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India country strategic plan (2019–2023)

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* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

In the past couple of decades, India has made tremendous progress as measured by important indicators of economic growth, poverty reduction, self-sufficiency in food grains and the adoption of technologies. Despite significant drops in malnutrition rates, however, the progress has not been adequate for achieving the Sustainable Development Goals.

The Government of India has undertaken many reforms of the country's social safety nets in order to improve delivery on nutrition and food security targets, launching ambitious schemes such as the National Food Security Act, the National Nutrition Strategy and the National Nutrition Mission, which have the aim of promoting convergent approaches¹ that reflect the multidimensional nature of food and nutrition insecurity, and addressing inequalities related to gender, age, disability, income, caste and region. In a positive policy environment, supporting the Government's efforts

¹ Government policies and programmes related to the food, nutrition, health, water, sanitation, education and other sectors are the responsibilities of various ministries. Recognizing that food and nutrition security will be difficult to achieve if issues and challenges are addressed one by one and sector by sector, the Government of India is committed to following "convergent approaches" or "convergence", which are emphasized in the National Nutrition Mission and the National Food Security Act. In these approaches, several ministries collaborate on the design and implementation of strategies and actions that simultaneously address issues in several sectors, creating synergies and combined impacts.

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to address malnutrition and food insecurity has the potential to accelerate progress towards Sustainable Development Goal 2.

This country strategic plan is based on recommendations derived from a road map for achieving Sustainable Development Goal 2, a situation analysis and a mid-term review of the current country strategic plan (2015–2018),² incorporating feedback from intensive consultations with the Government, civil society, the private sector and development partners.

Through this country strategic plan, WFP seeks to support India in achieving Sustainable Development Goals 2 and 17 by capitalizing on its investments. With a gender marker code of 3, the plan has three strategic outcomes and four activities, which are aligned with Strategic Results 1, 2 and 5 of the WFP Strategic Plan (2017–2021) and Sustainable Development Goals 2 and 17:

- Strategic outcome 1: The most vulnerable people in India are better able to meet their minimum food and nutrition needs all year:
 - Activity 1: Provide policy inputs, advocacy and technical assistance aimed at enhancing the efficiency, targeting, service delivery and supply chain of government programmes for improving access to food.
- Strategic outcome 2: People at high risk of malnutrition in India, especially women, children and adolescent girls, have improved nutrition by 2025:
 - Activity 2: Support state and national governments in improving and integrating nutrition policies and programming, including through enhanced quality, advocacy and gender-transformative, systematic approaches.
- Strategic outcome 3: National and state institutions have enhanced capacity to deliver on Sustainable Development Goal 2 and related targets, and collaborate with regional and global partners towards the attainment of Sustainable Development Goal 2:
 - Activity 3: Strengthen institutional capacities at various levels in generating, sharing and using evidence for coordinated planning, roll-out and monitoring of actions for attaining Sustainable Development Goal 2.
 - Activity 4: Facilitate the efforts of the Government of India and other countries to share food security and nutrition knowledge and expertise and provide disaster risk management services for the region.

WFP will build on and expand its role as a catalyst in order to become a facilitator and convenor of collaboration among ministries engaged in the fight against food and nutrition insecurity, with an increased focus on convergent actions, empowering communities, generating evidence and sharing knowledge for informing the formulation of gender-transformative programmes with the engagement of multiple partners. By 2030, this role will evolve into that of providing gender-transformative options for working towards the establishment of efficient food systems for the remaining vulnerable populations and people in urban settings; sharing policy options for a more mature economy with a view to facilitating South–South and triangular cooperation; and gradually ensuring the enhanced sustainability of these efforts.

WFP will work with a wide range of actors to deliver these strategic outcomes. While its primary partner in India is the Government, WFP will also collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Children’s Fund, UN-Women, research and academic organizations, multilateral partners, civil society, the private sector and media organizations.

² Available at <https://docs.wfp.org/api/documents/WFP-0000040039/download>.

Draft decision*

The Board approves the India country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/5) at a total cost to WFP of USD 20,024,321.

1. Country analysis

1.1 Country context

1. India is the world's second most populous country and third largest economy in terms of purchasing power parity. It has emerged as a significant power with an increasing role in global and regional platforms such as the G20, the India-Brazil-South Africa Dialogue Forum, the South Asian Association for Regional Cooperation, and Brazil, the Russian Federation, India, China and South Africa (the BRICS countries). The National Democratic Alliance coalition, led by the Bharatiya Janata Party, has been in office since 2014 and enjoys a majority in parliament.³ India has a federal form of government, with states having significant responsibility for advancing social development.
2. India's significant progress in economic and sustainable development over the past decade is reflected in a reduction of poverty and food insecurity and improvements in education, health and infrastructure. However, these broad successes have not been shared equally or benefited all Indians. India's Gini coefficient rose from 45 in 1990 to 51 in 2013,⁴ making it the world's 12th most unequal country. The rate of decline in stunting is the lowest among the BRICS countries and among most countries in South Asia. Climate change, disasters, environmental degradation, insecurity, slow growth in employment, inequitable distribution of infrastructure for providing health and child services and variations in governance capabilities among states have constrained equitable growth. Women do not benefit equally from economic opportunities, as reflected in India's rank of 125th of 159 countries on the Gender Inequality Index and 120th of 131 countries in women's labour force participation in 2017.⁵
3. The development context in India is changing: it is estimated that the urban population will increase from 31 percent of the total in 2011 to 40 percent by 2030.⁶ While urbanization brings economic benefits, rapid urbanization presents enormous challenges to food and nutrition security and aggravates inequalities. Environmental challenges are also becoming more urgent. India has one of the largest populations living on degraded land and was among the five countries most frequently hit by natural disasters between 2002 and 2013.⁷
4. Despite the Government's strong commitment to achieving the Sustainable Development Goals (SDGs), many factors – including gender inequalities, inaccessible locations and formidable socio-cultural issues such as a rigid caste system – pose challenges to the

* 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.

³ In the Indian Parliament, only 11.8 percent of members in the lower house and 11 percent in the upper house are women.

⁴ International Monetary Fund. 2016. Regional Economic Outlook: Asia and Pacific. <https://www.imf.org/en/Publications/REO/APAC/Issues/2017/03/06/Building-on-Asia-s-Strengths-during-Turbulent-Times>.

⁵ United Nations Development Programme. 2017. Gender Inequality Index. <http://hdr.undp.org/en/composite/GII>.

⁶ United Nations. 2014. *World Urbanization Prospects: 2014 Revision*. <https://esa.un.org/Unpd/Wup/Publications/Files/WUP2014-Report.pdf>.

⁷ United Nations Sustainable Development Framework (2018–2022).

achievement of these goals. With a strong policy and programme framework supporting the SDGs on the one hand, and very high numbers of malnourished people on the other, India's progress towards SDG 2 targets will have a critical impact on the global success of the 2030 Agenda for Sustainable Development.

1.2 Progress towards SDG 2

Targets

Access to food

5. India is on a remarkable development path, with hunger solutions driving growth and socio-economic progress. Successful initiatives include the Green Revolution, the National Food Security Act (NFSA), the world's three largest food-based safety nets and effective disaster management systems. In 2016/2017, India produced more than 270 million mt of food grains,⁸ enough to meet domestic demand.⁹ Nevertheless, India is home to 23 percent of the world's chronically undernourished people, with 190.7 million undernourished people out of a total population of 815 million.¹⁰ With integrated markets nationwide, food is generally available, but economic access is limited for many people. Poor rural households spend more than 60 percent of their incomes on food¹¹ and have limited access to diversified foods such as pulses, vegetables, milk and fruits. In some large states such as Assam, Bihar, Chhattisgarh, Madhya Pradesh, Odisha, Jharkhand and Uttar Pradesh, more than 30 percent of the population lives below the calorie-based poverty line¹² and the rates of reduction in malnourishment are very low. Scheduled tribes, scheduled caste communities, casual agricultural labourers and landless, small and marginal¹³ farmers are among the most vulnerable populations, especially in households headed by single women where families lack sufficient access to a diverse diet. In addition, inequalities in intra-household food distribution disproportionately affect women and girls because socio-cultural norms dictate that they eat last and least, irrespective of age or health. Women often lack decision-making power with respect to food purchases, and boys are traditionally breastfed longer and receive more vitamin supplementation than girls.¹⁴

End malnutrition

6. The prevalence of undernutrition is high, with 38.4 percent of children under 5 stunted and 21 percent wasted; according to the World Health Organization (WHO) classification, these rates are at "very high" and "emergency" levels, respectively. The prevalence of severe wasting among children under 5 increased from 6.4 percent to 7.5 percent between 2006

⁸ Ministry of Agriculture and Farmers' Welfare. 2017. Pocket Book of Agricultural Statistics – 2017. https://eands.dacnet.nic.in/latest_2006.htm.

