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Operational Matters

**For approval**

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

## **Draft Sri Lanka Country Strategic Plan (2018–2022)**

Duration	1 January 2018–31 December 2022
Total cost to WFP	USD 46,830,793
Gender and age marker*	2A

\*<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

### **Executive summary**

Sri Lanka is a lower-middle-income country with a development agenda focused on accelerating economic growth, ensuring good governance and sustaining peace. Although its significant progress in several areas has led to Sri Lanka's assessment as having high human development, further efforts are required to address food security and nutrition, gender equality and geographic and socio-economic development disparities.

WFP in Sri Lanka aims to address the underlying causes of food insecurity and malnutrition and support longer-term recovery and resilience while maintaining emergency-response capacity. The present WFP five-year country strategic plan, the first of its kind in Sri Lanka, builds on WFP contributions in the country over the past 50 years to support development assistance and the shift towards more capacity-building through technical and policy support for efforts to ensure access to food, end malnutrition and improve smallholder productivity and incomes, in alignment with WFP's Strategic Results 1, 2 and 3.

The country strategic plan seeks to achieve the following four strategic outcomes:

- Strategic outcome 1: Crisis-affected people have access to food all year round;
- Strategic outcome 2: School-age children in food-insecure areas have access to food all year round;

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- Strategic outcome 3: Children under 5, adolescent girls and women of reproductive age have improved nutrition by 2025<sup>1</sup>; and
- Strategic outcome 4: Vulnerable communities and smallholder farmers have strengthened livelihoods and resilience to shocks and stresses all year round.

The country strategic plan, developed in consultation with the Government and other stakeholders and informed by contextual, gender and gap analyses, and recommendations from the 2017 National Strategic Review of Food Security and Nutrition towards Zero Hunger, supports Sri Lanka's national development vision. It will contribute to the implementation of government priorities as articulated in the Public Investment Programme (2017–2020), sector-specific strategies and plans of action and the United Nations Sustainable Development Framework (2018–2022) for achieving Sustainable Development Goal 2.

### **Draft decision\***

The Board approves Sri Lanka Country Strategic Plan (2018–2022) (WFP/EB.2/2017/7-A/6/DRAFT) at a total cost to WFP of USD 46,830,793.

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<sup>1</sup> This outcome is expected in line with SDG Target 2.2: “By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.”

\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Sri Lanka attained lower-middle-income-country status in January 2010,<sup>2</sup> following the end of nearly three decades of armed conflict in 2009. With a population of 21 million,<sup>3</sup> Sri Lanka ranks 73<sup>rd</sup> out of 188 on the Human Development Index,<sup>4</sup> but lower on the Gender Inequality Index, at 87<sup>th</sup> out of 159 countries.<sup>5</sup>
2. Sri Lanka embarks on the Sustainable Development Goals (SDGs) having made considerable progress towards the Millennium Development Goals, including universal primary education, eliminating gender disparities in education, reducing child and maternal mortality, combating diseases such as malaria, and halving poverty and the proportion of people without sustainable access to safe drinking water and basic sanitation. Despite these achievements, scope remains for progress in strengthening food security and nutrition, realizing gender equality and eliminating geographic and socio-economic disparities.<sup>6</sup>
3. As an island nation, Sri Lanka is highly vulnerable to climate change, ranking 54<sup>th</sup> on the Climate Risk Index, reflecting the extent of weather-related loss events.<sup>7</sup> Extreme weather events and recurrent natural disasters, such as droughts, floods and landslides, adversely impact socio-economic progress. Long-term impacts of climate change affect public health, nutrition, agriculture and infrastructure development, including hydropower,<sup>8</sup> impacting women, men, girls and boys differently.
4. Since the end of the conflict the Government has been committed to peacebuilding through reconciliation, accountability, transitional justice and development.<sup>9</sup> The coalition Government in power since 2015 has pursued a platform of transparent rights-based governance.<sup>10</sup> Elections are scheduled to be held in 2020.

### 1.2 Progress towards SDG 2

#### *Progress towards SDG 2 targets*

5. *Access to food.* The three-fold increase in per capita income and overall reduction in poverty over the past decade has improved economic access to food, although unequally for women and men, while expanded road networks have improved physical market access for producers at the national level.<sup>11</sup> As a result of regional, financial and gender disparities, however, these overall trends at the national level have not translated into equal improvement in physical and economic access to food for all individuals and households.

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<sup>2</sup> Embassy of Sri Lanka. 2010. IMF Upgrades Sri Lanka's Status to Middle Income Emerging Market. Washington, DC.

<sup>3</sup> Central Bank of Sri Lanka. 2016. Annual Report 2016. Sri Lanka.

<sup>4</sup> United Nations Development Programme. 2016. Human Development Report 2016. New York.

<sup>5</sup> United Nations Development Programme, 2016. Human Development Report 2016 – Human Development for Everyone. Canada, Lowe-Martin Group.

<sup>6</sup> United Nations. 2015. Millennium Development Goals Country Report 2014. Sri Lanka.

<sup>7</sup> Kreft, S. et al. 2016. Global Climate Risk Index 2017. Bonn, Germanwatch e.V.

<sup>8</sup> National Climate Change Policy of Sri Lanka. Colombo.

<sup>9</sup> United Nations and Government of Sri Lanka. 2016. Sri Lanka Peacebuilding Priority Plan. Colombo.

<sup>10</sup> United Nations country team. 2016. Common Country Analysis Sri Lanka 2016. Colombo (*hereafter CCA*).

<sup>11</sup> Independent Review. 2017. National Strategic Review of Food Security and Nutrition Towards Zero Hunger. Colombo (*hereafter Strategic Review*).

6. *End malnutrition.* Among children aged 6–59 months, stunting declined from 21.2 percent to 13.1 percent and underweight from 27.3 to 23.5 percent during the period 1995/96–2012. Anaemia in children declined from 25.2 percent in 2009/10 to 15.1 percent in 2012.<sup>12</sup> Improved nutrition at the national level can be attributed to improved food availability, access and utilization, and progress in health services and water and sanitation and hygiene programmes,<sup>13</sup> although significant regional and gender disparities persist.
7. *Smallholder productivity and incomes.* Sri Lanka is nearly self-sufficient in rice, the staple food, and animal protein products such as fish and poultry, of which it produces more than 97 percent of the amount it needs. More than 70 percent of other main supplementary foods available, including vegetables, green leaves, pulses, root crops and fruits, are produced locally. On average, Sri Lanka meets 80 percent of its annual food requirements through local production, covering the gap through imports such as canned/dried fish, powdered milk and livestock. Additionally, national natural disaster insurance schemes have been instituted as a risk-management measure to sustain domestic food production and protect smallholder productivity and incomes.<sup>14,15</sup>
8. *Sustainable food systems.* The Government has identified food security and health as sectors where adaptation to climate change is of critical importance. To ensure sustainability and minimize the impacts of climate change on food production and food security, the Government has prioritized national programmes on crop production, climate-information management, improved cropping systems and home gardening.<sup>16</sup> Further analysis is required to ensure that these programmes are sufficiently gender-transformative so that they adequately promote shared power, control of resources, decision-making, support for gender equality and women's empowerment.

### **Macroeconomic environment**

9. Despite a slow pace of economic reform, the country's real gross domestic product (GDP) grew 43 percent in the first five years following the end of conflict, from 2009 to 2014. Economic expansion, however, then markedly slowed from the post-conflict economic upturn, with diminishing gains in GDP in 2015 of 4.8 percent and 2016 of 4.4 percent.
10. The Gini coefficient based on the mean household income in urban areas is 0.51, relatively higher than those for rural areas, at 0.45, and for the plantation sector (also known as the 'estate sector' in Sri Lanka) 0.39, as well as the national average of 0.48. More than half of total household income nationally is shared among only 20 percent of households in the country, reflecting a pattern unchanged since 1990/91.<sup>17,18</sup>
11. Moderate poverty remains a challenge. Nearly one in four people live on USD 2.50 per day, just above the poverty line, and are most vulnerable to the impacts of climate or economic shocks. Pockets of deeper poverty persist in former conflicted-affected northern and eastern areas, central areas and isolated regions such as Moneragala District, including in the estate sector, where the high proportion of those employed but still living in poverty, gender disparities and scarce and unequal access to services and the labour market indicate a need for sustained and equitable economic engagement and market development.<sup>19</sup>

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<sup>12</sup> There is no significant difference in the level of stunting and wasting between boys and girls in Sri Lanka.

<sup>13</sup> Strategic Review

<sup>14</sup> Strategic Review

<sup>15</sup> Further analysis is required to evaluate whether these schemes are gender-aware or if they need to be strengthened to ensure equitable access and meet the particular needs of women and men smallholders.

<sup>16</sup> Presidential Task Force on National Food Production. 2015. National Food Production Programme 2016–2018. Colombo.

<sup>17</sup> Strategic Review.

<sup>18</sup> Disaggregated data on type of household is not available.

<sup>19</sup> United Nations. 2017. United Nations Sustainable Development Framework 2018–2022. Colombo, United Nations System in Sri Lanka (*hereafter UNSDF*).

