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Draft Sri Lanka country strategic plan (2023–2027)

Duration	1 January 2023–31 December 2027
Total cost to WFP	USD 45,846,854
Gender and age marker*	4

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

Executive summary

Sri Lanka is a lower-middle-income country with a development agenda focused on sustainable economic growth. Despite its impressive human development indicators, increased focus is needed to address food insecurity and malnutrition, increase women's labour force participation and reduce inequality.

Since 2020 Sri Lanka has faced several waves of the coronavirus disease 2019 pandemic, which has had a multidimensional impact on public health, the economy and human and social rights. Moreover, policies introduced to tackle a financial debt crisis have led to such as import restrictions, currency depreciation and inflation in the price of food and other essential goods and services.

The country strategic plan for 2023–2027 seeks to improve food security and nutrition by developing in-country capacity and reducing vulnerability through an integrated resilience and nutrition-sensitive approach that layers and sequences programming. The plan embodies the humanitarian–development–peace nexus by enabling the Government to establish stronger systems that reduce the impact of shocks while fostering gender equality, increasing the population's ability to recover and ensuring lasting peace. The country strategic plan seeks to

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address immediate and medium- to long-term needs through a systems approach to capacity strengthening. Leveraging its comparative advantages in Sri Lanka, WFP will deliver four outcomes:

- *Outcome 1:* Vulnerable communities in Sri Lanka meet their food, nutrition and other essential needs during and after crises.
- *Outcome 2:* By 2027, targeted groups in Sri Lanka have improved nutrition from strengthened nutrition-sensitive and nutrition-specific programmes focusing on, in particular, the first 8,000 days of life.
- *Outcome 3:* By 2027, communities in Sri Lanka have strengthened resilience and reduced vulnerability to natural hazards, climate change and other risks with improved sustainability of livelihoods.
- *Outcome 4:* By 2027, national and subnational institutions and stakeholders in Sri Lanka have enhanced capacity to enable adaptive and resilient food systems to improve food security and nutrition.

The country strategic plan, developed in consultation with the Government and other stakeholders, is strategically aligned with the national policy framework, the United Nations sustainable development cooperation framework for 2023–2027 for Sri Lanka and the WFP strategic plan for 2022–2025. It is informed by contextual, gender and gap analyses, especially the 2021 United Nations common country analysis.

Draft decision*

The Board approves the Sri Lanka country strategic plan (2023–2027) (WFP/EB.2/2022/X-X/X) at a total cost to WFP of USD 45,846,854.

* 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 is a small, open-economy country of 22.1 million people in South Asia. A lower-middle-income country with a per capita gross national income of USD 3,720 in 2020,¹ Sri Lanka experienced a period of strong economic growth and poverty reduction following the cessation of a 30-year armed conflict in 2009. The country achieved upper-middle-income status in 2019, before falling marginally below the threshold in 2020 to its current status.²
2. Sri Lanka's economy consists of a small, broad-based agricultural sector largely serving domestic consumption and a manufacturing sector dominated by the production of textiles, apparel, chemicals, food and beverages. The service sector has traditionally been dominated by transport services, tourism and wholesale and retail trade, but there is also a growing trade in financial services, telecommunications and other higher value added activities.³
3. Sri Lanka is highly vulnerable to the impacts of climate change, in particular rising sea levels, increasing temperatures, changing precipitation patterns and intensifying extreme events such as flooding, storms and droughts.⁴ These factors combine to hamper national socioeconomic progress, undermine the coping mechanisms of already vulnerable communities and strain institutional capacity.
4. Since 2020 Sri Lanka has faced several waves of the coronavirus disease 2019 (COVID-19) pandemic, which have had a multidimensional impact on public health, the economy and human and social rights. Prolonged lockdowns and travel disruptions have affected important sectors such as tourism, the apparel industry, services and transportation and reduced export earnings and remittances. Policies introduced to tackle a financial debt crisis have led to import restrictions, currency depreciation and food and energy price inflation.⁵
5. Demographic change is expected to affect Sri Lanka's health and social welfare systems in the medium term. The United Nations Department of Economic and Social Affairs predicts that by 2030 one in every five people in Sri Lanka will be age 60 or older. The pandemic and the ongoing economic crisis have exacerbated gender inequality and worsened power imbalances, which are likely to increase as the economy continues to contract. Only 32 percent of women are economically active, compared to 72 percent of men.⁶ This inequality stems from the unequal care burden on women, which is four times higher than that on men.⁷ The economic, social and health impacts of compounded vulnerabilities and risks disproportionately affect rural women, hampering their economic empowerment, food and nutrition security and the realization of their human rights.

1.2 Progress towards the 2030 Agenda for Sustainable Development

6. Successive governments have subscribed to the 2030 Agenda for Sustainable Development, and the Sustainable Development Goals (SDGs) feature prominently in Sri Lanka's national development strategies. In 2017 the Sustainable Development Council was established to coordinate, facilitate, monitor, evaluate and report on the implementation of the SDGs in

¹ World Bank. 2022. *GNI per capita, Atlas method (current US\$) - Sri Lanka*.

² United Nations. 2021. *Common Country Analysis for Sri Lanka*. (Not currently available online.)

³ *Ibid.*

⁴ *Ibid.*

⁵ World Bank. 2022. *The World Bank In Sri Lanka*.

⁶ Department of Labour, Ministry of Labour. 2022. *2020 Labour Statistics Sri Lanka*.

⁷ Department of Census and Statistics, Ministry of Finance, Economy and Policy Development. 2020. *Sri Lanka Time Use Survey: Final Report - 2017*.

Sri Lanka. The country presented its first voluntary national review of its progress towards the SDGs in 2018⁸ and the second in July 2022.⁹

7. According to the 2021 Sustainable Development Report, Sri Lanka is ranked 87 of 165 countries on the SDG Index, with a score of 68.1.¹⁰ The study reports ongoing yet uneven progress towards the SDGs, which is slowest in the areas of nutrition (SDG 2), female labour force participation (SDG 5) and equality (SDG 10).