⁹ According to the SDG 2 Road Map Framework, India leads global milk production and there have been substantial improvements in the production of fruits and vegetables.

¹⁰ Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), WFP, United Nations Children's Fund (UNICEF) and WHO. 2017. *The State of Food Security and Nutrition in the World 2017: Building Resilience for Peace and Food Security*. www.fao.org/3/a-l7695e.pdf.

¹¹ National Sample Survey Office. 2014. *Nutritional Intake in India 2011–12*.

¹² Government of India Planning Commission. 2009. *Report of the Expert Group to Review the Methodology for Estimation of Poverty*. http://planningcommission.nic.in/reports/genrep/rep_pov.pdf.

¹³ In India, marginal farmers are farmers who cultivate (as owners, tenants or sharecroppers) agricultural land of up to 1 ha (2.5 acres). Small farmers cultivate (as owners, tenants or sharecroppers) agricultural land between 1 and 2 ha (5 acres).

¹⁴ Barcellos, S.H., Carvalho, L.S. and Lleras-Muney, A. 2014. Child Gender and Parental Investments in India: Are Boys and Girls Treated Differently? *Am. Econ. J. Appl. Econ.*, 6(1): 157–189. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3933178/>.

and 2016.¹⁵ Although there are no significant differences between genders in malnutrition rates among children, higher mortality rates among girls and the fact that there are more boy children than girl children are indicative of serious bias against girls at the household level. The prevalence of micronutrient deficiencies is also high, with anaemia affecting more than half of women aged 15–49 years and of children aged 6–59 months and 22.7 percent of men aged 15–49 years. The double burden of malnutrition is also on the rise, with 20.7 percent of women and 18.6 percent of men being overweight or obese. Bihar, Gujarat, Madhya Pradesh, Maharashtra, Rajasthan, Uttar Pradesh and West Bengal states are home to 68 percent of all the stunted children in the country.¹⁶ The prevalence of undernutrition is significantly higher in rural areas, with 41 percent stunting compared with 31 percent in urban areas. The prevalence of anaemia has been stagnant in urban India over the past decade. Children under 5, adolescent girls, and pregnant and lactating women and girls are particularly vulnerable to micronutrient deficiencies. Early marriage for girls, leading to early and frequent pregnancies, perpetuate the intergenerational cycle of malnutrition. The prevalence of undernutrition among children under 5 is particularly high among scheduled caste and scheduled tribe populations. The majority of undernourished children under 5 are from households in which mothers are illiterate or have only limited education, reflecting the gender inequalities that hinder access to education for women and girls.

Smallholder productivity and incomes

7. Approximately 67 percent of farm landholdings are less than 1 hectare, and nearly 60 percent of India's total cultivated area is rainfed.¹⁷ A lack of marketing and storage facilities has led to low farmgate prices and low incomes, especially for small and marginal farmers. Frequent droughts make the livelihoods of these farmers, particularly women, highly vulnerable. Land is predominantly owned by men (only 13 percent is owned by women), while women provide most of the unskilled, unpaid casual labour for subsistence agricultural activities. Addressing the challenges faced by smallholder farmers is critical because smallholders form a significant proportion of producers and their low incomes and productivity inhibit overall socio-economic development. The Government is developing a gender-sensitive plan for doubling farmers' incomes by 2022, including through increases in crop productivity, crop intensity and input efficiency, livestock integration, diversification towards high-value crops, improved price realization and a shift to non-farm employment.

Sustainable food systems

8. An estimated 359 million mt of cereals and 46 million mt of pulses per year will be required to feed India's population by 2050.¹⁸ As a result of excessive deforestation, soil erosion and unsustainable agricultural practices such as overuse of chemical fertilizers and pesticides and excessive extraction of groundwater, 29 percent of the country's total geographical area is being degraded.¹⁹ India is vulnerable to disasters including earthquakes, floods, cyclones and droughts. Women and girls are the most affected²⁰ because of systemic inequalities

¹⁵ Ministry of Health and Family Welfare. 2018. *National Family Health Survey 2015–2016*. <http://microdata.worldbank.org/index.php/catalog/2949>.

¹⁶ All nutrition outcome data in this section are derived from the 2017 National Family Health Survey conducted by the Ministry of Family Health and Welfare.

¹⁷ Statistics on operational holdings and landownership are derived from the 2015–2016 agricultural census published by the Ministry of Agriculture and Farmers' Welfare, Department of Agriculture and Cooperatives. <https://agcensus.nic.in>.

¹⁸ 2013: "Vision 2050", published by the National Centre for Agricultural Economics and Policy Research.

¹⁹ Desertification and Land Degradation Atlas of India (June, 2016); Space Applications Centre, Indian Space Research Organisation, Government of India.

²⁰ *Impact of Natural Disasters on Girls and Women*. June, 2015. Norlha, Aide aux populations Himalayennes.

evidenced by women's low participation in the labour force and the fact that their unpaid care and domestic work underpins food systems. A rising population and higher incomes for some people have resulted in increased demand and prices for pulses and millet – important sources of protein and minerals for cereal-based vegetarian diets, and possibly more suitable for growing in local soils.²¹ Through an irrigation and water use scheme known as *Pradhan Mantri Krishi Sinachai Yojana*, the Government has taken a major step towards providing an end-to-end solution for the irrigation supply chain, water resources, distribution networks and farm-level challenges.

Macroeconomic environment

9. India's gross domestic product is USD 2.8 trillion, with an economy that has been growing at about 6 percent per year for more than a decade. Macroeconomic policies are strong, with a reduction in the fiscal deficit from 4.5 percent in 2013/2014 to 3.5 percent in 2016/2017, and consistently low inflation. The World Bank Global Economic Prospects estimates that India's real gross domestic product will grow by an average of 7.3 percent per year in fiscal years 2018 and 2019, and by 7.5 percent per year in 2020 and 2021.
10. Not all sectors are performing at the same rate, however. While the share of agriculture in India's gross domestic product has declined to 17 percent, it still accounts for 55 percent of total employment and 80 percent of employment among women. Overemployment in agriculture has resulted in low labour productivity and low farm incomes, leading to high incidence of food and nutrition insecurity. This is especially the case in rural areas, where the poverty rate is 25.7 percent (affecting 216.7 million people) compared with 13.7 percent (53.1 million people) in urban areas.
11. Per capita income varies among states, with higher incomes in Goa, Delhi, Maharashtra and Haryana and lower ones in Bihar, Uttar Pradesh, Assam and Jharkhand. Pockets of deep poverty persist in some of these states. Gender disparity and unequal access to services need to be addressed. Urbanization and demographic transition (declining birth and death rates) have the potential to accelerate the increases in these inequalities, further hindering food and nutrition security and reinforcing gender discrimination. Government policies aim to reduce inequalities through more inclusive approaches.²²

Key cross-sector linkages

12. The 17 SDGs are closely interconnected. The strategic outcomes of this country strategic plan (CSP) will contribute to varying degrees to the attainment of SDGs 1, 3, 4, 5, 6, 11 and 17, and consistently to the achievement of SDG 2.