12. Socio-economic progress has been neither even nor inclusive, with urbanization and demographic transition accelerating the growth of inequalities and inequities such as food and nutrition insecurity and gender disparities. Government priorities focus on reducing income inequalities, assisting the most disadvantaged, creating productive employment and decent work and reducing wasting and stunting among children under 5.<sup>20</sup>

### **Key cross-sector linkages**

13. Sri Lanka's national sustainable development bill, due to be considered for enactment by Parliament in 2017, will establish a national sustainable development policy and strategy to promote environmental, economic and social integration towards the realization of the 2030 Agenda and the achievement of national, regional and international commitments through multi-sectoral agencies and other stakeholders, including civil society and the private sector.<sup>21</sup> National SDG targets, which will among other things indicate cross-sectoral linkages, are currently being defined.
14. The strategic outcomes will contribute variously to the attainment of SDGs 1, 3, 4, 5, 13 and 17, as well as uniformly to the achievement of SDG 2.

### **1.3 Hunger gaps and challenges**

15. As population growth and rising wealth change the patterns of food, water and energy consumption, the sustainable management of natural resources and fragile ecosystems becomes increasingly challenging.<sup>22</sup> Moreover, increasing human-animal conflict has an impact on agricultural production and biodiversity. The National Strategic Review of Food and Nutrition Security Towards Zero Hunger (Strategic Review) identified the gaps and challenges detailed below.
16. *Food insecurity:* Food security remains a challenge as a result of various factors, including economic and physical access to food, pockets of chronic poverty, climate change, inadequate resilience, land degradation, ageing population, shifting workforce patterns, yield stagnation and persistent gender inequalities, with women at particular risk.<sup>23</sup> Yields of food crops, including rice, have stagnated, primarily due to a lack of investment in research and development, which has restricted the potential for increasing domestic food supply. The challenge is not only to ensure food security and nutrition for 5.2 million undernourished people, but also to feed the additional 2.4 million people expected by 2050.
17. *Malnutrition:* Nearly 4.6 million people are undernourished. The Global Nutrition Report 2016 ranked the prevalence of wasting in Sri Lanka as the third-highest among the 130 countries rated<sup>24</sup> and identified Sri Lanka as the only country where wasting was higher than stunting.<sup>25</sup> Limited information is available to explain this, and more studies are needed. Severe regional disparities in malnutrition exist among formerly conflict-affected districts, the estate sector and certain farming areas.
18. The rate of low birthweight (< 2500 g) of 18 percent in 2012 had remained constant over almost 20 years, indicating a vicious cycle of malnutrition and the need for improved maternal

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<sup>20</sup> UNSDF.

<sup>21</sup> Strategic Review.

<sup>22</sup> UNSDF.

<sup>23</sup> Strategic Review.

<sup>24</sup> 19.6 percent, above international emergency levels.

<sup>25</sup> There is no significant difference in the level of stunting and wasting between boys and girls in Sri Lanka (20.1 percent male and 19.0 percent female are wasted; 13.4 percent male and 12.7 percent female are stunted).

nutrition.<sup>26 27</sup> Micronutrient deficiencies remain pervasive and the trends of poor nutrition continue throughout the life-cycle. The prevalence of anaemia among children aged 6–59 months and women of reproductive age was 15.1 percent and 26 percent, respectively, 50 percent of it attributable to iron deficiency. Thirty percent of school-age children (34 percent of boys and 25 percent of girls) are underweight and 11 percent (13 percent of girls and 10 percent of boys) anaemic.<sup>28</sup>

19. *Economic access to food – income inequality*: Income disparities are strongly evident between the formal and informal employment sectors (over 60 percent of employment being informal); among socio-economic strata; and among geographic areas, particularly between the Western Province and others, especially those formerly affected by conflict. Furthermore, approximately one third of the population in the Northern and Uva Provinces (including in the estate sector) and half in the Eastern Province cannot afford the minimum cost of a nutritious diet. According to 2013 data, the male:female income ratio was 5:4 in the urban sector and 5:3 in the rural sector, while median income was LKR 7,930 among men and LKR 5,000 among women<sup>29</sup> and per capita income (purchasing power parity) USD 13,616 among men compared with only USD 5,078 among women.
20. *Economic access to food – rising prices*: Rising commodity prices, partially attributable to increasing production costs, disproportionately affect women and the poor. Higher food prices may lead poor households, particularly those headed by women, to resort to negative coping mechanisms such as limiting food consumption, prioritizing food for children (on average, every tenth household)<sup>30</sup> and shifting to less-nutritious diets, with negative effects on health and nutrition.
21. *Physical access to food – roads and marketing infrastructure*: Poor rural infrastructure is a severe constraint for farmers (both women and men) in marketing their produce, causing low productivity, depressed agricultural income, rural poverty, limited availability of extension facilities and food insecurity. Moreover, storage facilities and food processing capacities, including milling, refrigeration and canning, have not improved much, restricting access to nutritious food.
22. *Gender inequality and inequity*: Gender inequality and inequity remain intrinsic challenges that sustain malnutrition and food insecurity. Women are more vulnerable than men because they earn less and work longer hours, particularly in the estate sector,<sup>31</sup> are more likely to engage in unpaid labour (22 percent of the total female workforce), and have longer life expectancy (77.4 years compared with 71.2 years). Moreover, informal labour, including in the estate and agricultural sectors, provides few or no social security benefits. Thirty-three percent of women work in the agricultural sector compared with 27 percent of men; women are therefore more vulnerable to climate shocks.<sup>32</sup> Approximately 30 percent of pregnant women and their households are food insecure<sup>33</sup> and in the Northern and Uva Provinces 55 percent of households headed by women are food insecure compared with 39 percent of those headed by men.

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<sup>26</sup> Pre-pregnancy low body mass index (BMI) is 22 percent, which is a proxy for prevention of poor maternal nutrition; 18 percent of pregnant women with low mid upper arm circumference <18 cm and 31.8 percent of pregnant women with anemia.

<sup>27</sup> Medical Research Institute. 2015. National Nutrition and Micronutrient Survey of Pregnant Women in Sri Lanka – 2015 (*hereafter MRI 2015*).

<sup>28</sup> Medical Research Institute. 2016. Baseline School Survey and National Iodine Survey 2016. Colombo, Data Dissemination Workshop.

<sup>29</sup> Marga Institute. 2012. Feminization of Poverty in Sri Lanka. Colombo.

<sup>30</sup> WFP. 2012. Food Security in the Northern and Eastern Provinces of Sri Lanka – A Comprehensive Food Security Assessment Report, Sri Lanka 2012. Colombo.

<sup>31</sup> Asian Development Bank. 2015. Country Gender Assessment Sri Lanka, An Update. Philippines.

<sup>32</sup> Sri Lanka Department of Census and Statistics. 2015. Sri Lanka Labour Force Survey. Colombo.

<sup>33</sup> *MRI 2015*.

23. Sri Lanka dropped in the gender equality ranking of 144 countries from 84<sup>th</sup> in 2015 to 100<sup>th</sup> in 2016,<sup>34</sup> indicating that, despite high educational attainment by Sri Lankan women, low economic and political participation — women accounting for only 6.8 percent of parliamentarians in 2014 — contributed to the increasing gender gap. Although women’s employment continues to grow, with women accounting for 33 percent of the labour force, they are still expected to shoulder household responsibilities, commonly perceived as exclusively “women’s work” by men and women alike.<sup>35</sup> Moreover, women in low-skilled domestic work account for 34 percent of the migrant workforce, often having left behind children, who are thus put at greater risk of sexual abuse and poor care practices that could be among the causes of undernutrition.<sup>36</sup> In addition, it has been observed that 83 percent of females in the estate sector are victims of gender-based violence.<sup>37</sup>
24. *Climate change*: Rising temperatures, erratic rainfall distribution and the increased intensity and frequency of extreme weather events lead to crop losses and negatively impact food security. Erratic rainfall and recurrent natural disasters undermine the resilience of affected communities and threaten agricultural production, heightening the need for further investment in nationwide emergency preparedness and response mechanisms. The 2016/17 drought — the worst in 40 years — reduced national output by 53 percent and pushed 900,000 people into food insecurity, and was followed by the May 2017 flood and landslide emergency — the worst floods since 2003.
25. *Needs of internally displaced persons (IDPs)*: In the aftermath of the conflict that ended in 2009, the Government continues with resettlement and reconciliation for the remaining 13,800 IDP families and returning refugees from India through peacebuilding programmes, including food security and nutrition-sensitive livelihood diversification.<sup>38</sup>
26. *Gaps in policy and programmatic response*: Despite a multitude of policies and programmes implemented by various ministries, the national strategy for achieving food security and improving nutrition is undermined by a fragmented response characterized by insufficient coordination among institutions and the absence of a cohesive and comprehensive development plan.<sup>39</sup>

## 1.4 Country priorities

### *Government*

27. The Government’s Public Investment Programme (2017–2020) outlines capital budget resource allocations reflecting the inclusive socio-economic development vision and strategy of increasing employment, raising income, developing rural economies, expanding land ownership and strengthening the middle class through policy reforms, institutional development and other initiatives in alignment with the SDGs, including SDG 2.<sup>40</sup>
28. Achieving food security and improved nutrition are priorities for the Government, as reflected by the dedicated secretariats within the president’s office and the many institutional and policy frameworks, programme interventions and implementation plans to address this multi-dimensional problem, including the National Nutrition Policy, the Multi-Sector Action Plan for Nutrition 2017–2020; the School Health Policy; the Food Production

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<sup>34</sup> World Economic Forum. 2016. The Global Gender Gap Report 2016. Geneva.

