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Evaluation Reports

For consideration

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Management Response to the Recommendations of the Summary Evaluation Report — Sri Lanka Country Portfolio (2011–2015)

Background

1. This document presents the management response to the recommendations of the evaluation of the Sri Lanka country portfolio (2011–2015).
2. The Secretariat appreciates the evaluation findings and recommendations, which will inform the country office in formulating the next cycle of operations – the Sri Lanka country strategic plan (CSP) for 2018–2022.
3. Work on the national zero hunger strategic review (SR) is under way, with completion expected by mid-February 2017. Formulation of the CSP (2018–2022) will be informed by the evaluation recommendations, the SR and the United Nations Sustainable Development Framework (UNSDF) (2018–2022), currently being prepared by the United Nations country team (UNCT) in Sri Lanka.
4. The following matrix sets out the planned actions and timelines for implementing the recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT — SRI LANKA COUNTRY PORTFOLIO (2011–2015)			
Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: Country strategic plan</p> <p>Adopt a zero-based approach towards considering what long-term role, if any, WFP should have in Sri Lanka. WFP needs to:</p> <ul style="list-style-type: none"> ➤ engage the Government as a full partner and jointly identify areas where WFP can maximize value in the next few years; and. ➤ develop time-bound exit strategies when WFP’s engagement cannot be indefinitely justified, such as the school meals programme (SMP) in Northern Province. 	<p>WFP country office with support from the Bangkok Regional Bureau (RBB) and the Policy and Programme Division (OSZ).</p>	<p>Agreed.</p> <p>The South Asian Policy and Research Institute is carrying out the SR, with former President Chandrika Kumaratunga as the lead convenor. SR preparation is an inclusive process involving consultations with national and local-level stakeholders and an action group made up of representatives from five main areas: i) 15 government ministries; ii) academia; iii) non-governmental organizations and civil society; iv) the private sector; and v) the United Nations.</p> <p>Based on the analysis and recommendations of the evaluation and the SR, the CSP (2018–2022) will be developed in close consultation with government ministries, development partners and other stakeholders. Given the country context, it is foreseen that most of WFP’s activities will progressively shift to “upstream” capacity development and technical advisory support during the five years of the CSP.</p> <p>The CSP will be aligned with government priorities and the UNSDF (2018–2022), which is currently being developed by the UNCT, with WFP’s active engagement.</p>	<p>To be incorporated in the CSP process</p>

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<p>Recommendation 2: Joint adaptation of United Nations agencies to the new aid landscape in Sri Lanka</p> <ul style="list-style-type: none"> ➤ WFP should advocate for preparation of the UNSDF to include a radical and costed review of the roles of all major United Nations agencies working in Sri Lanka. 	<p>WFP country office with support from RBB and Headquarters.</p>	<p>Agreed.</p> <p>This issue will be included in discussions of the UNSDF, which started in September 2016 and in which WFP will play a major role. The challenges of implementing the Sustainable Development Goals (SDGs) – including SDGs 2 and 17 – in a middle-income country were reflected in the main domains of the draft common country assessment, particularly the Human security and socio-economic resilience, the Enhancing resilience to climate change and disaster, and the Strengthening environment management domains, which are relevant to the challenges articulated in the SR and the targets of SDG 2.</p> <p>The UNCT is moving towards a more explicit One UN/Delivering as One approach in the UNSDF, to help Sri Lanka respond effectively to the increasingly interlinked and complex development challenges addressed by the SDGs. As an important part of this shift, the UNCT will increase its “upstream” policy work as Sri Lanka consolidates its middle-income status, balancing the priorities of both the Government and the people. A common budgetary framework is planned.</p>	<p>To be incorporated in the UNSDF process, with completion set for June 2018</p>
<p>Recommendation 3: Addressing the needs of IDPs</p> <ul style="list-style-type: none"> ➤ WFP should work with other United Nations agencies, international humanitarian agencies and the Government to develop a comprehensive and adequately resourced plan for completing the resettlement of internally displaced persons (IDPs) and returning refugees. 	<p>Country office with support from RBB and Headquarters.</p>	<p>Agreed.</p> <p>There is continuing need to assist IDPs and refugees, particularly given the challenges to recovery from protracted conflict. As the UNCT develops and implements the UNSDF (2018–2022), agencies will adopt a more harmonized and streamlined approach to supporting the Government in tackling priority areas. This will help mitigate funding challenges, including the lower than expected prioritization of Sri Lanka by the United Nations Peacebuilding Fund and shrinking donor funding, especially for building resilience and improving the livelihoods base of newly resettled populations.</p> <p>In the UNSDF, activities and resource mobilization will be planned and implemented jointly; in the meantime, WFP will continue to work with the Food and Agriculture Organization of the United Nations (FAO) and other partners to identify opportunities for joint programmes and proposals.</p>	<p>Ongoing, with milestones in November 2017 for the CSP, and June 2018 for the UNSDF</p>