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

8. *Access to food.* Over the past decade national food availability has improved thanks to increased domestic production. However, food security has been impaired by the prevailing economic crisis and made worse still by the COVID-19 pandemic. A World Bank survey conducted between September and December 2020 indicated that 44 percent of households were concerned about running out of food.¹¹ A ban on the use of chemical fertilizers, introduced to promote organic agriculture and then later reversed, also had a negative impact on food production.¹²
9. *End malnutrition.* The stunting rate among children under 5 is 17.3 percent overall but as high as 30 percent among children in the estate sector.¹³ Wasting prevalence is also high at 15.1 percent.¹⁴ These indicators remained broadly unchanged between 2006 and 2016.¹⁵ Stunting rates peak again at around 10 years of age, indicating chronic nutritional deprivation that begins at age 5,¹⁶ adversely affecting adolescent growth and development and health, nutrition and education outcomes.
10. *Smallholder productivity and incomes.* Eighty percent of the food Sri Lanka needs is produced domestically and less than 20 percent is imported. Agriculture is the primary employer for 82 percent of Sri Lankans residing in non-urban areas and accounted for 39 percent of all informal employment in 2019.¹⁷ Women account for 75 percent of farm labour and 70 percent of estate labour, yet only 16 percent own the land on which they work.¹⁸ This situation is compounded by the disproportionate burden of unpaid care work borne by women and intersects with the marginalization of groups such as women heads of household and rural women.¹⁹
11. *Sustainable food systems.* To increase the availability of nutritious food, the Government is encouraging farmers to increase their productivity. A 2018 Fill the Nutrient Gap study highlighted that 20 percent of households were unable to afford a minimum nutritious diet,

⁸ Ministry of Sustainable Development, Wildlife and Regional Development. 2018. *Voluntary National Review on the Status of Implementing the Sustainable Development Goals*.

⁹ Sustainable Development Council Sri Lanka. 2022. *Inclusive Transformation towards a Sustainably Developed Nation for All: National Review on the Implementation of the 2030 Agenda for Sustainable Development in Sri Lanka*.

¹⁰ Sachs, J. and others. 2021. *Sustainable Development Report 2021: The Decade of Action for the Sustainable Development Goals*.

¹¹ World Bank. 2021. *Results from a COVID-19 Rapid Phone Survey in Sri Lanka*.

¹² Introduced on 26 April 2021 and reversed on 30 November 2021.

¹³ People employed and living in and around plantations in Sri Lanka.

¹⁴ Department of Census and Statistics and Ministry of Health, Nutrition and Indigenous Medicine. 2017. *Sri Lanka Demographic and Health Survey – 2016*.

¹⁵ United Nations. 2021. *Common Country Analysis for Sri Lanka*. (Not currently available online.)

¹⁶ Medical Research Institute, Ministry of Health. 2019. *National Nutrition and Micronutrient Survey among School Adolescents Aged 10-18 Years in Sri Lanka – 2017*.

¹⁷ Department of Census and Statistics, Ministry of Finance. 2020. *Sri Lanka Labour Force Survey: Annual Report – 2019*.

¹⁸ Food and Agriculture Organization of the United Nations. 2018. *Country Gender Assessment of Agriculture and the Rural Sector in Sri Lanka*.

¹⁹ United Nations. 2021. *Common Country Analysis for Sri Lanka*. (Not currently available online.)

with higher percentages reported in the estate sector.²⁰ A World Bank analysis calculated the cost of a diet that met the national dietary guidelines and found that it would be unaffordable for between 40 percent and 64 percent of households.²¹

Progress on Sustainable Development Goal 17 targets

12. *Capacity strengthening.* The Government has started to reform the social protection system, moving towards a modern, adaptive and unified system with less fragmentation and better coordination between ministries.
13. *Policy coherence.* The proposed new agriculture policy is seen as a way to achieve the policy coherence needed to transform the national food system.²² However, policies related to food security continue to be fragmented. Similar challenges exist in relation to climate change adaptation, disaster risk reduction and social protection.
14. *Diversified resourcing.* Debt servicing has come at the expense of investment in social programmes, and official development assistance has been declining. Public-private partnerships have mostly focused on infrastructure development projects; however, they could be used to fund socioeconomic programmes.²³
15. *Enhanced global partnership.* The 2021 United Nations food systems summit offered an opportunity to renew partnerships on food security and climate resilience. The Government reaffirmed its commitment to addressing food insecurity and undernutrition at the 2021 Nutrition for Growth Summit²⁴ and in 2022 pledged its commitment to the global school meals coalition established at the food systems summit. Sri Lanka presented updated nationally determined contributions under the Paris Agreement on climate change in 2021 and aims to achieve carbon neutrality by 2060.²⁵

1.4 Hunger gaps and challenges

16. According to the World Bank, over 500,000 people in Sri Lanka may have fallen below the poverty line since the beginning of the pandemic, which caused widespread loss of jobs and work hours, mainly affecting informal sector workers and micro-, small and medium-sized enterprises.²⁶ Because women make up a significant share of the workforce in the informal, garment and textiles sectors, they have been disproportionately affected by job and income loss.²⁷ Job losses have been concentrated in subsectors like construction, transport, food and accommodation, which are predominantly based in urban areas and affect households in the lower middle quartile of income distribution. As a result, the “new poor” created by the pandemic are twice as likely to live in urban areas than households who were poor before 2020. Vulnerable population groups such as daily wage earners, older persons, women-headed households, young people and persons with disabilities are likely to be disproportionately affected by these trends.

²⁰ WFP. 2018. *Fill the Nutrient Gap: Sri Lanka – Summary Report*.

²¹ *Ibid.*

²² Ministry of Agriculture. 2021. *Vision of Sri Lanka for Sustainable Food Systems*.

²³ United Nations. 2021. *Common Country Analysis for Sri Lanka*. (Not currently available online.)

²⁴ Tokyo Nutrition for Growth Summit. 2021. *Tokyo Compact on Global Nutrition for Growth – Annex: Commitments*. The Government committed to reducing household food insecurity by 50 percent from the 2009 baseline; the Government also committed to reducing the prevalence of low birth weight to 12.5 percent, the prevalence of wasting to less than 5 percent and the prevalence of stunting to 10.8 percent by 2025.

²⁵ Ministry of Environment. 2021. *Sri Lanka Updated Nationally Determined Contributions*.

²⁶ World Bank. 2021. *Sri Lanka Development Update 2021 – Economic and Poverty Impact of COVID-19*.

²⁷ International Labour Organization. 2020. *Research Brief – The supply chain ripple effect: How COVID-19 is affecting garment workers and factories in Asia and the Pacific*.