<sup>35</sup> UNSDF.

<sup>36</sup> Strategic Review.

<sup>37</sup> CCA.

<sup>38</sup> Mokoro, 2017. Country Portfolio Evaluation – Sri Lanka: An Evaluation of WFP’s Portfolio (2011–2015) Evaluation Report, Report number OEV/2016/009 (*hereafter CPE*).

<sup>39</sup> Strategic Review.

<sup>40</sup> Department of National Planning, Ministry of National Policies and Economic Affairs, 2017. Public Investment Programme 2017–2020. Padukka, State Printing Corporation.

National Programme 2016–2018; the National Research and Development Framework; the Sustainable Consumption and Production Policy; and the Strategic Review.

29. Sri Lanka has a broad social-protection system and social safety net programmes to reach the most vulnerable and promote livelihood development and resilience. The main programme, Samurdhi, aims to meet the basic needs of the poorest 25 percent of the population, while other schemes include a national school meals programme and targeted support for the elderly, pregnant women and children (*Thripasha*). The Government is committed to reforming these programmes to enhance targeting and emergency response.
30. The Government also strives to meet its international commitments under the Kyoto Protocol and Paris Agreement, the Sendai Framework for Disaster Risk Reduction, the Beijing Declaration and Platform for Action, the Convention on the Elimination of all Forms of Discrimination against Women, the World Health Assembly targets, the Scaling Up Nutrition movement, the 2030 Agenda and other agreements that prioritize improved food security and nutrition for the most vulnerable through risk-informed strategies for climate-change adaptation, disaster risk reduction and advanced gender equality.

### *United Nations and other partners*

31. The United Nations Sustainable Development Framework (UNSDF) 2018–2022 applies a human rights-based approach to programming, ensuring equal access to basic services, prevention of discrimination and increased citizen-State trust in development cooperation, policy formulation and technical assistance. The priorities of the UNSDF are improved data, knowledge management and evidence-based policy; strengthened, innovative public institutions and engagement towards lasting peace; human security and socio-economic resilience; and enhanced resilience in the face of climate change and disasters and strengthened environmental management.<sup>41</sup>
32. The United Nations in Sri Lanka is committed to: the principle of “doing no harm”; the Rights Up Front Initiative; conflict sensitivity; durable solutions; supporting government work at the humanitarian-development-peacebuilding-human rights nexus; and prioritization in accordance with the 2030 Agenda pledges to “leave no one behind” and “reach those furthest behind first”.<sup>42</sup> Sri Lanka’s country strategic plan (CSP) is also aligned with the WFP policy “WFP’s Role in Peacebuilding in Transition Settings”.<sup>43</sup>

## **2. Strategic implications for WFP**

### **2.1 WFP’s experience and lessons learned**

33. WFP’s effective emergency and protracted relief operations in Sri Lanka since 1968, in response to natural disasters and conflict alike, have earned it a robust reputation as a credible, results-oriented partner for national authorities. Recent assessments of United Nations and WFP interventions — including the 2016 United Nations country team Common Country Analysis, WFP’s Country Portfolio Evaluation (2011–2015) and the 2017 Strategic Review — highlight that WFP should focus on its areas of recognized strength in addressing developmental gaps identified jointly with the Government.
34. The WFP-supported National School Meals Programme (SMP) is one of the main social-protection programmes in the most war-affected districts and has helped to restore the education system. Currently the SMP is bifurcated, with one part, serving 160,000 students in the Northern Province, functioning on an in-kind food basis and the rest on a cash basis.<sup>44</sup> The country portfolio evaluation resulted in a recommendation that the programme be synergized to

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<sup>41</sup> UNSDF.

<sup>42</sup> UNSDF.

<sup>43</sup> WFP/EB.2/2013/4-A/Rev.1.

<sup>44</sup> CPE.



utilize only the government-preferred modality, while providing more upstream support to improve the standards of the SMP and reduce involvement in service delivery.

35. WFP has been using cash-based transfers (CBTs) since the 2005 tsunami response. Its strategic positioning has evolved based on constructive feedback from the Government and beneficiaries, resulting in significant development and innovation in the use of social safety net programmes and CBTs since Sri Lankan markets function well, according to the WFP 2016 market assessment. WFP will continue to strengthen the emergency-response capacity of social-protection institutions and the SMP by incorporating CBTs, as appropriate, through strategic partnerships and transfer modalities.
36. The Government has been distributing *Thripasha*<sup>45</sup> under a national supplementary feeding programme for over 40 years, despite gaps in production, supply chain, efficacy and utilization. WFP will continue its technical support for the *Thripasha* programme, as recommended by the country portfolio evaluation and WFP-supported assessments for the Government, with a view to delivering a more effective supplementary feeding programme.
37. Sri Lanka's main staple food is rice, and WFP supported the Ministry of Health in assessing the feasibility of using rice fortification as a public health strategy to address micronutrient deficiencies. Based on several consultations since 2014 and further deliberations at the national food fortification workshop in March 2017, a work plan and road map for national voluntary rice fortification and delivery through social safety net schemes, with recommended WFP support, was proposed to the Government.
38. WFP has effectively partnered with the Government on emergency response and supported better disaster preparedness and risk identification, including livelihood-resilience analysis, assessment approaches, risk modelling, simulation trainings, analyses and reporting. WFP will continue to upgrade the technical capacities of the Government to enhance emergency preparedness and response and resilience-building for disaster risk reduction.
39. WFP conducted a gender analysis in 2015 that identified gaps in promoting gender equality and women's empowerment for food and nutrition security outcomes. In 2017, the review of the food assistance for assets programme highlighted the importance and strategic nature of pursuing a gender-transformative approach to achieving zero hunger. A cross-functional Gender Results Network has proven critical for implementing commitments to gender equality.

## 2.2 Opportunities for WFP

40. WFP is well positioned to support national priorities, including the recommendations of the Strategic Review and broader consultations with stakeholders, especially in capacity development for food security and nutrition, including food fortification, emergency preparedness and response and social safety net schemes, including the SMP.
41. Opportunities identified through the Strategic Review include:
  - supporting a cohesive, sustainable-agriculture approach with other food security- and nutrition-related policies to achieve SDG 2 targets and better face future climatic and other challenges;
  - advocating innovative and integrated strategies to address stagnant levels of acute malnutrition and low birthweight, micronutrient deficiencies and increasing levels of overweight and obesity;
  - helping to address the major gaps and weaknesses in the existing social-protection system and social-safety net programmes to ensure that the poorest and most vulnerable groups, including women, children, the elderly and people with disabilities, are targeted and institutional coordination improved;

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<sup>45</sup> *Thripasha* is a locally produced, fortified, blended food distributed to underweight children aged from 6 to 59 months, children with faltering growth, all moderately acute malnutrition children and all pregnant and lactating women nationwide.

- embracing public-private partnership approaches to create a facilitating environment, especially to improve healthy food preferences and efficient and stable supply chains;
  - supporting the development of a national strategic food reserve to ensure food availability and guarantee buffer stocks of essential commodities to stabilize prices for optimal consumption and sustain nutrition security; and
  - promoting the implementation of the national climate-adaptation plan, community-based resilience-building and emergency preparedness, together with livelihood diversification initiatives to better withstand recurrent natural disasters and the impacts of climate change.
42. As part of the United Nations system, WFP will leverage its recognized strengths, including:
- its ability to enable the Government to better strategize and scale up national and subnational initiatives while leveraging WFP's field-based presence;
  - its effective social and geographical targeting, including for social safety net programmes, to reduce inequities and inequalities for vulnerable groups;
  - its ability to help strengthen national capacities at various levels, underpinned by and leading to national ownership; and
  - its advocacy of a results-orientated approach and objective monitoring of and reporting on the national development framework.<sup>46</sup>

### 2.3 Strategic changes

43. Through Sri Lanka's CSP, WFP is proactively adapting to rapid developmental and political change and diminishing resources<sup>47</sup> addressing the institutional, economic, environmental and socio-cultural factors linked to the root causes of food insecurity and malnutrition by moving from direct implementation to policy engagement and capacity development. There is a greater focus on technical support, knowledge and technology transfer; evidence-building, assessments and data analysis; early warning and emergency preparedness; shock-responsive social safety nets; management of food warehouses; and community-based resilience-building and livelihood diversification programmes that are nutrition-sensitive and gender-transformative, thereby promoting sustainability.
44. WFP will realign its support to the SMP with the modality preferred by the Government, progressively moving from in-kind/cash food assistance to transitioning into the national SMP and increasing technical assistance through policy, advocacy, and capacity development targeting the most vulnerable children; integrating various school meal modalities such as home-grown school feeding; linking with local food production; enhancing supply chain and nutrition education; expanding community-based approaches; and reducing poverty to enhance the overall effectiveness, efficiency and sustainability of a nutrition-sensitive SMP.
45. For nutrition, a strategic change includes a shift from direct implementation to increased technical support for evidence-based policy decisions and improved analysis, targeting, modality selection, delivery and monitoring of government nutrition interventions. Furthermore, WFP will build on interventions involving food fortification and social safety nets, expanding into social and behaviour change communication and nutrition-sensitive approaches.
46. WFP will support the Government in shifting away from ad-hoc assessment and shock monitoring that rely on time-consuming, manually operated processes towards the use of advanced technology to establish and operate real-time data and knowledge-management systems. WFP will promote a shift towards integrated and sustainable interventions incorporating holistic community engagement based on multi-year planning, together with relevant partners. WFP is committed to incorporating risk- and nutrition-sensitive programming, linking vulnerable groups, where possible, to enhance resilience-building.