1.3 Hunger gaps and challenges

13. India needs to accelerate its current progress in reducing nutrition-related problems such as stunting and anaemia in order to achieve the 2025 World Health Summit targets and ultimately the SDGs.²³ This necessitates not only reforming its current food system with a view to improving the efficiency and effectiveness of food-based social safety nets and other schemes, but also adopting transformative measures for the full implementation and convergence of policies and the promotion of community participation and social mobilization in actions for fostering food security and nutrition.

²¹ SDG 2 Road Map Framework 2018.

²² Research and Information System for Developing Countries and the Public Health Foundation. 2018. Situation Analysis and SDG 2 Road Map.

²³ Ibid.

14. Best practices with a potential to create impact at scale need to be integrated into existing initiatives. The importance of equitable service delivery needs to be emphasized through the mapping and targeting of pockets of vulnerability, which will help to ensure that the people who are “furthest behind” are reached first and that “no one is left behind”.
15. A road map and framework for achieving SDG 2 was developed in collaboration with the Government in 2017 and 2018 through a consultative process involving several ministries and led by the National Institution for Transforming India (NITI) Aayog. A situation analysis identified the following gaps:
 - *Geographical variations in nutrition outcomes.* There are huge differences in nutrition outcomes among states and districts, indicating the need to account for socio-economic variations in programming.
 - *Gaps in policy and strategy for infant and young child feeding.* Child feeding practices are inadequate, especially in complementary feeding. Gaps exist in policy and strategy for food fortification and for ensuring food security and nutrition during disasters and emergencies.
 - *Gaps in intervention packages.* Insufficient multisector action has been taken to improve the diets of children under 2 (in terms of food quality and safety), improve the nutrition and care of pregnant and lactating women and girls, and provide macronutrients and micronutrients through safety nets in order to meet dietary requirements. There has also been inadequate focus on addressing gender inequalities and empowering women.
 - *Gaps in the quality of service delivery.* These gaps include a lack of capacities, diversions of assistance from intended recipients, a lack of awareness of and demand for services, inadequate nutrition counselling services, limited quality assurance for the food provided through safety nets, inefficient monitoring, and inability of government schemes to target and cover all vulnerable populations.
 - *Governance issues.* Convergence and coordination among programmes and activities for promoting food security and nutrition is lacking; hunger and food insecurity indicators are not used to measure national progress; there is a lack of evidence-based decentralized planning; and major national schemes have not been evaluated for impact.
 - *Unavailability of data.* Real-time data are insufficient for impact analysis aimed at informing policies, identifying and focusing on vulnerabilities, and improving gender-transformative programming.
16. The following paragraphs list the gaps that affect specific SDG 2 targets.
17. *SDG Target 2.1 (access).* Through the NFSA, the distribution of rice, wheat and other commodities does not satisfy specific nutrient needs. Other gaps include variable quality and availability of food grains that match local preferences, irregularities in service delivery, and an inadequate system for redressing grievances, making it difficult for WFP to identify and address challenges affecting access to programmes in remote areas.
18. *SDG Target 2.2 (malnutrition).* Major factors contributing to India’s high malnutrition rates include the poor nutrition status of pregnant and lactating women and girls; a lack of access to basic services such as clean water, sanitation, health and nutrition facilities in poor communities; low literacy among women and girls; insufficient knowledge of the importance and complexity of and practices for good nutrition; and inadequate attention to the first 1,000 days following conception, especially complementary feeding practices. Adolescent girls face increased risk of malnutrition resulting from early marriage and frequent pregnancies.

19. *SDG Target 2.3 (smallholder farmers) and SDG Target 2.4 (sustainable food systems)*. While government programmes for supporting farmers exist, gaps remain in equitable access to credit and inputs; the use of improved agricultural practices for rainfed farming, supply chain logistics and distribution, storage and handling infrastructure that helps to reduce post-harvest losses and serves urban areas; integration of farmers into markets; risk management; and knowledge, technology and incentives for more sustainable production of nutritious foods. Food commodity pricing faces seasonal and global price fluctuations, weak market linkages, infrastructure constraints and price variations offered by different agencies.

1.4 Country priorities

Government

20. India is committed to achieving the SDGs and has pledged to establish all the necessary mechanisms for doing so. NITI Aayog has mapped the SDGs on to existing government schemes and created a list of “aspirational districts” to be targeted for priority actions. The Ministry of Statistics and Programme Implementation is developing indicators for monitoring progress, and the Ministry of Agriculture and Farmers’ Welfare is responsible for the achievement of SDG 2, along with other ministries.
21. The NFSA provides an overarching policy framework for making food security a legal entitlement, which results in the provision of support to two thirds of India’s population. Adopting a life-cycle approach, it stipulates that the eldest woman in a household is the head of the household for managing ration cards and combines the benefits of three large food safety net programmes: the Targeted Public Distribution System (TPDS) providing 800 million people with subsidized food grains; the Midday Meal Scheme, a school meals programme targeting children aged 6–14 years and serving more than 120 million children every day; and Integrated Child Development Services (ICDS), an integrated package of health, nutrition (including supplementary food) and education services for more than 100 million children up to 6 years of age and pregnant and lactating women and girls, who receive nutrition support. Schemes for improving the nutrition of adolescent girls include *Sabla* (meaning “empowered woman/girl”) and *Kishori Shakti Yojana*. A national policy for women, which articulates India’s vision for the empowerment of women, is being discussed. The 2017 Nourishing India – National Nutrition Strategy²⁴ has placed nutrition on the national development agenda, and the 2018 National Nutrition Mission (NNM) is a platform for coordinating national action to improve nutrition.
22. Several large government schemes have the aim of increasing yields and productivity in food grains, fruits and vegetables. The Government provides an assured market, guaranteeing minimum prices for food grains from smallholders, and is a major purchaser of agricultural commodities. Stringent targets for doubling farmers’ incomes have been set in government programmes and various agriculture schemes. In addition, the National Health Mission, Digital India, Clean India, Skills India, and the National Rural Livelihood Mission, will contribute indirectly to the achievement of SDG 2. The Unique Identification Authority of India has provided *Aadhaar*, a biometric-based digital identification system that covers all citizens and has the potential to improve the targeting of entitlement-based programmes.

²⁴ Available at http://niti.gov.in/writereaddata/files/document_publication/Nutrition_Strategy_Booklet.pdf.

23. India's strong commitment to gender equality, enshrined in its constitution, is expressed in national legislation²⁵ and many schemes directed towards women's empowerment. The Government's multisector initiative *Beti Bachao, Beti Padhao* ("Save the Girl Child, Educate Her") is aimed at addressing the declining ratio of girls to boys and discrimination against women as part of a life-cycle approach. Other flagship government schemes such as the NFSA, the National Nutrition Strategy and the NNM have mainstreamed the consideration of gender issues throughout their activities. Programmes such as Pradhan Mantri Matritva Vandana Yojana, a maternity benefit scheme, and Annapoorna, a nutrition programme for elderly people, provide support at critical stages of the life cycle. The Government has earmarked a large proportion of funds for activities that support women in its flagship schemes. Activities include formation of women's self-help groups, capacity building interventions, linking women to sources of microcredit for better livelihoods, and enhancing women's access to information and representation in decision making at all levels.
24. India has made a decisive shift from a relief-centred approach to a more proactive and integrated approach aimed at strengthening disaster preparedness and mitigation and emergency response. At the 2016 Asian Ministerial Conference on Disaster Risk Reduction, India's prime minister outlined a ten-point agenda for domestic and regional disaster risk reduction, and sought support from the international community, especially the United Nations, for capacity development and technical assistance in domestic and regional disaster risk mitigation and response.
25. The 2013 Companies Act requires companies in India to implement corporate social responsibility initiatives. These include contributing funds towards eradicating hunger and malnutrition, promoting education and gender equality, and ensuring environmental sustainability.
26. India is an increasingly important regional and global player, providing financial and technical assistance through bilateral and multilateral mechanisms. The establishment of the India-United Nations Development Partnership Fund in 2017, the Fund for Poverty and Hunger Alleviation of the India-Brazil-South Africa Dialogue Forum in 2004, and the Network of Southern Think Tanks in 2014 signals India's increasing engagement in multilateral platforms for providing development assistance.