17. Year-on-year inflation soared to 54.6 percent in June 2022, mostly due to food price inflation of 80.1 percent;²⁸ the major drivers of inflation are rising global commodity prices, increasing energy prices and the partial monetization of the fiscal deficit. The price hikes have left households struggling to meet essential needs, harming their welfare and increasing food insecurity.²⁹
18. Sri Lanka has very high rates of undernutrition for a country with lower-middle-income status. Although it halved the prevalence of undernourishment between 2006 and 2018, a healthy diet³⁰ remains inaccessible or unaffordable for many households.³¹ The 2020 State of Food Security and Nutrition in the World reports that 53.5 percent of Sri Lankan households could not afford a healthy diet in 2017, a considerably higher share than the average for Asia. On the 2020 Global Food Security Index, Sri Lanka ranked 66 of 113 countries on the affordability, availability, quality and safety of food.³²
19. Climate change will probably play a major role in shaping food affordability and access to a healthy diet. Livelihoods dependent on natural resources are expected to be heavily affected by increasingly severe and frequent weather events; workers in these sectors already experience higher poverty rates compared to other sectors.³³
20. Consecutive years of climate-related disasters have undermined the resilience of affected communities, damaging harvests and livelihoods and thus causing indebtedness, food insecurity and malnutrition among vulnerable communities and eroding their capacity to adapt and respond.
21. The COVID-19 pandemic and the ongoing economic crisis highlight the importance of building stronger food systems “from farm to table”. These back-to-back crises have severely disrupted Sri Lanka’s food systems and supply chains, affecting the availability, price, storage and quality of food. School closures have disrupted Sri Lanka’s national school meals programme (NSMP), which covers up to one third of a child’s daily nutritional needs.³⁴ The *Thripasha* national food supplementation programme, which targets pregnant mothers and malnourished children,³⁵ continues to face challenges that include sourcing key commodities to maintain a steady production supply.
22. Estate workers are one of the most vulnerable cohorts in Sri Lanka. Food accounts for nearly 50 percent of their household expenditure, compared to 30–35 percent for those in other sectors.³⁶
23. A lack of systematically tracked, cross-sectoral data disaggregated by gender and other diversity-related attributes is a barrier to designing and implementing responsive, data-driven policies; data gaps are greatest in areas often perceived as unrelated to gender such as agriculture, climate and the environment. The lack of data to identify normative and structural barriers to gender equality results in unsustainable, short-term interventions that

²⁸ Central Bank of Sri Lanka. 2022. *Press release: Inflation in June 2022*.

²⁹ World Bank. 2022. *The World Bank In Sri Lanka*.

³⁰ One in which food intake is sufficient to continuously meet dietary energy requirements.

³¹ Food and Agriculture Organization of the United Nations and others. 2020. *The State of Food Security and Nutrition in the World 2020. Transforming food systems for affordable healthy diets*.

³² *Ibid.*

³³ United Nations. 2021. *Common Country Analysis for Sri Lanka*. (Not currently available online.)

³⁴ Jayawardena, P. 2020. *No School, No Meals: Sri Lanka’s Battle against Child Malnutrition amidst COVID-19*. Talking Economics, Institute of Policy Studies of Sri Lanka blog.

³⁵ Tilakaratna, G. and Sooriyamudali, C. 2017. *Food-Based Social Assistance Programs in Sri Lanka: Evolution and Transition to Cash Transfers*.

³⁶ WFP. 2018. *Fill the Nutrient Gap: Sri Lanka – Summary Report*.

fail to address the deep-rooted structural impediments to the achievement of gender equality and the empowerment of women.³⁷

24. Conflict is fuelled by structural issues and socioeconomic vulnerability compounded by climate change, which increases tension over the allocation of scarce resources. Dry zones in post-conflict areas of Sri Lanka are particularly vulnerable to these effects.³⁸

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

25. Since 2018, WFP has provided technical assistance to the Ministry of Disaster Management and other disaster management agencies related to the national disaster management strategy, working with them to strengthen national emergency management, risk-reduction mechanisms and operational tools. WFP has also supported the streamlining of the emergency management framework through the implementation of a national emergency operations plan. WFP technical assistance has focused on information management, the development of assessment tools, scenario-based contingency planning and relief management planning and response. WFP has also supported local risk-sensitive planning through disaster management and public administration institutions aimed at developing a sustainable approach to risk reduction in the development sector.
26. WFP provided technical assistance to the Department of *Samurdhi* Development to support efforts to make the *Samurdhi* social protection system more inclusive, adaptive and shock-responsive. This work allowed WFP to provide emergency cash-based assistance through the *Samurdhi* social protection system to vulnerable communities, particularly to mitigate the impact of COVID-19. The system has also been used to provide targeted support during periods of acute economic and livelihood disruption through digital tools and end-to-end digital money transfers, facilitating financial reconciliation processes, enhancing programme effectiveness and generating evidence.
27. WFP successfully handed over its school meals programme to the Government, which now fully manages it with WFP providing technical assistance. To move towards a sustainable model in which caterers, in particular women, supply fresh produce from their home gardens, WFP has piloted home-grown school feeding (HGSF) modalities and plans to scale them up addressing gaps identified in the evaluation of the country strategic plan (CSP) for 2018–2022 through a well-designed gender transformative strategy. Work to develop a strategy for a social and behaviour change communication (SBCC) campaign for schoolchildren began in 2021. Although fortified rice has thus far not been included in school meals because of funding shortfalls, an in-depth cost analysis of rice fortification was carried out under the NSMP with the aim of optimizing costs and increasing the efficiency of the programme.
28. WFP implemented an integrated resilience approach with complementary gender and nutrition-sensitive programming to build the resilience of vulnerable farmers to climate shocks and stressors. WFP worked in partnership with the Government to provide cash-based transfers (CBTs) using the food assistance for assets approach as a means of improving access to productive assets and livelihood diversification opportunities. Dissemination of last-mile climate information among farming communities vulnerable to climate change was piloted and shown to be highly effective. Under a South–South and triangular cooperation initiative, WFP helped rice and maize smallholder farmers to increase their income by reducing harvest and post-harvest losses, securing better prices and

³⁷ United Nations. 2021. Common Country Analysis for Sri Lanka. (Not currently available online.)

³⁸ United Nations Department of Political and Peacebuilding Affairs, the United Nations Development Programme and the United Nations Environment Programme. 2021. *Climate Security Mechanism: Toolbox – Briefing Note*.