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<sup>46</sup> CCA.

<sup>47</sup> CPE.

### 3. WFP strategic orientation

#### 3.1 Direction, focus and intended impacts

47. Sri Lanka's CSP is aligned with its national priorities, including its Public Investment Programme 2017–2020, relevant sectoral policies, the recommendations of the Strategic Review and the UNSDF 2018–2022. It is also harmonized with other United Nations agencies and the SDGs through joint programming and resourcing under the “One UN” approach. WFP collaborated with key stakeholders, including government authorities at the national and subnational levels, the United Nations country team, development partners, the private sector and civil society in developing the CSP, which defines WFP's portfolio of engagement for 2018–2022 and operationalizes its support for long-term national programmes to achieve SDG 2 and achieve the 2030 Agenda.
48. WFP will contribute to addressing the underlying causes of food insecurity and malnutrition by focusing on crisis response and capacity-building for emergency preparedness, long-term recovery and resilience; strengthening social safety nets, including SMPs; and improving nutritional outcomes.
49. In accordance with the WFP Strategic Plan (2017–2021), Gender Policy (2015–2020) and Gender Action Plan, gender is fully integrated into the CSP and will be mainstreamed throughout implementation and progress monitoring. Women, men, girls and boys and people with disabilities (and their organizations and institutions) will be empowered and engaged to ensure gender-transformative programmes in a manner that fosters and advances equality. WFP will embed gender analysis, including sex- and age-disaggregated data (SADD), in assessments, research, technical assistance and knowledge- and information-management, as appropriate.

#### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

##### *Strategic outcome 1: Crisis-affected people have access to food all year round*

50. As a result of economic, social, environmental, climatic and other shocks, many vulnerable communities are at risk of food and nutrition insecurity, which are exacerbated by inadequate coping capacities. WFP emergency-relief interventions will ensure support to highly vulnerable communities during disasters and in the early recovery phase, based on assessment findings. This outcome aims to improve access to food in times of crisis, ensuring that affected groups, especially children, women and the households they head, the elderly, persons with disabilities and low-income families, consume adequate nutritious diets.

##### *Focus area*

51. The primary focus of this outcome is crisis response to ensure humanitarian assistance to people affected by disasters.

##### *Expected outputs*

52. This outcome will be achieved through the following output:
  - Crisis-affected people have immediate access to food enabling them to meet basic food and nutrition needs (tier 1; output category A1; SR1).
53. Targeted food-insecure people in urban and rural areas will receive food or cash assistance in times of crisis to meet their food and nutrition requirements through relief interventions and technical assistance (under strategic outcome 4) to the Government to enhance the effectiveness of emergency assistance, including better targeting and monitoring.
54. This output will contribute to the achievement of all SDGs, with a particular contribution to SDG 2 on zero hunger, and SDG 1 on poverty elimination, by ensuring that people affected by crises have access to food sufficient to meet their basic needs.

**Key activities**

*Activity 1: Provide food assistance to crisis-affected people (modality: F; CBT; SD).*

55. WFP will provide assistance through cash-based and/or food transfers to the most needy, in collaboration with national authorities responsible for disaster management, resettlement, social welfare, women's and children's affairs, health, plantations and regional development, as appropriate. Interventions will be informed by analysis through established systematic impact assessments, using SADD, of disaster severity, food security and nutrition, coping abilities, market functionalities and gender. Where possible, WFP will align with and leverage existing social protection and social safety net programmes.
56. WFP will strengthen the understanding of the links between emergencies, gender equality and nutrition outcomes through appropriate analysis. The nutrition needs of affected populations will also be considered when designing responses, depending on the type of emergency and resources available. Efforts will be made to include nutrition messaging, in particular with regard to the promotion of breastfeeding during emergencies.
57. WFP will strengthen government efforts on relief and response by providing assistance for logistics, supply chain, telecommunication and real-time information and analysis so that crisis responses are efficient, effective, equitable and empowering for all those affected.

**Strategic outcome 2: School-age children in food-insecure areas have access to food all year round**

58. As the SMP is an important national safety net, WFP will support the Government in ensuring that targeted school-age children in areas of high food insecurity and malnutrition receive school meals all year round. This is in line with national policies and strategies to end short-term hunger, increase school retention and improve the food security and nutrition of school-age children and will serve as a platform for promoting community integration and sustaining peace. WFP will use a two-pronged approach to achieve this through food assistance and technical support.

**Focus areas**

59. This outcome focuses on addressing the root causes of food insecurity and malnutrition among school-age children.

**Expected outputs**

60. This outcome will be achieved through the following outputs:
  - targeted school-age children receive a nutritious meal every day they attend school in order to better meet basic food and nutrition needs (tier 1; output category A2; SR1); and
  - targeted school-age children benefit from an enhanced national school meals programme that enables them to meet their basic food and nutrition needs (tier 1; output category C; SR1).
61. Targeted school-age children will have equal access to a school meal every school day through enhanced delivery modalities as a result of the Government-WFP partnership to engage relevant stakeholders in a sustainable, home-grown, gender-equality-informed and nutrition-sensitive SMP.
62. In addition to contributing to SDG target 2.1, these outputs link to SDG 4, on quality education, and contribute to the government plan to ensure that all girls and boys complete free, equitable and high-quality primary and secondary education.
63. WFP will support the Government in developing key performance indicators that will, together with WFP's key performance indicators for education and nutrition outcomes, be monitored through a robust, gender-responsive joint government/WFP SMP monitoring and evaluation system.

**Key activities**

*Activity 2: Provide nutrition-sensitive food assistance, in partnership with the Government, to school-age children (modalities: CBTs, food, capacity-strengthening, service delivery).*

64. WFP will support the Government in ensuring the provision of nutrition-sensitive school meals to targeted school-age children, jointly identified with the Government, primarily in the plantation sector, where food security and nutrition challenges are most severe. WFP will provide food assistance throughout the duration of the CSP, with a complete transition to a national programme by 2022.
65. WFP will increase its technical and capacity support while providing food assistance to a gradually decreasing number of schoolchildren as the commitment of government resources increases. Implementation support will include water and sanitation and hygiene, kitchen construction and clean, fuel-efficient stoves to reduce exposure to indoor air pollution and minimize hardship in collecting firewood and water in hazardous areas, as required. Where possible, WFP will include fortified rice to enhance the nutrition value of food assistance.
66. WFP will also work in partnership with relevant stakeholders to introduce social and behaviour change communication to enable school communities to disseminate knowledge and promote the cultivation and consumption of nutrient-rich foods.

*Activity 3: Provide technical and policy support for the delivery of nutrition-sensitive school meals programmes to the Government (modality: capacity strengthening).*

67. WFP will support the Government in developing a school-feeding strategy pursuant to the recommendations of the Systems Approach for Better Education Results (SABER) report<sup>48</sup> and situation<sup>49</sup> and cost-benefit analyses.<sup>50</sup> A multi-stakeholder coordination platform will identify policy, strategy and capacity needs that must be met to enable the effective implementation of a nutrition-sensitive national SMP that also contributes to advancing gender equality.
68. WFP will support the Government in assessing existing modalities with a view to improving cost-effectiveness, especially in plantation areas, where malnutrition and poverty rates are highest. In line with the Government's existing home-grown SMP, WFP will work with the Food and Agriculture Organization of the United Nations (FAO) and other stakeholders to link with smallholder farmers and food suppliers to enhance local production and support school gardens, with a focus on addressing gender-based economic inequalities.
69. The support will include: capacity development for overall programme management at the school level; institutional strengthening; supply chain improvements; training for cooks and food suppliers; food quality and safety assurance; community engagement (including school development communities); social and behaviour change communication regarding healthy food preferences for children and parents; and gender considerations. WFP will support dietary assessment to ensure that nutrition requirements are met and menus are developed using local food ingredients. WFP will advocate the use of fortified food products such as oil and rice to address micronutrient deficiencies.
70. Under the overall coordination of the Ministry of National Policies and Economic Affairs, WFP will work with government at all levels in the education, health, agriculture, women's and children's affairs, estate infrastructure, community development and finance sectors, including the National Nutrition Secretariat, United Nations agencies such as FAO, the World Health Organization (WHO), the United Nations Population Fund, the United Nations Educational, Scientific and Cultural Organization and the United Nations Children's Fund (UNICEF), development partners, non-governmental organizations (NGOs), community-based

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<sup>48</sup> World Bank, 2015. Systems Approach for Better Education Results (SABER) Country Report: Sri Lanka.