United Nations and other partners

27. The United Nations sustainable development framework (UNSDF) for India covering 2018–2022 focuses on eight priority areas: poverty and urbanization; health, water and sanitation; education and employability; nutrition and food security; climate change, clean energy and disaster resilience; skills building, entrepreneurship and job creation; gender equality and youth development; and the United Nations for South–South and regional cooperation. WFP, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and WHO in particular focus on food security, nutrition and livelihoods.
28. United Nations agencies contribute to the achievement of UNSDF targets through support to capacity development, technical cooperation and the United Nations results group-based approach, which involves joint programming among multiple agencies. Direct responses to disaster are led by the Government, with United Nations agencies providing support at the

²⁵ As a signatory to the Convention on the Elimination of All Forms of Discrimination Against Women and the United Nations Convention on the Rights of the Child, India has passed progressive laws, including the Protection of Women from Domestic Violence Act of 2005, the Sexual Harassment of Women at Workplace Act of 2013, and the Prohibition of Child Marriage Act of 2006.

Government's request. In line with collaborative efforts and the United Nations reform process, WFP, FAO, IFAD and UNICEF have developed a pilot project in Odisha for following a convergent approach to ending malnutrition, with a plan for scale up.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

29. WFP's work in India since 1963 has evolved from the provision of food assistance to technical support. The 2008–2012 country programme marked a shift towards combining food-based assistance with technical support. Since 2013, programmes have focused exclusively on technical assistance. The first CSP (for 2015–2018) focused on strengthening capacities for achieving food and nutrition security in line with the objectives of the NFSA and global targets. WFP's India country office has modified its orientation by enhancing its strategic engagement with the Government, acquiring the necessary technical expertise, aligning its structure and core functions with the CSP objectives, and introducing global experiences and insights. As a pioneer in working exclusively on technical assistance, the country office has adapted its monitoring and evaluation (M&E) mechanisms in order to conduct decentralized evaluations, review its collaborative work with the Government and provide technical support in evaluating government schemes.
30. The mid-term review of the 2015–2018 CSP confirmed WFP's strategic alignment with India's needs and priorities and concluded that implementation of the CSP was on track. The review stated that WFP had effectively managed the transition from food delivery to the provision of technical assistance, establishing itself as a critical and trusted partner in providing technical assistance and making efficient use of limited resources. Major recommendations derived from the mid-term review included enhancing the attention to food fortification at the policy level; developing a coherent strategy for strengthening food security analysis, research and monitoring of progress towards the SDGs; reconsidering, or even abandoning, the proposal for establishing a centre of excellence; and formulating a strategic plan for WFP's engagement in India in the medium and long terms, including WFP's contribution to food security and nutrition outcomes.
31. With a view to guiding the mainstreaming of gender considerations in all of its work, in 2016 WFP applied a gender lens to its operations in India by conducting a gender assessment. Informed by the WFP Gender Policy (2015–2020), the WFP gender action plan for India was developed and a team of "gender champions" was established.²⁶ The CSP for 2019–2023 incorporates valuable lessons learned in addressing gender inequalities during implementation of the previous CSP. These lessons and the 2016 gender analysis will inform the formulation of a gender strategy. The CSP also builds on recommendations derived from the synthesis of operation evaluations in Asia and the Pacific from 2013 to 2017, especially recommendations for enhancing the focus on behaviour change communication, improving the evidence base by investing in studies and research, and building capacities in nutrition, gender and targeting.

2.2 Opportunities for WFP

32. WFP is well placed to support the achievement of national priorities and fill the gaps identified during development of the SDG 2 Road Map Framework, in situation analyses and in the recommendations derived from the mid-term review of the 2015–2018 CSP. The strong foundation and successes built through implementation of the 2015–2018 CSP provide WFP with credibility, confidence and opportunities to mobilize action towards SDG 2 at the national, state and district levels in accordance with the UNSDF (which is pending

²⁶ WFP's Gender Results Network in India has been adapted to national conditions and renamed as the Gender Champions Team.

government approval). They also provide a solid platform from which to launch the CSP for 2019–2023, reflecting WFP’s changing role in India.

33. WFP has acquired the necessary expertise and enhanced engagement with government ministries. Building on its analytical approaches, strong evidence base and global expertise, WFP can help governments to use social safety nets to address inequalities and facilitate multisector action, including community participation in India’s fight against malnutrition.
34. In addition to policies such as the NFSA, the National Nutrition Strategy and the NNM, government commitments are also reflected in and facilitated by progressive strategies such as the use of technology, the adoption of “direct benefit transfers” through which subsidies are transferred directly to beneficiaries, the emphasis on real-time monitoring, the use of *Aadhaar* for improved targeting, acceleration of the implementation of agriculture sector policies for the “more crop per drop” initiative, and investments in nutrition-sensitive measures such as water, sanitation and education improvements. These policies and strategies are creating a conducive environment and unique opportunity for WFP to contribute through its expertise. Given the cross-sector gender inequalities and exclusion on the one hand, and India’s strong national commitment to gender equality on the other, WFP has an opportunity to engage in partnerships that support gender-transformative policies and programmes.

2.3 Strategic changes

35. WFP will expand its role as a catalyst and facilitator with an enhanced focus on convergent actions that empower communities by increasing awareness of the importance of food security and nutritious diets. It will seek to generate evidence and share knowledge in order to inform the formulation of gender-transformative programmes with the engagement of multiple partners. WFP will also enhance efforts initiated under the previous CSP to promote sustainable solutions, with an increasing emphasis on issues such as assessing and addressing urban food insecurity, fostering efficient, equitable and sustainable food systems, and sharing knowledge through enhanced South–South and triangular cooperation. The long-term goal will be to achieve food security and nutrition throughout India by 2030 by following a sustainable food systems approach, which will involve expanding the perspective beyond social safety nets and nutrition activities that focus on micronutrient deficiencies in order to include food fortification, activities that address other forms of malnutrition, and evidence-based planning that facilitates achievement of SDG 2.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

36. The overarching aim of the new CSP is to facilitate India’s progress in sustainably reducing malnutrition, particularly stunting and undernourishment, by 2023 while achieving other SDG 2 targets. WFP’s support will contribute to maximizing returns on the Government’s substantial investments for SDG 2 by enabling national programmes, especially initiatives under the NFSA and the NNM, to be refined and implemented systematically and in accordance with do-no-harm principles in order to reach vulnerable populations, contribute to reductions in gender inequalities, enhance responses to immediate needs, and achieve sustainable impact.
37. The CSP is intended to build on the foundations of the previous CSP in order to facilitate national-level change. It is based on a two-pronged approach of increasing the forward momentum generated by the previous CSP in supporting the Government’s scale up of approaches by providing evidence and options for policy reforms and sharing best practices; and serving as a connector, facilitator and catalyst among core stakeholders in order to accelerate progress towards SDG 2 and bridge convergence gaps among government

departments and among the Government, farmers, rights-holders and consumers and the private sector.

38. For the development of this CSP, detailed political and technical consultations were held with national and state-level government entities, other United Nations and development partners, the private sector, civil society and academia. Implementation of the CSP will follow a “whole-of-society” approach that will be consultative, collaborative and inclusive while taking demographic considerations into account.
39. WFP will consult with the Government in order to determine which geographical areas to target using criteria such as food security and nutrition needs, the state’s willingness and political will to innovate, and the availability of funding. In states where WFP engages, priority will be given to developing scalable models in the “aspirational districts” identified by NITI Aayog. This will produce greater impact by facilitating the mainstreaming of scalable models in order to achieve a multiplier effect at the national level. WFP will continue its partnerships with the state governments of Odisha and Uttar Pradesh while expanding activities in other states where there are opportunities and commitment from leaders. WFP will also work with food-insecure, nutritionally vulnerable and other groups of people who are at risk because of gender, social, cultural and geographical inequalities, discrimination and disabilities.
40. The three strategic outcomes are interconnected and designed to have maximum impact in the achievement of SDG 2. While strategic outcome 2 is dedicated to addressing malnutrition, strategic outcomes 1 and 3 contribute to improving nutrition through other means. Sharing knowledge and experience under strategic outcome 3 will enhance the results of strategic outcomes 1 and 2, improving access to food and nutrition. Environmental issues will be taken into consideration whenever possible while implementing the CSP.