- engaging in opportunities for aggregation and market access; these achievements increased the productivity of smallholder farmers. Going forward, WFP aims to link smallholder farmers and other marginalized producers to demand-driven market systems.
29. The CSP for 2023–2027 develops the WFP portfolio in Sri Lanka based on lessons learned from the CSP for 2018–2022, which highlighted the need to:
- integrate CSP outcomes and activities;
 - adopt a systems approach to capacity strengthening;
 - improve the targeting of vulnerable groups; and
 - prioritize fewer strategic areas for advocacy support.
30. The CSP for 2023–2027 is informed by the strategic priorities of the United Nations sustainable development cooperation framework (UNSDCF) for Sri Lanka for 2023–2027. Based on a comprehensive theory of change, all CSP outcomes are interlinked; systematic and targeted investment in capacity strengthening under the outcomes will contribute to achieving and sustaining progress on food security and nutrition. To address the root causes of food insecurity and malnutrition, WFP will adapt to the changing political and socioeconomic landscape in Sri Lanka by providing integrated technical assistance and capacity strengthening and working at the national and local levels. One CSP outcome covers potential small- to mid-scale support for food access for specific vulnerable groups, which WFP could be requested to provide or to complement as part of the Government's emergency response.
31. The Government will continue to be WFP's primary implementing partner. However, WFP will also partner with private sector entities, civil society organizations, non-governmental organizations (NGOs) and academic institutions, with the aim of mobilizing a multi-stakeholder approach to food systems transformation.
32. The CSP for 2023–2027 will focus on:
- scaling up community-based resilience building and livelihood diversification programmes that are nutrition-sensitive and inclusive and thus promote sustainability;
 - providing technical assistance on anticipatory action, early warning and emergency preparedness and response;
 - improving targeting and needs-based shock-responsive systems;
 - co-creating innovative tools, digital technologies and solutions with stakeholders; and
 - building the evidence base through assessments and data analysis to understand food security risks and vulnerabilities.
33. To improve food security and nutrition, the CSP for 2023–2027 will adopt an integrated resilience and nutrition-sensitive approach that layers and sequences programming across CSP outcomes to develop capacity and reduce vulnerability.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

34. The strategic direction adopted by WFP is based on the contextual analysis provided in the 2021 United Nations common country analysis, the priorities of the UNSDCF, the government policy framework and the public investment programme for 2021–2024.³⁹

³⁹ Department of National Planning. 2021. *Public Investment Programme (2021–2024)*.

35. The UNSDCF has six outcome areas. WFP will contribute to outcomes 1 (social services), 3 (climate resilience) and 4 (governance) through joint workplans designed to ensure synergy, complementarity and efficiency. WFP will co-lead the work on outcome 1 with the United Nations Children's Fund (UNICEF) and will be active in the work on the other five outcomes.

2.3 Engagement with key stakeholders

36. To understand priorities, gaps and opportunities, WFP continuously consults diverse partners and stakeholders, including women, organizations of persons with disabilities and minority groups, beneficiaries and affected populations. In developing the CSP for 2023–2027, WFP undertook extensive consultations with heads of institutions on strategy and their staff on technical issues.
37. WFP presented the strategic orientation of the CSP to the Government and received valuable feedback, which has helped to ensure agreement on shared goals and WFP's strategic priorities.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

38. WFP will continue to focus on strengthening Sri Lanka's food systems by providing technical assistance to the Government and partners to enhance national institutional capacity in designing, managing and improving policies and programmes and thus the management of shocks, stressors and other vulnerabilities, including protection and inclusion concerns. These interventions will be aimed at improving the resilience of systems and the ability to adapt them to the consequences of climate change and non-climate stressors, inclusively and equitably.
39. WFP will support the Government through technical assistance and policy engagement, aiming to sustainably enhance government systems, institutions and programmes related to SDG 2. WFP will engage in research, generate evidence, support South–South and triangular cooperation and provide policy advice. In parallel it will seek to strengthen the resilience of targeted groups at risk of food insecurity and reduce household and community vulnerability through nutrition-specific and nutrition-sensitive approaches that take into account gender and protection. By taking a food systems approach, WFP will build the capacity of a broad range of stakeholders across multiple levels and sectors.
40. The CSP outcomes work together to form an integrated programme for building resilience and addressing vulnerability to climate, market and epidemiologic shocks and stressors at the individual, household, community, institution and system levels. These activities will be implemented in a way that strengthens institutional capacity in a collective effort with the Government and partners.
41. If requested by the Government, WFP will support crisis response by providing CBTs and in-kind assistance to populations affected by crises. WFP will provide technical assistance on emergency preparedness to national disaster management authorities to enhance national and local government capacity before, during and after crises.
42. This CSP will take a rights-based approach to programming, advancing gender equality – including through an analysis of the intersectionality of vulnerabilities – and seeking to ensure that no one is left behind. WFP will continue to mainstream disability inclusion through targeted actions to increase the reach and empowerment of persons with disabilities, working in consultation with organizations of people with disabilities.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Vulnerable communities in Sri Lanka meet their food, nutrition and other essential needs during and after crises

43. Considering the deteriorating economic situation and possible impact on the Government's ability to assist populations affected by shocks, WFP will provide CBTs for targeted groups in the event of a crisis, complementing government efforts if requested. Under this outcome, WFP will focus on meeting the food, nutrition and other essential needs of the most vulnerable people affected by crises; this outcome is also linked to CSP outcome 4 through an integrated capacity strengthening component that aims to improve the robustness of national and local government systems for future responses. WFP will strengthen the links between humanitarian, development and peace results by considering pre-crisis vulnerabilities, needs and opportunities and channelling assistance through inclusive social protection systems where feasible.

WFP strategic outcome

44. This CSP outcome is aligned with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

45. The focus area of this CSP outcome is crisis response.

Alignment with national priorities

46. CSP outcome 1 is aligned with UNSDCF outcome 1 (strengthened, resilient and equitable social service systems and enhanced wellbeing) and priority 7 of the national policy framework.

Expected outputs

47. CSP outcome 1 will be achieved through the following output:

- Output 1.1: Communities affected by crises receive assistance that meets their food, nutrition and other essential needs.

Key activities

Activity 1: Provide food and nutrition assistance and essential livelihood support to targeted populations

48. To target assistance, WFP will use vulnerability analysis data and information management systems, complemented by post-disaster assessments and gender and protection analysis. WFP will provide CBTs to beneficiaries through national distribution systems; national authorities and humanitarian actors will provide complementary activities. WFP assistance will incorporate SBCC to promote nutrition awareness and behaviours that enhance food security and nutrition.

Partnerships

49. WFP will work with the Ministry of Disaster Management and other government agencies to deliver assistance, possibly through existing social protection systems. To ensure a coordinated approach, WFP will work with the United Nations humanitarian country team and other United Nations agencies.

Assumptions

50. This outcome is expected to materialize only in the event of the Government having limited capacity to ensure food access for vulnerable groups during a disaster or shock and requesting WFP to deliver direct assistance to targeted populations.

Transition/handover strategy

51. The transition strategy for CSP outcome 1 is included under CSP outcome 4 and focuses on increasing the emergency preparedness and shock-responsiveness of the Government's social protection system. If WFP is requested to deliver direct assistance to targeted populations, the assistance will cease as soon as vulnerability assessments indicate a return to pre-crisis conditions.