<sup>49</sup> Medagama, R. S., 2015. A Situation Analysis to Study the School Feeding Context and Implementation in Sri Lanka. Colombo, WFP.

<sup>50</sup> MasterCard, 2015. Sri Lanka's School Feeding Investment Case – Cost-Benefit Analysis Report. WFP.

organizations, the private sector, other stakeholders and countries in the region to provide technical support.

71. WFP will work with the Government to ensure that the SMP incorporates protection and gender equality. WFP will advocate the collection, reporting and analysis of SADD and the inclusion of gender-equality measures in the national school health and nutrition information system.
72. WFP will support the Government in reviewing targeting criteria to improve the national SMP monitoring and evaluation system, including its gender responsiveness. These criteria will help in the identification of linkages and areas of overlap and thus the integration of the SMP with other national programmes.

***Strategic outcome 3: Children under 5, adolescent girls and women of reproductive age have improved nutrition by 2025***<sup>51</sup>

73. In response to the high prevalence of wasting and micronutrient deficiencies and increasing trends of over nutrition, this outcome aims to improve nutrition outcomes for specific target groups in urban and rural areas as well as for the population overall through technical assistance and advocacy for evidence-based nutrition-specific and nutrition-sensitive interventions to contribute to the achievement of 2025 World Health Assembly targets.
74. WFP will work with relevant government agencies and other stakeholders, including United Nations agencies, the private sector, civil society organizations and NGOs, to provide technical assistance, address policy gaps, implement activities, monitor targets and facilitate knowledge-sharing between countries and regions, integrating gender throughout, with a view to reducing malnutrition.

***Focus area***

75. This outcome addresses the immediate and underlying causes of malnutrition.

***Expected outputs***

76. This outcome will be achieved through the following two outputs:
  - children under 5, adolescent girls and women of reproductive age benefit from strengthened government capacity to implement nutrition programmes to improve nutritional status (tier 2; output category C; SR2); and
  - children under 5, adolescent girls and women of reproductive age benefit from enhanced consumption of locally produced, fortified and specially formulated foods in order to improve their nutritional status (tier 2; output category C; SR2).
77. WFP will support adequate and quality nutrition services and social and behaviour change communication and assessments to ascertain gaps in dietary intake and the practices of target groups, incorporating gender analysis, to promote evidence-based decision-making. WFP will assist the Government in forging public-private partnerships to enhance the availability, accessibility and affordability, through markets and social safety nets, of nutritious foods, especially for the benefit of targeted young children, pregnant and lactating women and girls. Support will be provided for nutrition information surveys and surveillance to monitor and track progress towards national targets.
78. This output contributes to all SDGs, but to SDGs 2 and 3 in particular.

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<sup>51</sup> This outcome is expected in line with SDG Target 2.2: “By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.”

**Key activities**

*Activity 4: Provide evidence-based advice, advocacy and technical assistance to government and implementing partners.*

79. In line with national priorities, WFP will work with partners, such as FAO, the World Bank, Asian Development Bank, WHO and UNICEF, to support and collaborate with the Government to promote evidence-based nutrition-specific and nutrition-sensitive interventions.
80. WFP will provide nutrition-related support in various areas, including the strengthening of the health system to prevent and manage moderately acute malnutrition; national nutrition surveillance and monitoring; and periodic situation and causal analysis (“Fill-the-Nutrient Gap”) and nutrition surveys to inform government responses. WFP will also facilitate the Scaling Up Nutrition civil society and business networks and support the assessment, development and implementation of a social-behaviour-change-communication strategy related to nutrition and health practices, including appropriate complementary feeding and dietary diversity.
81. WFP will work closely with the other Rome-based agencies — FAO and the International Fund for Agricultural Development (IFAD) – in collaboration with academia and international and national technical institutions such as the International Food Policy Research Institute (IFPRI) and the Medical Research Institute, and advocate with ministries across the Government – agriculture, education, social welfare, women’s and children’s affairs and others – on nutrition-sensitive and gender-transformative programming.

*Activity 5: Provide technical assistance and advocate the scaling up of the fortification of staple food and specialized nutritious foods to government and other stakeholders, including the private sector.*

82. WFP will work continuously with stakeholders, including the private sector, to support the Ministry of Health in enhancing the availability, accessibility and consumption of fortified foods, including *Thripasha* and fortified rice. Based on the WFP-supported assessment of *Thripasha* production, supply chain and social and behaviour change communication strategy carried out in 2016–2017, technical support will be provided to improve effectiveness. WFP will work closely with the Ministry of Health to improve analysis, targeting, modality selection and the delivery and monitoring of interventions for the equitable benefit of targeted women, men, girls and boys.
83. The Government has identified rice fortification as a tool for addressing micronutrient deficiencies. WFP will therefore continue to provide technical support for the implementation of the national fortification road map by advocating for the inclusion of fortified rice in national social-safety net programmes, including the SMP; establishing regulations, monitoring guidelines and standards under the Food Act; implementing the social marketing strategy and tools to promote consumption; and transferring skills and technology on production and supply chain development. Through public-private partnerships and South–South and triangular cooperation (SSTC), WFP will boost the availability, affordability and quality of fortified food.

***Strategic outcome 4: Vulnerable communities and smallholder farmers have strengthened livelihoods and resilience in the face of shocks and stresses all year round***

84. Government priorities — besides crisis response, covered under strategic outcome 1 – include building resilience and strengthening livelihoods in vulnerable communities, while enhancing its own capacity to support such communities through strengthened systems and processes.
85. This outcome aims to improve food security and nutrition by empowering vulnerable communities and individuals to cope with shocks. It also assists in resettling IDPs and returning refugees with durable solutions for food assistance and livelihood support and strengthens government capacity through technical support to ensure that gender-informed risk-sensitive planning is integrated into public investment policies and local development initiatives, redressing structural and socio-cultural inequalities.
86. The outcome also seeks to strengthen government emergency-preparedness-and-response capacities at the national and subnational levels, supporting the operationalization of risk-reduction efforts and the National Emergency Operation Plan, to increase overall resilience in the face of shocks and stresses.

**Focus areas**

87. The focus of this outcome is resilience-building to enable vulnerable communities to better withstand shocks and stresses and to augment government capacity to implement disaster-management and integrated disaster-risk-reduction strategies.

**Expected outputs**

88. This outcome will be achieved through the following three outputs:
- communities benefit from strengthened capacity for adaptation to climate change, extreme weather and other disasters in order to mitigate the impact of shocks and stresses (tier 1; output category A1; SR4);
  - populations frequently affected by shocks and stresses benefit from strengthened national and institutional capacity for emergency management and response that enables them to meet basic food needs and be more resilient in the face of shocks (tier 3; output category C; SR4); and
  - populations frequently affected by shocks and stresses benefit from strengthened national shock-responsive safety-net systems, thereby increasing their resilience (tier 3; output category C; SR4).
89. This output contributes to SDG 13, “climate action”, through remedial actions to minimize disruptions caused by climate change, as well as SDG 2 and all other SDGs.
90. This outcome will be measured against national and international targets, including the National Adaptation Plan and the Sendai Framework.
91. Inequalities among women, men, boys and girls will be addressed through skills training and community activities to strengthen capacities with equitable benefits.

**Key activities**

*Activity 6: Support nutrition-sensitive and gender-transformative livelihood diversification and income generation through integrated resilience-building activities (modalities: food, CBT, capacity strengthening, service delivery).*

92. WFP will assist beneficiaries (including resettling IDPs and returning refugees), through integrated application of the food assistance for assets and food for training programmes, in the creation and rebuilding of productive community assets and the diversification of livelihoods — through such approaches as improved and efficient water harvesting and management, watershed management, tree planting, crop diversification and skills training, to reduce climate and disaster risks and to improve resilience and coping abilities. In line with WFP’s new Environmental Policy, resilience-building activities will be screened to ensure that environmental risks arising from such activities are either avoided or managed.
93. WFP will conduct livelihood and gender analyses and community-based participatory planning and update consolidated livelihood exercises for analysing resilience (CLEAR) to facilitate seasonal livelihood planning and the identification of diverse income-generating opportunities for various groups, aligning with national social-safety net programmes. WFP will seek to ensure the equal participation of women and men of various ages, including from marginalized groups, with facilitated services and adjustments to enable the participation of persons with disabilities and pregnant and lactating women and girls. Women and men will have equal access to, equal control over and equally benefit from assets created in accordance with their particular needs and priorities. Working conditions and workload will be adapted to support women’s multiple roles – reproductive, productive and community management – to take account of the disproportionate effect on vulnerable women in their role as caregivers.
94. WFP will incorporate nutrition-sensitive programming into resilience-building activities by conducting assessments and evaluating nutrition impact pathways in partnership with IFAD and IFPRI.



95. WFP will also work with the Government to support smallholder producers through improved post-harvest handling techniques, platforms for climate and market information, and private-sector partnerships.

