

# Evaluation Terms of Reference



## SUMMARY TERMS OF REFERENCE

### SRI LANKA: AN EVALUATION OF WFP PORTFOLIO (2011-2015)

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

#### Country context

Sri Lanka is now in a process of transitioning from a post-conflict economy to development. The country's social indicators are among the best in South Asia, with near universal literacy nationally, and comparatively low levels of poverty. However, according to the 2014 UNDP Human Development Report, 6.7 percent of the population still lives below the poverty line; while socioeconomic and regional disparities persist.

Among the Sri Lankan population, an estimated 2.4 million people are food-insecure.

#### Objectives, rationale and users of the evaluation

Evaluations serve the dual objectives of accountability and learning.

In line with Sri Lanka's transition into a developmental phase, WFP is currently realigning its programme objectives from relief and recovery, to development in support to a policy and capacity development approach. The evaluation is an opportunity for the Country Office to benefit from an independent assessment of its 2011-2015 portfolio of operations in line with WFP's Strategic Plans (2008-2013 and 2014-2017)

The key intended users of the evaluation findings and recommendations are the Country Office in liaison with the Government of Sri Lanka and other UN and Non-UN partners.

#### Scope and methodology

The scope of the evaluation will cover a five years period from 2011 to 2015. Thus, in summary, the CPE will review and assess the overall performance of the various relief and recovery activities in former conflict-affected areas in the North

(PRRO's 200143 and 200452), the nutrition activities in areas not covered by the PRROs (DEV<sup>2</sup> 106070 till Sept 2013), a SO<sup>3</sup> (105390) to address operational logistics gaps in the post tsunami recovery period and the conflict situation in Sri Lanka, two IR-EMOP<sup>4</sup>s (200809 & 200233) and EMOP 200239 to provide food assistance to flood victims, a trust fund (10024563) to provide technical support and capacity building to Government institutions for scaling up nutrition and trust fund (10022993) focused on developing household food security.

CPEs primarily use a longitudinal design, rely on secondary quantitative data and conduct primary qualitative data collection with key stakeholders in the country.

#### Key evaluation questions

The evaluation will address the following three key questions:

**Question 1: Portfolio alignment and strategic positioning.** Extent to which: i) the portfolio main objectives and related activities have been relevant with Sri Lanka's humanitarian and developmental needs (including those of specific groups), priorities and capacities; ii) the objectives have been coherent with the stated national agenda and policies; iii) the objectives have been coherent and harmonised with those of partners especially UN partners, but also with, bilateral and NGOs; iv) WFP has been strategic in its alignments and partnerships, and has positioned itself where it can make the biggest difference; v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans and corporate policies (including the Humanitarian Principles) on the other hand; and vi) WFP portfolio has been

<sup>1</sup> Protracted Relief and Recovery Operation

<sup>2</sup> Development Project

<sup>3</sup> Special Operation

<sup>4</sup> (Immediate Response) Emergency Operation

consistent with the status of the peacebuilding and reconciliation process.

**Question 2: Factors and quality of strategic decision making.** Reflect on the extent to which WFP: i) has analysed (or used existing analysis) the hunger challenges, the food security and nutrition situation and the climate change issues in Sri Lanka - including gender issues; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues; iii) has generated and applied its own learning to improve the management of the Country Portfolio and engagement with government and partners; iv) has adequately covered the vulnerable groups in its programming. Analyse how WFP’s approach to targeting evolved across the portfolio period. Identify the factors that determined existing choices: perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc., in order to understand these drivers of strategy, and how they were considered and managed.

**Question 3: Performance and results of the WFP portfolio.** Reflect on: i) the level of effectiveness, efficiency, (including the respective cost analyses) and sustainability of the main WFP programme activities and explanations for these results (including factors beyond WFP’s control); ii) the level of emergency preparedness, vis-à-vis the effectiveness of the portfolio iii) the level of synergy and multiplying effect between the various main activities regardless of the operations; and iv) the level of synergies and multiplying opportunities with partners especially UN partners, but also with, bilateral and NGOs at operational level.

**Roles and responsibilities**

**Evaluation Team:** An independent evaluation team selected by WFP’s Office of Evaluation (OEV) in Rome will implement the evaluation including inception, fieldwork, analysis, internal quality review and reporting.

**OEV Evaluation Manager:** This evaluation is managed by the WFP Office of Evaluation, with Diego Fernandez as the Evaluation Manager (EM). The EM will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

**Stakeholders:** WFP stakeholders at Colombo Country Office, Regional Bureau in Bangkok and

Headquarters levels are expected to participate and provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team’s contacts with stakeholders in Sri Lanka; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork.

**Communications**

Preliminary findings will be presented by the evaluation team in an exit debrief in Colombo after the conclusion of the fieldwork. The initial findings and conclusions will be shared later on with WFP stakeholders in Country Office, Regional Bureau and Headquarters during a teleconference debriefing session.

The various WFP stakeholders will have an opportunity to provide feedback on the evaluation products, both verbally and in writing. This will allow them to clarify issues and will ensure a transparent evaluation process.

The final summary evaluation report will be presented to the WFP Executive Board Session in February 2017 and will be publicly available on WFP’s website

**Timing and key milestones**

Main Phases	Timeline	Outputs
1. Preparation	Jan – Apr 2016	Concept Note ToR Evaluation team selected and contracted
2. Inception	Apr – May 2016	Inception mission (in-country) Inception report
3. Fieldwork	Jun – Jul 2016	Fieldwork (in-country) Exit debriefing (in-country) Preliminary findings debrief (telecom)
4. Reporting	Aug - Oct 2016	Draft report Report review Learning workshop (in-country) Final evaluation report (including Summary Evaluation Report - SER)
5. Presentation to WFP EB	Feb 2017	Management response and WFP Executive Board presentation
6. Dissemination	Feb 2017	Websites posting (WFP intranet and internet, and other relevant sites)



Full Terms of Reference are available at <http://www.wfp.org/evaluation> as are all Evaluation Reports and Management Responses. For more information please contact the WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org)