Country strategic plan outcome 2: By 2027, targeted groups in Sri Lanka have improved nutrition from strengthened nutrition-sensitive and nutrition-specific programmes focusing on, in particular, the first 8,000 days of life

52. Recent evidence comparing the human capital indexes of countries and their GDP shows that nutrition during the period from conception to 21 years of age is critical. However, many Sri Lankan children are deprived of a nutritious diet and have energy and micronutrient deficiencies, particularly in the first decade of life, that limit their ability to achieve their full potential. The negative impact of poor nutrition during the first half of the critical 8,000-day window is particularly evident for girls, notably adolescent girls, in high rates of stunting and iron deficiency. To achieve CSP outcome 2, WFP will engage primarily with the maternal and child health and nutrition (MCHN) programme and the NSMP as entry points so that the targeted population, particularly children age between 5–18, have better nutrition.
53. The MCHN programme implemented by the Ministry of Health provides effective mechanisms, including human resources, to implement nutrition-specific and nutrition-sensitive interventions targeting pregnant and lactating women and girls and children under 5. WFP will continue to integrate its activities with the MCHN and social protection programmes to reach these groups through targeted assistance that primarily addresses wasting among children. Through school-based programmes, WFP will utilize its comparative advantage to support the NSMP to ensure that children receive nutritious daily meals and thus help to combat the wasting and chronic nutritional deprivation that has led to high levels of stunting among adolescents. School meals will also be used to provide fortified rice that will help to alleviate micronutrient deficiencies. In addition to supporting the economic sustainability of the NSMP, HGSP models can significantly increase the income of local smallholder farmers.
54. Through SBCC interventions primarily integrated in the NSMP, WFP will continue to promote healthy eating habits among schoolchildren, their families and their communities while addressing stereotypes, including those related to gender, that undermine the consumption of healthy diets.
55. CSP outcomes 2 and 4 are connected through system strengthening activities related to nutrition. WFP will strive to locate projects under both outcomes in the same areas, integrating, layering and sequencing activities in a nutrition-sensitive resilience-building approach.

WFP strategic outcome

56. This CSP outcome is aligned with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

Focus area

57. The focus area of this CSP outcome is root causes.

Alignment with national priorities

58. CSP outcome 2 is aligned with UNSDCF outcome 1 (strengthened, resilient and equitable social service systems and enhanced wellbeing) and priorities 9 and 10 of the national policy framework.

Expected outputs

59. CSP outcome 2 will be achieved through the following three outputs:
- Output 2.1: Food-insecure groups including pregnant and lactating women, children under 5 and school-age children (5–10 years of age) have access to nutritious food as part of national social protection programmes to improve nutrition outcomes.
 - Output 2.2: Targeted school-age children, pregnant women, lactating women and their communities improve their knowledge and shift their attitudes and practices with regard to equitable gender division of household labour, decision making, cash management and consumption of a healthy, safe and nutritious diet for better nutrition outcomes.
 - Output 2.3: Women who are involved in the supply chain for school meals, particularly local smallholders, have enhanced economic well-being from reliable, predictable home-grown food sales to school-feeding initiatives and ensure that safe, nutritious and healthy diets are provided to schoolchildren.

Key activities

Activity 2: Provide assistance to targeted children, pregnant and lactating women, children under 5, smallholders and communities vulnerable to food insecurity, unhealthy diets and malnutrition through asset transfers, food and cash assistance, home-grown school feeding, training and social and behaviour change communication to improve nutritional outcomes

60. This activity will focus on providing technical assistance to the MCHN programme and NSMP, promoting health in a way that is nutrition-sensitive and financially and socially sustainable. It will also seek to ensuring that school-age children, in particular children at the age for primary school, pregnant and lactating women and children under 5 have access to nutritious, safe and healthy food continuously and consistently by complementing NSMP and other social protection programmes through fortified rice, other food and cash transfers when needed.
61. Community-based SBCC interventions that target pregnant women, girls and new mothers, schoolchildren and their caregivers, families and communities will promote attitudes and practices that foster a gender-equitable division of household labour and cash management and the consumption of a healthy, safe and nutritious diet. SBCC and related campaigns will be user-focused, accessible and tailored to community information and communication preferences and needs.
62. Local smallholders who supply produce for school meals will receive agricultural training, equipment and other inputs that link HGFS with the NSMP in order to improve their economic well-being, increase the retention of suppliers and reduce the cost per meal. The disproportionate burden on women involved in NSMP and HGFS will be addressed through mechanisms that ensure them a fair economic return and a gender-equitable division of labour. To ensure food safety and quality for the NSMP, WFP will provide training and individual capacity building for meal suppliers and will seek to improve school-related infrastructure and equipment, which will also help raise nutrition awareness among children.

Partnerships

63. WFP will work with the ministries responsible for education, health, women and child affairs and other government agencies to scale up the NSMP and ensure that it provides nutritious food in a sustainable way.
64. WFP will work closely with the other Rome-based agencies and other United Nations entities on social protection and nutrition-related programming and advocacy.

Assumptions

65. The achievement of CSP outcome 2 is based on the assumption that national and subnational government counterparts are engaged and support implementation and that the Government will continue to have the resources and political commitment needed to implement safety net programmes, in particular the NSMP.

Transition/handover strategy

66. The NSMP is entirely led and implemented by the Government. WFP will work to institutionalize HGSF to ensure the sustainability of the NSMP. WFP will also work to ensure that the NSMP continues for targeted school-age boys and girls beyond 2027; to strengthen stakeholder support; and to advocate increased and sustainable national funding.

Country strategic plan outcome 3: By 2027, communities in Sri Lanka have strengthened resilience and reduced vulnerability to natural hazards, climate change and other risks with improved sustainability of livelihoods

67. Activities under this CSP outcome aim to build resilience and reduce the root causes of vulnerability for individuals, households and communities by increasing their ability to manage and adapt to the shocks and stressors that undermine food security and nutrition.
68. WFP will assist communities that face climate-related and other risks and face compounded socioeconomic vulnerability and multidimensional poverty. These groups include the food insecure; the poorest, most vulnerable and marginalized people; smallholder farmers; recipients of social protection support; young people; households with children under 5 and those with pregnant and nursing mothers; and communities that live in hazardous environments. Since the impact of natural disasters, including those related to climate change, differs among women, men, girls, boys and persons with disabilities, WFP's integrated resilience programmes will be designed, implemented and monitored in a way that addresses intersectional inequality and the root causes of vulnerability.
69. Work under this outcome will be informed by risk and vulnerability analysis and designed and implemented taking gender and protection into account. Activities will layer and sequence local last-mile climate services, climate change adaptation measures and value chain development; related activities under CSP outcome 4 will strengthen national systems and institutional capacity relevant to vulnerability analysis, climate information, disaster risk management, social protection and nutrition to ensure food security in a changing climate.