*Activity 7: Provide technical assistance for emergency preparedness and response operations to the Government (modality: capacity strengthening, service delivery).*

96. WFP will provide technical assistance to the Ministry of Disaster Management in the undertaking of periodic emergency readiness audits; the updating of the National Disaster Management Plan, with a focus on emergency response and coordination, including the Humanitarian Coordination Team; the development of emergency-preparedness action plans, relief management guidelines and training modules; and the conduct of simulation exercises at various levels.
97. WFP will support the implementation of real-time disaster impact monitoring and assessment systems with government and key stakeholders, including local Global System for Mobile Communications providers.
98. WFP will build technical capacity for national food reserves, warehouse management systems and supply chain in collaboration with the Food Commissioner's Department. WFP will also support the Government in enhancing food security and market monitoring for evidence-based and gender-transformative response planning.

*Activity 8: Provide technical assistance to government and related agencies in the building of improved, unified, shock-responsive safety-net systems (modality: CS, SD).*

99. To enhance the shock responsiveness of national social-protection programmes, WFP will incorporate lessons in emergency preparedness and response learned from previous crises and, where possible, link with resilience-building activities, taking into account nutrition and gender equality. WFP will strengthen technical capacities in the areas of beneficiary-registration systems, such as SCOPE, targeting and monitoring, including mobile data collection and analytics, as a complement to the social registry for national safety-net programmes.

### **3.3 Transition and exit strategies**

100. Beyond 2022, WFP expects to focus more exclusively on strengthening systems and advocacy linked to the anticipated upward reassessment of the country's socio-economic status, including with regard to gender equality, for which WFP envisions greater financial contributions from the Government. Towards the 2030 horizon, WFP envisages that government and communities will independently design, implement and manage food- and nutrition-security programmes in an inclusive and rights-based manner, with WFP playing an enabling role upon request. WFP will implement transition strategies in close consultation with the Government.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

101. The CSP will reach 176,000 direct beneficiaries, with an anticipated overlap of 20 percent between strategic outcomes 1 and 4. Since this CSP focuses primarily on upstream technical assistance for national initiatives to enhance food security and nutrition, a large number of indirect beneficiaries and institutions will also benefit. WFP will use SDG indicators and corporate indicators — such as food consumption score, food insecurity experience scale and the coping strategies index for beneficiary targeting — to target acutely food- and nutrition-insecure populations for crisis response, the SMP and resilience-building.
102. Food security and livelihood analyses, including CLEAR and the Comprehensive Food Security Vulnerability Assessment, will inform the geographical targeting and beneficiary-selection criteria. The beneficiary registration and management tool SCOPE and other corporate tools such as the country office tool for managing effectively (COMET) to report on project outcomes, and data collection systems such as e-Win and mobile data collection and analytics (MDCA), will be used for beneficiary data management, activity implementation monitoring and reporting purposes.

<b>Strategic outcome</b>	<b>Activities</b>	<b>Women</b>	<b>Male</b>	<b>Total</b>
1	1. Provide food assistance to crisis-affected people	25 500 <sup>^</sup>	24 500 <sup>^</sup>	50 000
2	2. Provide nutrition-sensitive food assistance, in partnership with the government, to targeted school-age children	63 360	64 640	128 000**
	3. Provide technical and policy support on delivery of nutrition-sensitive school meal programmes to the Government	-	-	*
3	4. Provide evidence-based advice, advocacy and technical assistance to government and implementation partners	-	-	*
	5. Provide technical assistance and advocate the scaling up of the fortification of staple food and specialized nutritious foods to government and other stakeholders, including the private sector	-	-	*
4	6. Support nutrition-sensitive and gender-transformative livelihood diversification and income generation through integrated resilience-building activities	5 500 <sup>^</sup>	4 500 <sup>^</sup>	10 000
	7. Provide technical assistance for emergency preparedness and response operations to the Government	-	-	*
	8. Provide technical assistance to government and related agencies in the building of improved, unified, shock-responsive safety-net systems	-	-	*
<b>Total</b>		<b>94 360</b>	<b>93 640</b>	<b>188 000</b>

\* Technical assistance and policy support will indirectly benefit the entire population.

\*\* Targeted schoolchildren are identified jointly with the Government, with the gradual annual reduction in WFP support under the exit strategy.

<sup>^</sup> Beneficiaries marked with a carat represent an aggregate of women and girls as females and men and boys as males. Actual beneficiary numbers will be collected and reported disaggregated by sex and age.

## **4.2 Transfers**

### ***Food and CBTs***

103. Food transfers will continue under the WFP-supported SMP. WFP will, however, carry out assessments and consultations on food security, nutrition, poverty, gender and other criteria to determine the appropriate transfer modality and develop workable and efficient mechanisms for using CBTs.
104. Based on market assessments, WFP selected CBTs for emergency relief and asset creation. In addition, WFP received positive feedback from the Government and women and men beneficiaries regarding CBTs for crisis response and resilience-building activities. CBTs will therefore continue to be used for these activities under the CSP unless the operational context or market assessments indicate otherwise.

<b>TABLE 2: FOOD RATION (g/person/day) or CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY</b>			
	<b>Strategic outcome 1</b>	<b>Strategic outcome 2</b>	<b>Strategic outcome 4</b>
	<b>Activity 1</b>	<b>Activity 2</b>	<b>Activity 6</b>
	Provide food assistance to crisis-affected people	Provide nutrition-sensitive food assistance, in partnership with the Government, to targeted school-age children	Support nutrition-sensitive and gender-transformative livelihood diversification and income generation through integrated resilience-building activities
Beneficiary type		Standard	
Modality		Food	
Cereals (rice)		75	
Pulses (red lentils)		*V-35, NV-20	
Oil (palm oil)		15	
Canned tuna		NV-15	
Salt			
Sugar			
SuperCereal			
SuperCereal Plus			
Micronutrient powder			
Total kcal/day		499	
% kcal from protein		12	
Cash (USD/person/day)**	0.89	0.144	1.09
Number of feeding days	90	197	180

\*V = vegetarian; NV = non-vegetarian

\*\* Cash value per beneficiary (participant receives four times this amount)

<b>TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE</b>		
<b>Food type/CBT</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	2 837	1 305 020
Pulses	910	987 350
Oil and fats	568	499 840
Mixed and blended foods	-	-
Other	434	1 976 870
<b>Total (food)</b>	<b>4 749</b>	<b>4 769 080</b>
CBTs	-	20 802 016
<b>Total (food and CBT)</b>	<b>4 749</b>	<b>25 571 096</b>

### *Capacity strengthening, including south-south cooperation*

105. WFP will work closely with the Government and other partners, including civil society and NGOs, to provide capacity strengthening and technical assistance across all four strategic outcomes to ensure national ownership, accountability and sustainability through gender-transformative programming and strengthened monitoring and evaluation.
106. A South–South cooperation mission undertaken in 2017 to identify capacity development needs and opportunities for the Government to engage in technical collaboration with other countries in the areas of food security, nutrition, emergency preparedness and response and disaster-risk management. WFP will act as a partner with the role of brokering and supporting the implementation of South–South cooperation and mobilizing additional resources, expertise, knowledge-sharing, capacities and technologies for Sri Lanka through South–South and triangular cooperation, forging partnerships with India, China and other countries and working with the WFP centres of excellence.

### **4.3 Country office capacity and profile**

107. The staffing structure and skills of WFP’s Sri Lanka country office will be progressively tailored to enable increased government interventions and greater government ownership. This will entail increasing the presence of national staff in senior roles, with regard to emergency preparedness and response, vulnerability analysis and mapping, nutrition, monitoring and evaluation, supply chain, social protection and gender equality and, where feasible, embedding WFP staff in government agencies. The country portfolio budget is informed by a needs analysis encompassing sub-offices, staff profiling, training requirements, technical development and information technology.

### **4.4 Partnerships**

108. Through an inclusive, whole-of-society approach, WFP will foster strategic partnerships, interactions, dialogues and advocacy with relevant stakeholders – including all levels of government, national and subnational; the private sector; civil society, volunteer networks and community-based groups with a focus on women, young people and other marginalized groups, including people with disabilities and the elderly; local and international NGOs; and academia – to enhance and help sustain community-based, commercial and national approaches that address the root causes of food insecurity and malnutrition and augment local emergency preparedness.
109. The Government is WFP’s principal partner in Sri Lanka. To ensure the smooth implementation of interventions, WFP will continue to strengthen the primary partnership with the Ministry of National Policies and Economic Affairs, which has convening power and coordinates with other ministries – agricultural and irrigation, community development, disaster management, education, environment, estate infrastructure, health, rehabilitation, resettlement, social welfare and women’s and children’s affairs – and the Presidential Secretariat.