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

Strategic outcome 1: The most vulnerable people in India are better able to meet their minimum food and nutrition needs all year

41. This outcome will improve the efficiency and effectiveness of safety nets for fostering food and nutrition security by following a life-cycle approach. It is aimed at ensuring that vulnerable people have access to an adequate quantity and quality of food at affordable prices, enabling them to live with dignity.
42. The outcome is aligned with WFP Strategic Result 1 and SDG Target 2.1 on access to adequate food. By addressing the inadequate purchasing power of smallholder farmers, it also contributes to SDG Target 2.3 on smallholder productivity.

Focus area

43. This outcome focuses on root causes.

Expected outputs

44. Strategic outcome 1 will be achieved through the following three outputs:
 - Vulnerable people become aware of their entitlements and have improved access to assistance as a result of collaboration among the activities of different agencies, improved targeting and service delivery and optimized supply chains for social safety nets, which enable vulnerable people to meet their basic nutrient needs.
 - People benefiting from social safety nets become aware of, receive and demand nutritious foods, including fortified foods.

- Smallholder farmers, especially women, benefit from government programmes, including better supply chains and market integration, which enable them to increase their incomes and improve the quality and sustainability of their livelihoods.

Key activity

Activity 1: Provide policy inputs, advocacy and technical assistance aimed at enhancing the efficiency, targeting, service delivery and supply chain of government programmes for improving access to food

45. WFP will provide technical assistance in partnership with the Department of Food and Public Distribution of the Ministry of Consumer Affairs, Food and Public Distribution and in collaboration with the ministries of agriculture and farmers' welfare, women and child development, and human resource development, NITI Aayog, the Food Corporation of India, the Unique Identification Authority of India, state governments, United Nations agencies and the private sector.
46. Through technical assistance, WFP will support national and state governments in enhancing the efficiency and equity of the three NFSA safety net programmes. WFP support will be used to improve targeting, enhance the quality of service delivery, and develop complaints and feedback mechanisms while increasing beneficiaries' awareness of and participation in safety net programmes. WFP will tailor its support to evolving needs, ensuring that all vulnerable populations, including migrant workers, have access to their TPDS rations anywhere in the country.
47. Building on the 2017 supply chain assessment, WFP will support the enhancement, optimization and integration of food supply chains for social safety net programmes; the reduction of storage losses and waste; and improvements in the quality of grains resulting from better warehouse and transport management. WFP will also support data analysis of the entire TPDS value chain with a view to assisting national and state governments in assuming responsibility for reporting and the management of data analytics platforms. This will result in more informed, data-driven policy decisions, better management, increased transparency and clearer accountability.
48. While the Government is promoting the use of direct benefit transfers in many of its schemes, their use in food safety net programmes is currently limited. Building on the 2016 assessment of government cash-based transfer pilots and a direct benefit transfer handbook developed with WFP's assistance, WFP will support the design and scale up of government cash-based transfers within TPDS, leveraging the recent financial inclusion initiatives *Jan Dhan Yojana* and *Aadhaar* and the expanded coverage of mobile phone networks. This will be achieved by supporting pilots in urban areas; providing policy inputs and developing robust guidelines, transfer modalities and solutions; and disseminating best practices informed by sound analyses of situations, markets and gender dynamics.
49. Leveraging its experience, WFP will foster improvements in the food baskets of safety net programmes through the inclusion of fortified and other nutritious products and the strengthening of quality standards and protocols. WFP will support district-level pilots in order to demonstrate operational models for the use of nutritionally enhanced, diverse rations that include millets and locally preferred foods. Through the pilots, WFP will aim to reach vulnerable communities served by the three NFSA safety nets and will advocate for the scale up of the improved food baskets. WFP will also develop a strong gender-transformative communication plan for raising awareness of and increasing demand for nutritious products, especially through safety net programmes.
50. Enhancing smallholder farmers' productivity and incomes is a major government priority. With FAO, IFAD and other partners, WFP will pursue opportunities for linking smallholder farmers to government supply chains and markets in order to increase the purchasing power of small and marginal farmers, particularly women, thereby increasing their access

to nutritious food. WFP will also explore the options for working with other government platforms for improved market linkages.

Strategic outcome 2: People at high risk of malnutrition in India, especially women, children and adolescent girls, have improved nutrition by 2025

51. The aim of this outcome is to build on the momentum created by the recent launch of the Government's flagship NNM (*Poshan Abhiyaan*) and universal social protection schemes that follow a life-cycle approach to addressing food and nutrition insecurity.
52. WFP will support the Government in enhancing the focus on nutrition in food-based safety net programmes by integrating nutrition-specific and nutrition-sensitive actions for the prevention and treatment of malnutrition. This support will include the use of gender-transformative approaches for enhancing awareness of gender issues and the empowerment of women, focusing on food and nutrition care practices and intra-household food distribution, the inclusion of the most nutritionally vulnerable households, and the integration of food safety and quality considerations. WFP intends to promote action on nutrition that goes beyond safety nets, improving the demand for and use of appropriate nutritious foods and nutrition-sensitive interventions that contribute towards ending malnutrition. This strategic outcome is aligned with WFP Strategic Result 2 and SDG Target 2.2 on ending malnutrition.

Focus area

53. This outcome is focused on root causes.

Expected outputs

54. Strategic outcome 2 will be achieved through the following three outputs:
 - Vulnerable people throughout the life cycle receive a coherent set of nutrition services and high-quality nutritious foods as a result of improvements in the ICDS and other programmes focused on the prevention and treatment of malnutrition, including stunting and moderate acute malnutrition.
 - People benefiting from safety nets receive targeted and gender-transformative social and behaviour change communication aimed at improving their consumption of nutritious foods and their feeding and health practices, and promoting the equitable sharing of responsibilities among men and women.
 - People in India benefit from the availability and affordability of fortified and nutritious foods that improve their micronutrient intake and are supplied through a supportive policy environment with enhanced food safety and quality standards.

Key activity

Activity 2: Support state and national governments in improving and integrating nutrition policies and programming, including through enhanced quality, advocacy and gender-transformative, systematic approaches

55. WFP will partner with the Ministry of Women and Child Development and collaborate closely with other ministries, the NNM, NITI Aayog, research institutes, academia, United Nations agencies, especially UNICEF, and other partners. Working with networks such as *Poshtik* (a fortification platform), and the Coalition for Food and Nutrition Security in India and with the private sector will also be critical.
56. Working through social safety nets such as ICDS, WFP will promote the increased availability of good-quality, age-appropriate fortified blended foods for young boys and girls during the critical first 1,000 days following conception. The foods will be selected on the basis of global evidence with a view not only to preventing stunting and wasting but also to treating

moderate acute malnutrition. Promotion of food safety, quality and hygiene will be the basis for all efforts in this activity.

57. To ensure that eligible people register for and participate in the interventions for enhancing nutrition that are provided through safety nets and other programmes, gender-transformative social and behaviour change communication on good nutrition, healthy eating and feeding practices, especially complementary feeding of breastfed infants and young children, will be included in this activity. These efforts will promote the equitable distribution of responsibilities between men and women with a view to curbing both undernutrition and overweight and obesity in a gender-transformative manner.
58. Leveraging the previous CSP's achievements with rice fortification, which have created an enabling environment for nationwide fortification, WFP will provide technical assistance to support the development of a policy on food fortification and promote the systematic scale up of fortified food use in social safety nets.
59. WFP will forge strong partnerships with the private sector through awareness raising and capacity building aimed at enhancing the availability, accessibility and affordability of nutritious and fortified foods through support to their marketing. These efforts will be particularly focused on the needs of vulnerable groups such as young children and pregnant and lactating women and girls.