WFP strategic outcome

70. This CSP outcome is aligned with WFP strategic outcome 3 (People have improved and sustainable livelihoods).

Focus area

71. The focus area of this CSP outcome is resilience building.

Alignment with national priorities

72. CSP outcome 3 is aligned with UNSDCF outcome 3 (natural resource management, climate resilience and environmental sustainability), and priorities 5 and 8 of the national policy framework.

Expected outputs

73. CSP outcome 3 will be achieved through the following four outputs:
- Output 3.1: Food-insecure and climate-risk vulnerable communities have improved access to climate information and advisory services that enable them to improve their livelihoods and protect production, particularly of nutritious and healthy food.

- Output 3.2: Communities have improved access to productive assets, diversified livelihoods and clean energy while restoring and protecting natural resources through nature-based solutions that enhance ecosystems, further nutrition outcomes and provide better market opportunities for women, persons with disabilities and other marginalized groups to support sustained development and their early recovery in the aftermath of crises.
- Output 3.3: Smallholder farmers have increased capacity in agricultural production, post-harvest management and value addition and are linked to markets and financial services, leading to a reduction in post-harvest losses and improvement of their incomes.
- Output 3.4: Food-insecure communities that face climate change and other risks have improved knowledge and access to national adaptive and shock-responsive social protection mechanisms and complementary actions on nutrition, gender equality and women's empowerment.

Key activities

Activity 3: Provide assistance to at-risk and vulnerable communities to develop nutrition-sensitive and inclusive livelihood diversification opportunities that improve resilience to climate change and other risks

74. Through an integrated approach to climate risk management, and using community-based, participatory approaches, WFP will support the timely dissemination of local climate information to farmers to inform their livelihood decisions.
75. Through food assistance for assets programmes, WFP will provide individuals from vulnerable and food-insecure households with CBTs to help them better meet their households' short-term nutrition needs while they participate in asset creation activities, agricultural training and the restoration of community services that contribute to long-term food security.
76. WFP will work with local government, using the food assistance for assets approach to provide CBTs to the most vulnerable households that experience extreme weather events to enable them to meet their food, nutrition and other essential needs with dignity and choice. The food assistance for assets approach will also improve the ability of climate change adaptation programmes to make national and subnational systems more responsive to extreme weather events and safeguard outcomes against backsliding.

Partnerships

77. Under CSP outcome 3, WFP will work with the ministries responsible for the environment, agriculture, irrigation and women's and children's affairs, the departments responsible for agrarian development and *Samurdhi* development and other government agencies. Partnerships will be developed with private sector entities to promote market linkages and strengthen the resilience of the supply chains for smallholders. WFP will seek to work with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and UNICEF on nutrition-sensitive resilience building activities. WFP will also support the strengthening, engagement and mobilization of civil society organizations in connection with SBCC that meets the information and communication needs and preferences of affected populations, especially the most marginalized; fosters gender equality; and improves sensitivity to disability and social cohesion issues, nutrition and the adoption of climate solutions.

Assumptions

78. CSP outcome 3 assumes sufficient government resources and personnel to implement effective systems and that local authorities support implementation. It requires that local communities, including the most vulnerable people, take an active interest in livelihood interventions and remain committed to contributing their time and labour to achieve collective community outcomes.

Transition/handover strategy

79. WFP will work with communities, the Government and institutional systems to build their capacity to adapt to and manage climate risks using reliable climate forecasts and information. It will also invest in resilience building activities that improve adaptive capacity, reduce disaster risk and support the development of government-led gender- and nutrition-sensitive initiatives that give people more diverse livelihood opportunities.

Country strategic plan outcome 4: By 2027, national and subnational institutions and stakeholders in Sri Lanka have enhanced capacity to enable adaptive and resilient food systems to improve food security and nutrition

80. Work under this CSP outcome builds on the achievements under the CSP for 2018–2022 by scaling up WFP technical assistance designed to accelerate progress towards SDG 2 and SDG 17. WFP will invest in improving the skills, knowledge base and systems required to enhance government capacity to respond to shocks and sustainably address hunger in an inclusive and equitable way.
81. This CSP outcome embodies the triple nexus by enabling the Government to establish systems that reduce the gender-related impact of shocks while increasing the ability of the population to recover. It contributes to the strengthening of institutions, systems and communities, including through South–South and triangular cooperation.

WFP strategic outcome

82. This CSP outcome is aligned with WFP strategic outcome 4 (National programmes and systems are strengthened).

Focus area

83. The focus area of this CSP outcome is root causes.

Alignment with national priorities

84. CSP outcome 4 is aligned with UNSDCF outcome 4 (accountable governance, justice and rule of law) and priorities 5 and 6 of the national policy framework.

Expected outputs

85. CSP outcome 4 will be achieved through the following four outputs:
- Output 4.1: National and subnational disaster management and social protection institutions have enhanced gender, diversity and disability-sensitive capacity enabling them to better anticipate, prepare for, and respond to emergencies and crises in a coordinated manner.
 - Output 4.2: The Government has strengthened capacity to develop and sustain risk-informed climate change adaptation and local disaster risk management strategies and plans.

- Output 4.3: National institutions, including civil society organizations and the private sector, benefit from enhanced capacity for data generation and analysis, including the use of co-created innovative tools and approaches and digital technologies that promote evidence-based decision making and align with data privacy and protection standards.
- Output 4.4: Food insecure groups, including pregnant and lactating women, children under 5 and school-age children (age 5–19), benefit from the enhanced capacity of national and subnational public, social and private sector institutions that have been strengthened with innovative tools to enable them to address malnutrition.