110. WFP is committed to the strategic shift of the United Nations to “delivering as one” in Sri Lanka and will collaborate on joint programmes with other agencies.<sup>52</sup> Building on successful partnerships, the United Nations Nutrition Network, including FAO, UNICEF and WFP, will support the Government in enhancing the SMP and improving nutrition through the implementation of the Multi-Sector Action Plan for Nutrition 2017–2020. WFP will co-lead the food-security sector and continue the food-security-cluster approach, as necessary, to ensure a coordinated response to crises. WFP will partner with the United Nations Development Programme to effectively implement climate-adaptation, livelihood and resilience activities. WFP will continue to actively engage with the Gender Theme Group and explore further collaboration with the United Nations Population Fund, UN-Women and other stakeholders to advance gender-equality outcomes in food security and nutrition.
111. WFP will partner with the Rome-based agencies, in accordance with the guidance document “Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda”, on food-security assessments, nutrition-sensitive approaches and evidence-building for decision-making
112. In addition, WFP will collaborate with development partners, including the World Bank and the Asian Development Bank, and the broader international community, donors and the private sector, and engage in South–South cooperation, to leverage expertise and funding and to mobilize support for food fortification, social and behaviour change communication and early warning/response interventions.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

113. Guided by WFP’s corporate monitoring, normative and results framework, the UNSDF 2018–2022 and national indicators, WFP will develop a gender-responsive monitoring and evaluation system that measures and analyses progress towards the strategic outcomes to ensure accountability and inform programmatic adjustments. The monitoring plan will provide the methodology and frequency for data collection for each indicator in the logical framework. Specific activities will be reviewed periodically. Baselines and targets for the outcome indicators will be set within three months of the launch of CSP implementation.
114. WFP and the Government will jointly measure indicators disaggregated by sex and age, as applicable. While national authorities are responsible for monitoring SDG and national indicators, WFP will provide assistance, in collaboration with the Department of Project Management and Monitoring and other relevant stakeholders. Outcome and performance indicators will be assessed, analysed and reported twice per year, in accordance with corporate minimum monitoring requirements. These will be complemented by food security and nutrition assessments and monitoring of market prices.
115. The country office’s skilled vulnerability analysis and mapping and monitoring and evaluation staff will assist the Government assessment, monitoring and reporting. At quarterly meetings of the National Project Steering Committee, WFP and the Government will assess progress and results against established action plans and make programmatic adjustments, as necessary.
116. Based on WFP’s Gender Policy (2015–2020), the country office will develop an action plan for gender mainstreaming and targeted actions. The plan will be reviewed quarterly to assess hunger results and how well the needs of women, men, girls and boys are being addressed in a manner that reflects their views and preferences through complaint-and-feedback mechanisms. All WFP staff will receive training on gender, accountability to affected populations and protection.
117. COMET will be used to track operational data and performance indicators to support programme management; provide up-to-date performance data; and facilitate reporting. The country office will leverage emerging data-collection technologies to reduce monitoring costs and increase efficiency, including real-time monitoring and data-visualization technologies. Data from the

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<sup>52</sup> UNSDF.

field will be collected electronically using MDCA for real-time submission and analysis. Financial resources for staff, baseline studies and monitoring and evaluation have been included in the budget.

118. In accordance with WFP policy, including the Evaluation Strategy and Charter, a decentralized evaluation, managed by the country office with support from the regional bureau and Headquarters, will be carried out in 2019, in alignment with stakeholder demand, evidence and learning needs. The CSP will undergo a mid-term review followed by a final country portfolio evaluation in its penultimate year, managed by the Office of Evaluation, in keeping with WFP's Evaluation Quality Assurance System. Budgets are planned for these activities.

## **5.2 Risk management**

### ***Contextual risks***

119. As the forthcoming elections scheduled for 2020 draw closer, national priorities may change in the event that a new Government takes office. To mitigate this risk, WFP will continue to engage with government at all levels to advocate food security and nutrition and deliver on its mandate. WFP will monitor contextual risks such as natural disasters, resistance to addressing structural and socio-cultural gender inequalities, political instability and economic volatility and will plan mitigation measures adapted to risk levels, including adaptive programming.

### ***Programmatic risks***

120. A major programmatic risk is a lack of funding in the context of competing global priorities and Sri Lanka's status as a lower-middle-income country: donors tend to look to the governments of lower-middle-income countries for substantial investment of their own resources to address food and nutrition issues, with development partners and the United Nations system providing upstream technical and capacity support.<sup>53</sup> Mitigation measures will include establishing expanded funding sources and joint initiatives, including with the Government, other United Nations agencies and the private sector and through South-South cooperation.
121. Since government systems will be used for CBTs, efforts will be made to streamline procedures and ensure that monitoring and accountability mechanisms provide transparency. WFP will take increased pre-emptive measures to consult communities on project design and to institute community complaint-and-feedback mechanisms as part of its accountability to affected populations. Assessments of protection issues and gender-based violence will be incorporated into annual management plans.

### ***Institutional risks***

122. Scenario planning will inform mitigation measures to maximize the continuity of operations arising from sudden security, political or environmental concerns.

## **6. Resources for results**

### **6.1 Country portfolio budget**

123. The budget required to implement Sri Lanka's CSP over its 60-month duration is USD 46.8 million, with appropriate allocation of funds for gender equality activities in accordance with corporate requirements.

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<sup>53</sup> Verité Research, 2016. Mid-Term Review – United Nations development assistance framework (UNDAF) 2013–2017.

	<b>Year 1 – 2018</b>	<b>Year 2 – 2019</b>	<b>Year 3 – 2020</b>	<b>Year 4 – 2021</b>	<b>Year 5 – 2022</b>	<b>Total</b>
Strategic outcome 1	3 564 985	3 615 642	2 927 928	2 438 618	2 630 249	<b>15 177 421</b>
Strategic outcome 2	4 634 729	3 884 675	2 665 536	2 060 957	152 863	<b>13 398 759</b>
Strategic outcome 3	824 320	806 613	888 012	720 527	704 816	<b>3 944 289</b>
Strategic outcome 4	2 844 193	3 293 807	2 873 862	2 620 962	2 677 500	<b>14 310 324</b>
<b>Total</b>	<b>11 868 226</b>	<b>11 600 737</b>	<b>9 355 338</b>	<b>7 841 063</b>	<b>6 165 428</b>	<b>46 830 793</b>

124. The overall CSP budget is USD 46.8 million, with decreasing annual expenditures reflecting the shift from direct service delivery to upstream policy and capacity development, the gradual hand-over of the SMP to the Government by 2022 and the progressive strengthening of government capacity to manage emergencies.
125. Strategic outcome 1 has the largest budget, at USD 15.2 million for food assistance to crisis-affected people, given the frequency of major natural disasters. CBT will be implemented primarily through the government social safety net programme, the capacity of which will be strengthened through strategic outcome 4.
126. The second largest budget line item, at USD 14.3 million, is strategic outcome 4, which aims to address climate adaptation and risk management, emergency preparedness and institutional-capacity strengthening. The country office has already begun resilience-building activities under its existing development programme and will continue to promote increased resilience among vulnerable households throughout the duration of the CSP.
127. Strategic outcome 2, with a total budget of USD 13.4 million, focuses on the SMP, which will be progressively integrated into the national programme, accompanied by capacity-strengthening initiatives. The country office will target the poorest and most nutritionally challenged areas, including in the estate sector, at the request of the Government, while introducing CBTs in alignment with the national modality.
128. The strategic outcome 3 budget of USD 4 million is allocated to two main activities focused on improving nutrition, including policy and capacity development.

## **6.2 Resourcing outlook**

129. Sri Lanka's transition to lower-middle-income-country status and aim to achieve middle-income-country status have led to a trend of decreasing official development assistance as a proportion of gross national income, with funding from foreign direct investment, trade and domestic resource mobilization increasingly exceeding grant assistance.<sup>54</sup>

## **6.3 Resource mobilization strategy**

130. CSP delivery will require sustained financial support to ensure uninterrupted engagement and achievement of the strategic outcomes. WFP will develop a resource-mobilization strategy and implementation plan for the CSP and will advocate long-term and flexible funding arrangements from traditional donors, the private sector and others, as well as continued in-kind and counterpart funding from the Government. WFP will step up partnerships with international financial institutions, including the World Bank and the Asian Development Bank; seek financial and in-kind technical assistance from private companies and foundations; and pursue specialized trust funds and joint programmes with United Nations agencies and government co-financing.

<sup>54</sup> UNSDF.

131. WFP will also prepare a communications plan to advocate and articulate to stakeholders its role and added value in support of Sri Lanka's progress towards SDG 2. The country office will share information and evidence of progress towards planned results on a regular basis.