Strategic outcome 3: National and state institutions have enhanced capacity to deliver on SDG 2 and related targets, and collaborate with regional and global partners towards the attainment of SDG 2

60. There is need for humanitarian and development actors, including government, to engage in coordinated efforts to achieve SDG 2 and the other SDGs throughout India, the region and globally. This outcome focuses on facilitating collective action and the sharing of knowledge and expertise in order to achieve optimum impact.
61. The formulation and implementation of coherent policies and programmes for food and nutrition security are dependent on the availability of a robust evidence base. While India's statistics systems are relatively strong and produce good-quality information, more frequent data collection, adequate disaggregation and links to causal pathways could facilitate better targeting, planning and implementation, leading to the achievement of planned results. Aligned with national priorities on convergent action, actions towards this outcome will maintain the partnerships built in the previous CSP for the institutionalization of food security analysis; generate evidence from studies, with a view to informing the design of innovative food security solutions for India; and enhance the scope for using evidence to inform better planning, implementation and monitoring of government schemes in the social sector aimed at achieving SDG 2.
62. With its experience of managing the largest food safety nets in the world, including through the use of innovative approaches, the Government of India recognizes that best practices from other countries could also benefit the country if adapted. Sharing such knowledge and experiences within and outside the country is critical to the achievement of the SDGs in India and throughout the region. Actions related to this outcome are therefore based on more systematic South–South and triangular cooperation through major national government entities and multilateral institutions in India.

Focus area

63. This outcome focuses on root causes.

Expected output

64. Vulnerable people in India benefit from the Government's continued recognition of food security and nutrition as a core development priority, from coherent and evidence-based SDG 2-related policies and plans and from a coordinated approach involving various levels of the Government and its partners in work to improve food security and nutrition, education, economic opportunities and gender equality.

Key activities

Activity 3: Strengthen institutional capacities at various levels in generating, sharing and using evidence for coordinated planning, roll-out and monitoring of actions for attaining SDG 2

65. The Ministry of Agriculture and Farmers' Welfare will be WFP's main government partner in working towards the achievement of this strategic outcome. In implementing activity 3, WFP will also collaborate with the Ministry of Statistics and Programme Implementation, NITI Aayog and other government and non-governmental entities and research institutions at the national and state levels, identifying gaps in data and conducting analyses of food and nutrition security. Gender-disaggregated data and gender analysis will be used in the selection and monitoring of indicators for measuring progress towards SDG 2 and related targets at the national and sub-national levels and for informing the planning and design of convergent actions that "leave no one behind".
66. WFP will support government efforts to develop methodologies for data analysis and studies and evaluations of critical food and nutrition security indicators. WFP will contribute to the institutionalization of tracking and reporting on core indicators and dashboards in selected states and at the national level and will collaborate with other United Nations agencies in strengthening the national statistics systems through inter-agency M&E working groups and platforms such as Data for Development.²⁷
67. The Government has made significant investments in safety nets for addressing food insecurity and malnutrition in India. WFP will work closely with government ministries, NITI Aayog and its own Office of Evaluation in order to provide technical support for evaluations, assessments and the documentation of best practices and learning. WFP will also undertake any necessary studies, which may include analyses of food consumption and behaviour patterns throughout India, cost-of-diet assessments, documentation of reforms in safety nets and fortification efforts, gender analysis aimed at identifying factors that inhibit progress towards nutrition outcomes, and examination of urban perspectives on food and nutrition security. Findings from these studies will highlight critical issues and best practices, informing the formulation of recommendations on context-specific strategies for accelerating progress towards national goals and the SDGs.
68. WFP will collaborate with FAO, IFAD and UNICEF on demonstrating a multisector, evidence-based implementation approach to the achievement of "malnutrition free" status. This will involve the establishment and piloting of sustainable mechanisms for coordinated actions for addressing root causes and achieving gender equality and women's empowerment. WFP and its partners will also advocate for scaling up the results of the pilot initiatives.

Expected outputs

69. Vulnerable people in the region and globally benefit from India's provision of shared experiences, expertise and disaster risk management capacity by acquiring improved social and economic welfare, particularly related to food security and nutrition.

²⁷ Data for Development is an initiative of the Global Partnership for Sustainable Development Data. www.data4sdgs.org.

Activity 4: Facilitate the efforts of the Government of India and other countries to share food security and nutrition knowledge and expertise and provide disaster risk management services for the region

70. The many experiences, innovations and expertise gathered from the progress India has made over the past 50 years are valuable to other countries facing similar hunger and malnutrition issues. WFP will facilitate South–South and triangular cooperation in line with India’s commitment to development cooperation as stated by the Ministry of External Affairs. WFP’s global reach will enable demand for assistance to be matched to India’s supply of expertise. Through its presence in other countries, WFP will support the adaptation of lessons learned in India to local contexts and ensure that successes are widely disseminated and adopted. WFP could also facilitate focused South–South and triangular cooperation efforts with the aim of supporting the Government and partners in developing more institutionalized and systematic approaches to South–South and triangular cooperation.
71. An area where WFP can support India’s engagement in South–South and triangular cooperation is disaster risk management in which WFP can apply its global experience to developing capacity in areas such as emergency preparedness. This will include²⁸ the identification and sharing of best practices, lessons learned and knowledge with other countries; evaluation of the suitability of adapting food baskets to the specific needs that arise during a disaster, especially those of children and pregnant and lactating women and girls; and the development of training curricula on aspects of emergency preparedness and response, including proper storage of food grains, post-disaster needs assessment and planning. These efforts will be planned on the basis of needs assessments and feasibility studies. WFP will also facilitate the enhancement of regional capacities in disaster risk management through outreach and linkages within the South Asian Association for Regional Cooperation and with the Ministry of External Affairs and other United Nations agencies involved in South–South and triangular cooperation, particularly the Rome-based agencies.

3.3. Transition and exit strategies

72. WFP will continue to work in India as long as there is a need for technical assistance in ending malnutrition. The long-term strategy will acknowledge WFP’s evolving role as it adapts to changes in the Indian context.²⁹ Programming decisions will be informed by evaluations and reviews.
73. By 2023, WFP’s role will have evolved from the provision of support for improved targeting and the demonstration of fortification initiatives and vulnerability analysis and mapping to the provision of support for reaching SDG 2 targets. This shift will be achieved by optimizing government food distribution systems for improving access, strengthening fortification policies and partnerships for enhanced nutrition, and providing support for convergent planning, monitoring, data analysis and South–South and triangular cooperation. In addition, WFP will advocate for addressing food and nutrition insecurity in urban areas and enhancing disaster risk management capacities. The next CSP (for 2024–2028) will see a shift towards gender-transformative social protection policies aimed at ensuring food security for India’s remaining vulnerable populations. WFP will support government efforts to establish efficient food systems, including for urban areas, disaster risk management, resilience building and the exchange of global best practices through South–South and triangular cooperation. By 2030, WFP will be facilitating the sharing of policy options for a more mature safety net system and economy in order to foster South–South and triangular cooperation and to gradually enhance the sustainability of these efforts.

²⁸ For more information, see the Sendai Framework for Disaster Risk Reduction. <https://www.unisdr.org/we/coordinate/sendai-framework>.

²⁹ Including efforts and progress towards gender equality and empowerment of women.

4. Implementation arrangements

74. WFP's operations in India are overseen by the Country Programme Advisory Committee chaired by the Secretary of the Ministry of Agriculture and Farmers' Welfare, with the joint secretaries of partner ministries and other national institutions as members. The committee will endorse annual work plans, periodically review and facilitate WFP's work in India, and provide strategic direction and support to WFP's evaluations, reviews, studies and visits.