Key activities

Activity 4: Provide technical assistance, including the co-creation, piloting and use of digital technologies among government and other food security, nutrition and social protection actors at the national and subnational levels

86. WFP will support government agencies at the national and local levels to improve their capacity relevant to emergency preparedness and response, vulnerability analysis and mapping, social protection instruments, climate services and food security and nutrition monitoring. WFP will work to ensure that data collection, analysis and use complies with data protection standards and is gender-sensitive, reflecting the diverse needs of women, men, girls and boys. There will also be a special focus on generating disability-disaggregated data that contributes to inclusive policies and service provision.
87. Under activity 4, WFP will build government capacity to implement the multisectoral action plan on nutrition, thereby meeting its commitments under the Nutrition for Growth Summit and the school meal coalition launched at the 2021 United Nations food systems summit; WFP will also leverage support from school meals coalition partners to assist the Government in implementing its commitments through collaborative pilots and co-creation. Activity 4 will also encompass strengthening the Scaling Up Nutrition (SUN) business network to further the role of businesses in making healthy and nutritious food available to people; building on the evidence generated under the CSP for 2018–2022 on rice fortification; and piloting innovative solutions such as community hubs for the promotion of healthy diets, climate-smart agricultural practices and food systems transformation. The NSMP monitoring and evaluation system will be strengthened, as will institutional capacity to implement and monitor the national nutrition policy. Particular attention will be paid to strengthening institutional arrangements for the consistent production and quality of *Thripasha*, the local product used to treat moderate acute malnutrition.
88. WFP will help to strengthen a multisectoral coordination platform to examine the root causes of food insecurity, malnutrition and other social vulnerability alongside the Government and to engage with the private sector and other stakeholders to pilot interventions, including the use of digital tools and monitoring and evaluation methods that can address food security issues in relevant sectors.

Partnerships

89. Under CSP outcome 4, WFP will work with the ministries responsible for disaster management, health, education and women's and children's affairs; the departments responsible for the census, statistics and *Samurghi* development and other government agencies; and private sector and civil society organizations to implement its capacity strengthening activities.

Assumptions

90. The achievement of CSP outcome 4 assumes the availability of government resources and personnel sufficient to develop effective systems and local authority support for the implementation of WFP technical assistance.

Transition/handover strategy

91. The transition strategy for capacity strengthening is to gradually hand over management of the activities carried out under CSP outcome 4 to government structures and public-private partnerships that contribute to the long-term sustainability of these initiatives.

4. Implementation arrangements**4.1 Beneficiary analysis**

92. Beneficiaries who receive direct food transfers, CBTs or individual capacity strengthening will mainly be supported under CSP outcomes 1, 2 and 3. WFP will also work with communities, the Government and community-based organizations and systems to foster an enabling environment by integrating, layering and sequencing activities with technical assistance. This will build at various levels capacity to enhance food security and nutrition and will benefit a large number of indirect beneficiaries.
93. Geographical targeting and beneficiary selection criteria will be informed by analyses of food security, risk, vulnerability and livelihoods including a Consolidated Livelihood Exercise for Analysing Resilience and the 2019/2020 comprehensive food security vulnerability analysis. Targeting will be undertaken through a participatory community consultation, taking into account the views of women, people with disabilities, community-based organizations and government stakeholders. Intersectional needs including those related to gender, age, disability, protection and nutrition will also be considered during targeting and implementation through context analysis that encompasses gender, language, conflict sensitivity and disability.
94. WFP will use SDG indicators and corporate indicators to measure food insecurity and the use of coping strategies in order to target populations who are acutely food- and nutrition-insecure for crisis response, NSMP and resilience building activities.
95. WFP will report on project outcomes using its digital beneficiary information and transfer management platform, the country office tool for managing effectively and other corporate tools. Mobile operational data acquisition and other data collection systems will be used for beneficiary data management and activity implementation, monitoring and reporting.
96. Beneficiary overlap is expected under CSP outcome 2, where the majority will be primary schoolchildren and capacity strengthening activities will assist HGSF caterers; as the HGSF programme is expected to run in the same locations throughout the CSP, recipients will benefit over several months. Excluding overlaps, WFP estimates that implementation of the CSP will benefit 428,805 individuals.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)

Country strategic plan outcome	Output	Activity	Beneficiary group	2023	2024	2025	2026	2027	Total
	3.4	3	Girls	133	133	133	133	133	665
			Boys	132	132	132	132	132	660
			Women	482	482	482	482	482	2 410
			Men	253	253	253	253	253	1 265
			Total	1 000	1 000	1 000	1 000	1 000	5 000
Total (without overlap)				207 340	12 892	189 201	13 132	5 700	428 805

4.2 Transfers

97. WFP will support access to nutritious food for children of primary school age through three possible transfer modalities: food transfers, take-home rations and commodity vouchers.
98. Under HGSF, rice and lentils will be provided to school meal suppliers in addition to the regular cash contribution they receive from the Government, which is based on the number of meals they provide. This direct food assistance will be provided during the two or three months of the year in which food prices are historically the highest. Ration size will be based on the standard government school meal menu. WFP plans to provide rice and lentils during the first two years of the CSP, with the expectation that the Government will have stabilized food production and prices by the third year of the CSP.
99. WFP is also planning to provide funding to the Government for commodity vouchers or take-home rations for schoolchildren, particularly if the Government decides to use these modalities instead of in-school meals because of COVID-19 containment measures. The ration price is based on the standard price of the government ration pack provided in 2021. The government's distribution mechanism will be used and the Government will bear all transportation costs.
100. Building on the experience from the CSP for 2018–2022, WFP will prioritize multi-purpose cash assistance when markets are functioning and during crisis response, early recovery and asset creation activities, helping the most affected or vulnerable households to meet their food, nutrition and other essential needs. The transfer value will be informed by the cost of a nutritious diet (or government proxy values) and will account for food inflation when assistance is provided over several years.
101. The transfer modalities will complement each other. For example, food assistance provided during crisis, such as take-home rations or supplementary food rations through the NSMP, may overlap with CBTs for individuals from targeted communities who take part in early recovery asset creation activities.

4.3 Country office capacity and profile

102. WFP will source talent and build staff capacity for the country office to ensure that staff have the skills to implement the CSP, taking into account the configuration of the United Nations country team for the UNSDCF. The organizational structure of the country office will be sufficiently flexible and will have the capacity necessary to meet evolving demands during CSP implementation.