## ANNEX I

## LOGICAL FRAMEWORK FOR SRI LANKA COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2022)

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Crisis-affected people have access to food all year round**

Outcome category: nutrition-sensitive  
 Maintained/enhanced  
 individual and household  
 access to adequate food  
 Focus area: crisis response

Assumptions:

No food/cash pipeline break and all commodities are available

**Outcome indicators**

Consumption-based coping strategy index (percentage of households with reduced csi)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Minimum dietary diversity – women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

## Activities and outputs

### 1. Provide food assistance to crisis-affected people (Unconditional resource transfers to support access to food)

Crisis-affected people have immediate access to food enabling them to meet basic food and nutrition needs (A: Resources transferred)

### Strategic outcome 2: School-aged children in food-insecure areas have access to food all year round

Outcome category: nutrition-sensitive  
 Maintained/enhanced individual and household access to adequate food  
 Focus area: root causes

#### Assumptions:

Funding level allows for minimum food basket

#### Outcome indicators

Attendance rate  
 Drop-out rate  
 Enrolment rate

## Activities and outputs

### 2. Provide nutrition-sensitive food assistance, in partnership with the Government, to school-aged children (school meal activities)

Targeted school-age children receive a nutritious meal every day they attend school in order to better meet basic food and nutrition needs (A: Resources transferred)

Targeted school-age children receive a nutritious meal every day they attend school in order to better meet basic food and nutrition needs (B: Nutritious foods provided)

### **3. Provide technical and policy support for the delivery of nutrition-sensitive school meal programme to Government (Institutional capacity-strengthening activities)**

Targeted school-aged children benefit from an enhanced national school meals programme that enables them to meet their basic food and nutrition needs (C: Capacity development and technical support provided)

#### **Strategic Objective 2: Improve nutrition**

#### **Strategic Result 2: No one suffers from malnutrition**

#### **Strategic outcome 3: Children under 5, adolescent girls, and women of reproductive age have improved nutrition by 2025**

Outcome category: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Focus area: root causes

#### **Assumptions:**

Political ground supporting technical collaboration and partnership continues

#### **Outcome indicators**

Percentage increase in production of high-quality and nutrition-dense foods

Zero hunger capacity scorecard

#### **Activities and outputs**

### **4. Provide evidence-based advice, advocacy and technical assistance, to government and implementing partners (Institutional capacity-strengthening activities)**

Children under 5, adolescent girls, and women of reproductive age benefit from strengthened government capacity to implement nutrition programmes to improve nutritional status (C: capacity development and technical support provided)

**5. Provide technical assistance and advocate for scaling up of the fortification of staple food and specialized nutritious foods to government and other stakeholders, including the private sector (Institutional capacity strengthening activities)**

Children under 5, adolescent girls, and women of reproductive age benefit from enhanced consumption of locally produced, fortified and specially formulated foods in order to improve their nutritional status (C: capacity development and technical support provided)

**Strategic Objective 3: Achieve food security**

**Strategic Result 3: Smallholders have improved food security and nutrition**

**Strategic outcome 4: Vulnerable communities and smallholder farmers in Sri Lanka have strengthened livelihoods and resilience to shocks and stresses all year round**

Outcome category: Increased smallholder production and sales nutrition-sensitive

Focus area: resilience-building

Assumptions:

No major disasters that impact livelihoods of targeted communities

**Outcome indicators**

Consumption-based coping strategy index (percentage of households with reduced CSI)  
 Food consumption score  
 Food consumption score-nutrition  
 Food expenditure share  
 Livelihood-based coping strategy index (Percentage of households using coping strategies)  
 Minimum dietary diversity – Women  
 Proportion of children 6–23 months of age who receive a minimum acceptable diet  
 Proportion of the population in targeted communities reporting benefits from an enhanced asset base  
 Zero hunger capacity scorecard

## Activities and outputs

### **6. Support nutrition-sensitive/gender-transformative livelihood diversification and income generation through integrated resilience-building activities (Asset creation and livelihood support activities)**

Communities benefit from strengthened capacity for adaptation to climate change, extreme weather, and other disasters in order to mitigate impact of shocks and stresses (A: Resources transferred)

Communities benefit from strengthened capacity for adaptation to climate change, extreme weather, and other disasters in order to mitigate impact of shocks and stresses (D: Assets created)

### **7. Provide technical assistance for emergency preparedness and response operations to the Government (Institutional capacity-strengthening activities)**

Populations frequently affected by shocks and stresses benefit from strengthened national and institutional capacity for emergency management and response that enables them to meet basic food needs and be more resilient in the face of shocks (C: capacity development and technical support provided)

### **8. Provide technical assistance to government and related agencies in the building of improved, unified, shock-responsive safety-net systems (Institutional capacity strengthening activities)**

Populations frequently affected by shocks and stresses benefit from strengthened national shock-responsive safety-net systems thereby increasing their resilience (C: capacity development and technical support provided)

**Strategic Goal 1: Support countries to achieve zero hunger****C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2. Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1. Proportion of targeted people accessing assistance without protection challenges

**C.3 Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1. Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2. Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3. Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.3.4. The project has initiatives to reduce risk of sexual and gender-based violence (yes/no)

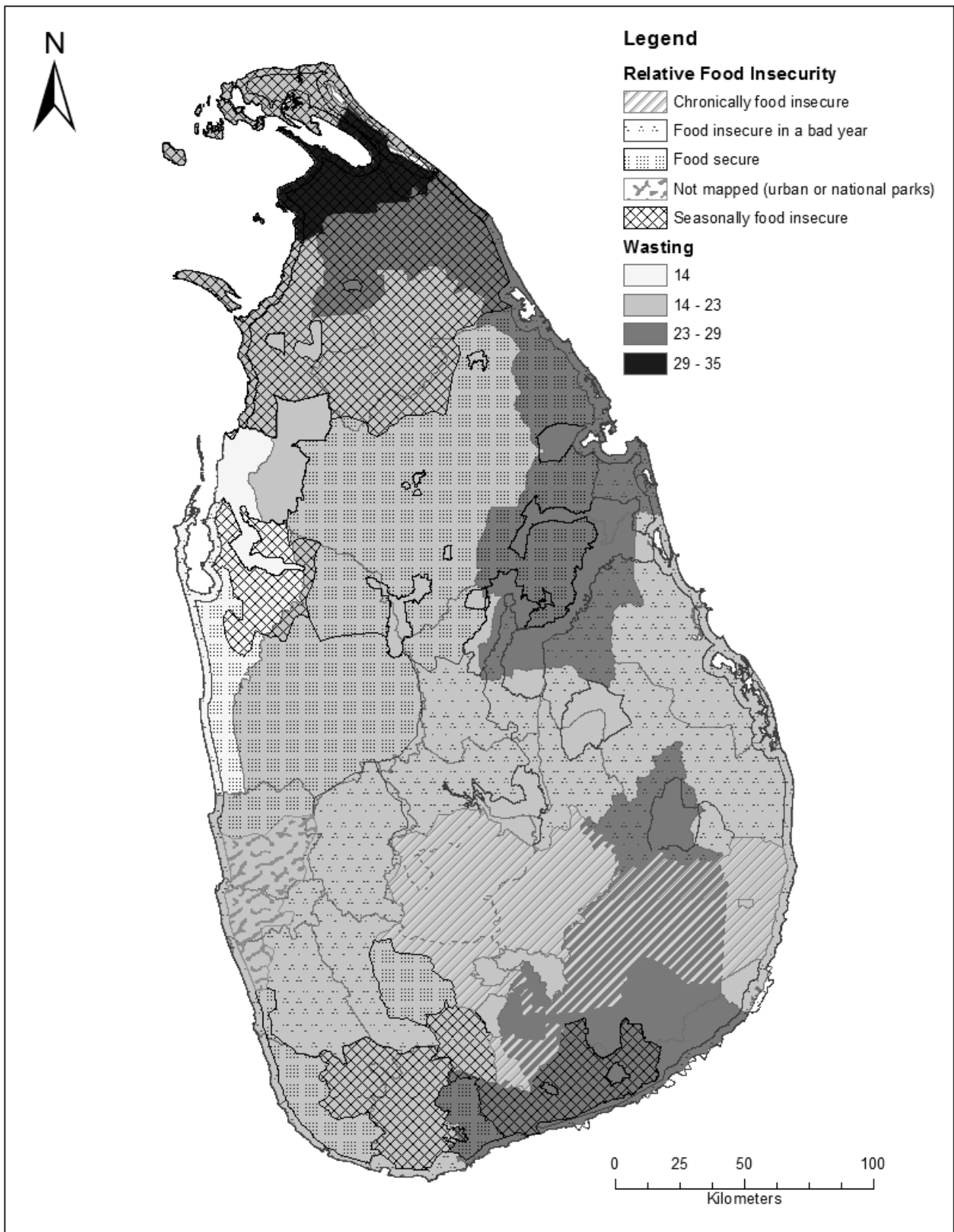
**C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

C.4.1. Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1, SDG target 2.1	Strategic Result 1, SDG target 2.1	Strategic Result 2, SDG target 2.2	Strategic Result 3, SDG target 2.3	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Transfer	12 160 242	10 287 993	2 870 456	10 954 258	<b>36 272 949</b>
Implementation	297 945	848 178	360 777	761 310	<b>2 268 210</b>
Adjusted direct support costs	1 726 319	1 386 034	455 018	1 658 567	<b>5 225 938</b>
<b>Subtotal</b>	<b>14 184 506</b>	<b>12 522 205</b>	<b>3 686 251</b>	<b>13 374 135</b>	<b>43 767 096</b>
Indirect support costs (7.0 percent)	992 915	876 554	258 038	936 189	<b>3 063 697</b>
<b>Total</b>	<b>15 177 421</b>	<b>13 398 759</b>	<b>3 944 289</b>	<b>14 310 324</b>	<b>46 830 793</b>

## ANNEX III



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.



**Acronyms used in the document**

CBT	cash-based transfer
CCA	Common Country Analysis
CLEAR	consolidated livelihood exercises for analysing resilience
COMET	country office tool for managing effectively
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IDP	internally displaced persons
LKR	Sri Lanka Rupee
MDCA	Mobile data collection and analytics
MRI	Medical Research Institute 2015
NGO	non-governmental organization
SADD	sex and age-disaggregated data
SDG	Sustainable Development Goal
SMP	School Meals Programme
UNICEF	United Nations Children's Fund
UNSDF	United Nations sustainable development framework
WHO	World Health Organization