4.1 Beneficiary analysis

75. The CSP is focused on technical assistance and capacity development. WFP will not provide food or cash transfers, so there will be no direct beneficiaries. Instead, WFP will support the three NFSA food-based safety nets. The beneficiaries of these schemes – 800 million people through the TPDS, 120 million through the Midday Meal Scheme and 100 million through the ICDS – will indirectly benefit from WFP's support (tier-3 beneficiaries). Overlaps among the beneficiaries of these programmes are expected: for example, a family covered by the TPDS may also include pregnant and lactating women and girls who are covered by the ICDS and schoolchildren covered by the Midday Meal Scheme. Current government systems do not account for these overlaps.
76. Through activities under strategic outcome 1, WFP will provide technical support for awareness raising, quality services, supply chains and an enhanced food basket, ultimately benefiting food-insecure people covered by the NFSA schemes. An estimated 10,000 smallholder farmers will benefit indirectly from links to the Government's paddy rice procurement systems for safety nets in Odisha. Strategic outcome 2 emphasizes the prevention of malnutrition. In addition to the beneficiaries of NFSA safety nets, WFP activities will also benefit children suffering from acute malnutrition by strengthening systems for malnutrition treatment. Through strategic outcome 3, WFP will target more than 53 million malnourished children through advocacy and support for the identification and planning of multisector responses.

4.2 Transfers

77. All the transfers in this CSP will be in the form of capacity strengthening.

Capacity strengthening, including South-South and triangular cooperation

78. Capacity strengthening is crucial for the achievement of all three strategic outcomes and the implementation of their related activities. WFP will work closely with the Government and other partners in order to promote national ownership, accountability and sustainability through gender-transformative programming and strong gender-responsive M&E systems. These efforts will focus on activities that cut across the domains of capacity strengthening, creating an enabling environment through support and advocacy for strategies and procedures that promote sustainable food security and nutrition; fostering well-functioning institutional mechanisms for delivering quality services; and strengthening the capacities of state and non-state service providers with the aim of ensuring effective planning, implementation and monitoring of the food security and nutrition services provided to each target population. By 2023, WFP's country capacity strengthening approach will be incorporated into all M&E plans for measuring the progress of capacity strengthening activities.
79. WFP will pursue opportunities for facilitating India's partnerships as a regional provider of capacity building in disaster risk management through South-South and triangular cooperation. Alongside the Government, WFP will establish mechanisms that enable India to share its knowledge, expertise and resources with other countries, taking cognizance of the framework of the India-United Nations Development Partnership Fund, which is managed by the Permanent Mission of India to the United Nations and other development

partners. WFP will identify countries in need of assistance that India may be able to provide, and countries with best practices that are relevant to India's food security and nutrition situation. Likely areas of such cooperation include safety nets, cash-based transfers, SDG 2 planning, disaster risk management, risk reduction and resilience building.

4.3 Country office capacity and profile

80. The CSP for 2019–2023 does not have major implications for the country office because during preparation and implementation of the previous CSP, WFP reviewed and augmented its staffing profile. The country office currently has the capacity and expertise to deliver the planned outputs of the new CSP, and its operational structure will require only minor adjustments. The only major change will be the addition of a gender officer.

4.4 Partnerships

81. The Government is WFP's main partner in India. For smooth implementation of the CSP, WFP will continue to work closely with the Ministry of Agriculture and Farmers' Welfare, which chairs the Country Programme Advisory Committee and leads actions for the achievement of strategic outcome 3. In addition, WFP will continue to coordinate with the Directorate of Consumer Affairs and Public Distribution of the Ministry of Finance on strategic outcome 1; the Ministry of Women and Child Development on strategic outcome 2; the ministries of statistics and programme implementation, human resource development, and health and family welfare; NITI Aayog; disaster management institutions; and other entities as needed.
82. Adopting a whole-of-society approach, WFP will nurture strategic partnerships that promote a range of outcomes, from policy dialogue and advocacy to the mobilization of technical and financial resources and collaboration on programming. Stakeholders include national and state governments, United Nations agencies, civil society, academia and the media. Engagement with the private sector is envisaged as part of WFP's partnership strategy. In its work under all strategic outcomes, WFP will cultivate increased knowledge and awareness through enhanced gender-responsive communications and collaboration that fosters convergent action.
83. WFP is a signatory to the UNSDF and participates in a working group on SDG 2 and a joint Rome-based agency pilot project for a hunger-free Odisha. It will strengthen partnerships with FAO, IFAD and UNICEF on scaling up and expanding the model for establishing malnutrition-free districts, working with smallholder farmers, fostering nutrition-sensitive agriculture and interventions, and creating an evidence base for informed decision making.
84. WFP will seek to strengthen collaboration with UNICEF, especially with a view to improving the effectiveness of the NNM and the ICDS. As part of a results group on food and nutrition security, disaster risk reduction, gender and communications and M&E, WFP will work with partners on advancing outcomes related to gender equality and food and nutrition security. WFP will also explore the possibility of building on its partnership with UN-Women and other actors in order to increase its focus on women farmers.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

85. In line with WFP's corporate monitoring strategy, evaluation charter, and corporate and regional strategies, the country office will develop a gender-responsive M&E strategy tailored to the Indian context. It will also develop M&E plans for each strategic outcome with a view to ensuring participatory approaches to quantitative and qualitative research and accountability and learning needs. WFP's resource needs for M&E are reflected in the CSP budget.

86. The M&E strategy will incorporate mechanisms for measuring the results of pilots and scale up interventions, informing WFP's advocacy for the Government's adoption and maintenance of successful interventions. The strategy will feature holistic standard operating procedures that include the disaggregation of data by sex and age during collection and define roles and responsibilities in the reporting on and evaluation of government food safety nets that are assisted by WFP.
87. A mid-term review of the CSP will be conducted at the beginning of 2021 in order to inform further implementation. A country portfolio evaluation, which will be managed by WFP's Office of Evaluation in 2022, will be designed and conducted to support accountability, assess performance and results, and inform WFP's future strategic direction in India. All critical activities contributing to the CSP's strategic outcomes will undergo independent decentralized evaluations conducted in collaboration with the Government and other stakeholders. These evaluations will be adapted to the Indian context with a view to generating an evidence base to support advocacy for the use of gender-transformative approaches to achieve food and nutrition security.
88. Through these evaluations, WFP will collect outcome data at the beginning and end of the CSP period, including beneficiaries' feedback on the effectiveness of WFP-supported government programmes. In order to monitor the implementation and outputs of technical assistance activities, the country office will use corporate tools such as the country capacity strengthening framework and COMET (the country office tool for managing effectively), adapting them to conditions in India. Data will be disaggregated by sex and age and supported by gender analyses. WFP will explore the feasibility of automated data collection techniques that use mobile phones or the Mobile Data Collection and Analytics Platform.
89. The Country Programme Advisory Committee will meet regularly during CSP implementation in order to monitor progress and provide guidance on work towards strategic outcomes. In addition to working with national institutions on providing technical support for evaluations, WFP will also continue to work with reputable research institutes to ensure mutual learning and capacity development.

5.2 Risk management

Contextual risks

90. National priorities may change if a new government is elected in 2019. To mitigate this risk, WFP will continue to engage with all levels of the Government in advocacy for food security and nutrition, delivering on its mandate. WFP will also monitor contextual risks such as natural disasters, resistance to addressing structural and socio-cultural discrimination and gender inequalities, political instability and economic volatility, and will adapt mitigation measures to risk levels. Risks will be closely monitored through periodic risk analysis.

Programmatic risks

91. A major programmatic risk is a gap in funding given India's status as a lower-middle-income country. This could result in a diminished traditional donor base and create challenges in raising resources for capacity development activities. Mitigation measures will include expanding the donor base and exploring joint initiatives with the Government, other United Nations agencies and the private sector and through South-South cooperation. WFP will intensify its work with India's private sector within the legal framework fostering for corporate social responsibility.

