Some of the most vulnerable groups however not directly targeted (e.g. children <2, PLW and adolescent girls)

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



Responsiveness to dynamic context: Effective response to changing context by increasing support to the vulnerable through budget revisions and moving funds amongst SOs



Partnerships: Solid partnership with government, but limited collaboration with community-based organizations and lack of strategic partnerships with UN agencies

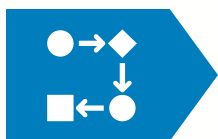


Resource Mobilization: Insufficient funding with limited flexibility and predictability

Conclusions



CSP well-aligned with national and UN priorities. Highly relevant shift from direct delivery to enabling role focussed on resilience building and nutrition



Need to balance responsiveness to context with coherence and alignment to CSP strategy



Strong relationship with government at operational level; but stronger collaboration with UN agencies and civil society needed to build evidence-base and support momentum for sustainability



Shift to country capacity strengthening appreciated by stakeholders; need to narrow WFP's strategic focus to its areas of comparative advantage



Targeting focused on vulnerable geographic areas and the most vulnerable, although some activities did not target the latter directly

Recommendations

1

Develop the next WFP CSP for Sri Lanka building on WFP's core mandates and comparative advantages that align with government priority needs

2

Maximize the longer-term impact of WFP programming and enhance coherence amongst strategic outcomes and activities as well as their gender and nutrition sensitivity

3

Strengthen strategic and operational partnership with the government at national and sub-national level in alignment with other UN agencies

4

Continue with country capacity strengthening initiatives, focusing on government prioritized sectoral gaps

5

Review targeting to ensure alignment with latest evidence and CSP goals, and make the CSP commitment to the most vulnerable more explicit