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<p>Recommendation 4: Future engagement in nutrition</p> <ul style="list-style-type: none"> ➤ WFP should maintain in-country nutrition expertise and continue to support and facilitate multi-sector approaches. It should continue to advocate for targeted approaches to supplementary feeding and offer its technical expertise – linked to rigorous economic analysis – on nutritious foods. Coherent support to a national nutrition strategy should be one of the themes of the UNSDF. 	Country office with support from the Nutrition Division (OSN).	<p>Agreed.</p> <p>This recommendation reflects current thinking in the country office, as demonstrated by the use of trust funds to engage with the Government in areas relevant to nutrition. While developing the CSP for November 2017 and participating in consultations for the SR, WFP will continue to provide technical assistance and capacity development to support the Government in reviewing and revising its nutrition policy, and improving the quality, quantity, targeting and supply chains of locally fortified nutritious foods such as <i>Thripasha</i>. WFP will also continue to assist the Government in the rice fortification initiative, and in advocating for nutrition-sensitive interventions.</p> <p>Food security and nutrition is one of the major priorities identified by the common country assessment; opportunities for supporting it will be reflected in the UNSDF.</p>	By November 2017 for the CSP, and June 2018 for the UNSDF
<p>Recommendation 5: Managed hand-over of the SMP</p> <ul style="list-style-type: none"> ➤ WFP and the Government should jointly develop a time-bound strategy for hand-over of the Northern Province SMP to the Government. 	Country office with support from OSZ.	<p>Agreed.</p> <p>WFP and the Government – the Ministry of National Policies and Economic Affairs and the Ministry of Education – will develop a strategy for the time-bound hand-over of the school meals programme in Northern Province; this strategy will be reflected in the CSP. The Government attaches great importance to the timing and nature of this hand-over.</p>	By November 2017 for the CSP
<p>Recommendation 6: Strengthen WFP's economic analysis</p> <ul style="list-style-type: none"> ➤ WFP should strengthen its guidance on the choice and design of modalities – cash, vouchers and in-kind. Cost analyses should include all costs and focus less exclusively on the costs incurred by WFP. It is even more important that WFP improves the quality and use of the performance data it collects during the implementation of cash-based transfer (CBT) programmes. 	Country office with guidance and support from Headquarters and regional bureaux.	<p>Agreed.</p> <p>The country office looks forward to receiving and implementing WFP's new standard operating procedures and guidelines on cost analysis of CBTs in middle-income countries.</p> <p>The country office will ensure enhanced data quality and more consistent data collection for baseline and end-line surveys and post-distribution monitoring to assess the performance of CBTs.</p>	Immediate, as part of the country office's implementation of the Strategic Plan (2017–2021)

Acronyms Used in the Document

CSP	country strategic plan
IDP	internally displaced person
OSZ	Policy and Programme Division
SDG	Sustainable Development Goal
SMP	school meals programme
SR	strategic review
UNCT	United Nations country team
UNSDF	United Nations Sustainable Development Framework