Institutional risks

92. There has been no change in the security environment in India. The country office has the required systems and standard operation procedures in place to manage security risks. Scenario planning will inform mitigation measures for maximizing the continuity of operations in the face of any sudden security, political or environmental concerns that arise.

6. Resources for results

6.1 Country portfolio budget

93. The budget required to implement the India CSP over its 60-month duration is USD 20 million, with appropriate funds allocated to activities that promote gender equality, in accordance with WFP's corporate requirements. The activities towards strategic outcomes 1 and 2 are already being discussed with the Government; some are a continuation of work that is already in progress. The budget requirement is higher in years 1 to 3 and decreases in years 4 and 5 prior to handover. Activities under strategic outcome 3 will require preparatory work, discussion and assessments prior to implementation and gradual handover.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Strategic outcome 1	1 023 049	1 110 316	983 920	748 065	853 480	4 718 831
Strategic outcome 2	1 423 381	1 608 528	1 575 299	1 514 773	1 392 675	7 514 656
Strategic outcome 3	1 289 972	1 598 786	1 556 442	1 841 587	1 504 047	7 790 835
Total	3 736 402	4 317 631	4 115 661	4 104 425	3 750 202	20 024 321

94. As work towards strategic outcome 1 is already in the scale-up phase under the current CSP, it will require less investment in pilot projects; demonstrations will be in collaboration with the Government. The major expenditures will be on technical support, where there will be scope for further demonstration through pilots, studies, assessments, dissemination of results and scale up.

6.2 Resourcing outlook

95. Given the importance placed on corporate social responsibility in India, the equivalent of the Government's contribution to the budget is expected to be raised from the private sector and other donors. The country office expects to mobilize USD 15.04 million, 75 percent of projected resources; the shortfall of USD 4.96 million will need to be addressed in order to implement all activities and achieve all expected outputs and outcomes. The three strategic outcomes form a critical package of services and WFP will continue to implement all components of the CSP despite any shortfalls, increasing its focus on counterpart resources and collaboration. WFP has invested in strengthening its resource base to cover these activities.

6.3 Resource mobilization strategy

96. The country office's resource mobilization strategy follows a three-pronged approach that involves deepening existing partnerships, diversifying the donor base, and developing systems and capacities. Addressing hunger and malnutrition is not a priority for donor communities in India. In addition, there is an absence of traditional bilateral donors as per government policy. WFP will therefore focus on the private sector, multilateral funding and other opportunities. With India being the first country to make corporate social responsibility initiatives mandatory for businesses, the potential for raising funds from the private sector is significant, as is the competition for those funds. To address this competition, a concerted awareness and sensitization campaign has been proposed, targeting companies with high potential to contribute to the CSP. With the locally registered WFP Trust for India eligible to receive funds from corporate social responsibility initiatives, the country office is well placed to tap into the private sector as a source of funding.

ANNEX I**LOGICAL FRAMEWORK FOR INDIA COUNTRY STRATEGIC PLAN (2019–2023)**

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: The most vulnerable people in India are better able to meet their minimum food and nutrition needs all year

Outcome category: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Nutrition sensitive

Focus area: Root causes

Assumptions

Government of India's resource allocations for enhanced efficiency through technological reforms continues under NFSA
The poor will remain reliant on food safety nets to meet their food and nutritional requirements

Outcome indicators

Zero hunger capacity scorecard

Activities and outputs

1. Provide policy inputs, advocacy and technical assistance aimed at enhancing the efficiency, targeting, service delivery and supply chain of government programmes for improving access to food (CSI: Institutional capacity strengthening activities)

People benefiting from social safety nets become aware of, receive and demand nutritious foods, including fortified foods
(j: Policy reform identified/advocated)

Smallholder farmers, especially women, benefit from government programmes, including better supply chains and market integration, which enable them to increase their incomes and improve the quality and sustainability of their livelihoods (C: Capacity development and technical support provided)

Vulnerable people become aware of their entitlements and have improved access to assistance as a result of collaboration among the activities of different agencies, improved targeting and service delivery and optimized supply chains for social safety nets, which enable vulnerable people to meet their basic nutrient needs (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: People at high risk of malnutrition in India, especially women, children and adolescent girls, 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

Government's strategies provide scope for such enhancements in the food basket – through fortification and diversification

Robust evidence exists to advocate with the government

Government allocates resources for nutritional enhancements

Outcome indicators

Number of individuals who demonstrate use of new safe food preparation and storage practices

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

Zero hunger capacity scorecard

Activities and outputs

2. Support state and national governments in improving and integrating nutrition policies and programming, including through enhanced quality, advocacy and gender-transformative systematic approaches (CSI: Institutional capacity strengthening activities)

People benefiting from safety nets receive targeted and gender-transformative social and behaviour change communication aimed at improving their consumption of nutritious foods and their feeding and health practices, and promoting the equitable sharing of responsibilities among men and women (C: Capacity development and technical support provided)

People in India benefit from the availability and affordability of fortified and nutritious foods that improve their micronutrient intake and are supplied through a supportive policy environment with enhanced food safety and quality standards (J: Policy reform identified/advocated)

Vulnerable people throughout the life cycle receive a coherent set of nutrition services and high-quality nutritious food as a result of improvements in the ICDS and other programmes focused on the prevention and treatment of malnutrition, including stunting and moderate acute malnutrition (C: Capacity development and technical support provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 3: National and state institutions have enhanced capacity to deliver on SDG 2 and related targets, and collaborate with regional and global partners towards the attainment of SDG 2

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: Root causes

Assumptions

Government makes the necessary human resources available for capacity building and mechanisms for sustenance are established

Good interministerial coordination exists

Strong support from the Indian government for South–South cooperation

Common understanding/ownership among stakeholders on the key strategies

Outcome indicators

Zero hunger capacity scorecard

Activities and outputs

4. Facilitate the efforts of the Government of India and other countries to share food security and nutrition knowledge and expertise and provide disaster risk management services for the region (CSI: Institutional capacity strengthening activities)

Vulnerable people in the region and globally benefit from India's provision of shared experiences, expertise and disaster risk management capacity by acquiring improved social and economic welfare, particularly related to food security and nutrition (C: Capacity development and technical support provided)

3. Strengthen institutional capacities at various levels in generating, sharing and using evidence for coordinated planning, roll-out and monitoring of actions for attaining SDG 2 (AAA: Analysis, assessment and monitoring activities)

Vulnerable people in India benefit from the Government's continued recognition of food security and nutrition as a core development priority, from coherent and evidence-based SDG 2-related policies and plans and from a coordinated approach involving various levels of the Government and its partners in work to improve food security and nutrition, education, economic opportunities and gender equality (C: Capacity development and technical support provided)

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOMES (USD)				
	Strategic Result 1	Strategic Result 2	Strategic Result 5	Total
	SDG Target 2.1	SDG Target 2.2	SDG Target 17.9	
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
Focus area	Root causes	Root causes	Root causes	Root causes
Transfer	2 777 780	4 287 965	3 821 431	10 887 175
Implementation	1 221 008	2 060 777	2 744 792	6 026 577
Adjusted direct support costs (9%)	432 040	707 273	749 115	1 888 428
Subtotal	4 430 827	7 056 015	7 315 338	18 802 180
Indirect support costs (6.5%)	288 004	458 641	475 497	1 222 142
Total	4 718 831	7 514 656	7 790 835	20 024 321

Acronyms used in the document

BRICS	Brazil, the Russian Federation, India, China and South Africa
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
ICDS	Integrated Child Development Services
IFAD	International Fund for Agricultural Development
M&E	monitoring and evaluation
NFSA	National Food Security Act
NITI	National Institution for Transforming India
NNM	National Nutrition Mission
SDG	Sustainable Development Goal
TPDS	Targeted Public Distribution System
UNICEF	United Nations Children's Fund
UNSDF	United Nations Sustainable Development Framework
WHO	World Health Organization