4.4 Partnerships

103. WFP will leverage its position as a trusted partner of the Government to achieve maximum impact in the achievement of a shared vision for 2030, together with the ministries responsible for finance, health, education, disaster management, the environment and women's and children's affairs as well as other national and local authorities.
104. WFP will continue to engage with international financial institutions such as the Asian Development Bank and the World Bank; the broader international community; and donors, including through South-South and triangular cooperation, to leverage expertise and funding and mobilize support for the CSP outcomes.
105. WFP will partner with the United Nations Development Programme, the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women, as well as relevant civil society organizations, to advance gender equality and disability inclusion.
106. WFP will explore and expand collaboration with civil society organizations, NGOs, universities and research institutions on knowledge sharing, the provision of expertise and direct or strategic partnerships.
107. Through the SUN business network, the SUN People's Forum and the United Nations Global Compact, WFP will take a strategic approach to private sector partnerships to increase the impact of its nutrition and food security initiatives.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

108. Monitoring arrangements will be guided by WFP's new corporate results framework for 2022–2025. The country office will measure country-specific results related to gender equality, accountability to affected populations and disability inclusion to enable the adaptation of its programmes and assessment of advancements in gender equality and women's empowerment. Data will be disaggregated by gender, age, disability and other factors of marginalization when relevant. While tracking progress towards the four CSP outcomes, WFP will measure gender-related results through monitoring, a review and evaluation plan and the theory of change for each of the outcome areas. The results will inform programme adjustments and decision making. In collaboration with the United Nations development system, WFP will improve evidence generation and analysis, employing innovative tools and approaches for all outcomes. The country office will strive to increase the use of digital platforms, integrating them into government systems where feasible as part of its capacity strengthening support to the Government on data analytics.
109. An independent CSP evaluation will be carried out in 2026 to assess overall performance and inform future strategic orientation. Adjustments to CSP design and implementation will be informed by two decentralized evaluations; sectoral reviews and evidence generation including on gender and food security and nutrition; and a CSP mid-term review.

5.2 Risk management

Strategic risks

110. Changes in government can alter national priorities. Ethnic and social tensions also pose a risk to growth prospects. WFP will continue to engage with all stakeholders to advocate food security and nutrition and deliver on its mandate. WFP will also monitor risks such as natural hazards, resistance to addressing structural and sociocultural gender inequality, political instability and economic volatility and will plan mitigation measures that reflect risk levels, including adaptive programming.

111. Sri Lanka faces unsustainable debt and significant balance of payments, and the economic outlook is highly uncertain due to fiscal and external imbalances. Further fiscal constraints will affect investment in social programmes, in particular the NSMP, which underscores the importance of increasing the efficiency and impact of safety nets.
112. Shifting donor priorities and the limited availability of official development assistance for Sri Lanka will hamper the mobilization of resources for food security and nutrition related outcomes. Measures to mitigate these risks will include expanding funding sources and joint initiatives, including with the Government, through the United Nations Sri Lanka SDG Fund, the private sector and South-South and triangular cooperation.

Operational risks

113. The complexity of the situation in Sri Lanka could lead to delays in payment of CBTs. WFP will leverage its longstanding partnership with the Government to address these challenges.
114. WFP does not foresee any direct risk to the health, safety or security of its personnel, beneficiaries and partners. However, WFP will partner with UNFPA and women's groups on the prevention of gender-based violence and raising awareness of the gender-based violence referral mechanism available to direct and indirect beneficiaries. Complaint and feedback mechanism operators are also made aware of the referral mechanisms available in each district through a mapping by UNFPA.

Fiduciary risks

115. WFP will take every precaution to prevent fraud and corruption in its operations. It will ensure adequate training and sensitization for staff while employing rigorous monitoring processes. WFP will continue to strengthen its operating procedures and risk management frameworks for mitigating health, safety and security risks.

Financial risks

116. Programme implementation costs could be affected by exchange rate fluctuations, which are expected to continue in the medium term. WFP will monitor the situation and adjust the country portfolio budget and support as required.

5.3 Social and environmental safeguards

117. Sri Lanka is vulnerable to environmental challenges exacerbated by climate change, which undermine the well-being and resilience of affected communities. Climate and other shocks can increase household food insecurity and malnutrition. WFP will assess environmental and social risks during the design, implementation and adjustment of its activities in consultation with affected populations, communities and government stakeholders. WFP will also conduct analyses of protection, accountability to affected populations and the contribution of its programming to gender equality.
118. WFP will endeavour to reduce inclusion and exclusion errors in its interventions by addressing risks related to discrimination, power structures, vulnerability, age and gender. Conflict sensitivity analysis and "do no harm" principles will be at the heart of all activities.
119. WFP will ensure that gender equality, women's empowerment, inclusion and accessibility for people with disabilities are integrated into programme planning and design. A robust community feedback mechanism, contributing to improved beneficiary engagement, will also be used to inform programming and ensure accountability to affected populations.
120. Environmental and social management plans will be developed in accordance with mandatory corporate safeguards and WFP policies on climate change, the environment, resilience building and nutrition. Operations will be screened using the environmental and social safeguards framework to avoid and mitigate potential negative environmental impacts.

6. Resources for results

6.1 Country portfolio budget

Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	211 885	297 369	274 672	262 948	207 245	1 254 119
2	2	4 429 060	2 672 859	2 032 448	707 186	794 759	10 636 312
3	3	1 871 910	4 731 871	6 014 104	6 148 904	3 635 796	22 402 585
4	4	2 601 750	2 569 885	2 741 388	2 097 095	1 543 720	11 553 838
Total		9 114 605	10 271 984	11 062 612	9 216 133	6 181 520	45 846 854

121. The budget required to implement this five-year CSP is USD 45,846,854, with 62 percent allocated to capacity strengthening, reflecting WFP's strategic shift towards a systems capacity strengthening approach at the national and local levels. A gradual decline in resource requirements is expected for activities under CSP outcome 2 as initiatives progressively sustain themselves. Under CSP outcome 3 resource requirements will rise from the second year, and WFP expects that more funding will be available in that year. WFP will allocate 19 percent of the budget to gender-related activities.

6.2 Resourcing outlook and strategy

122. At the end of its fourth year, the CSP for 2018–2022 was funded at 68 percent. Resources secured for HGSF, resilience building and emergency preparedness and response capacity strengthening under the 2018–2022 CSP will be carried over into the CSP for 2023–2027. WFP will continue to work on resource mobilization to raise additional funds.

123. It is challenging to secure funding for activities that address the root causes of food insecurity because of the competing priorities of funding partners. However, based on conservative estimates, trends and forecasts, WFP anticipates that it will be able to raise resources sufficient to fund 100 percent of CSP activities.

124. WFP will expand its partnerships and explore new and innovative financing opportunities. Joint programming with the United Nations development system, in particular with the other Rome-based agencies and the United Nations Sri Lanka SDG Fund, will be pursued to leverage resources available for activities that address the root causes of food insecurity and build resilience. A partnership action plan, updated regularly, will ensure strong engagement and consistent priorities.

125. WFP will mobilize climate financing and explore opportunities for integrated programming. The organization will also invest in robust evidence generation and innovation to raise interest in new long-term investments and strengthen existing investments.

ANNEX I**LOGICAL FRAMEWORK FOR SRI LANKA COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2027)****SDG 2: Zero hunger****SDG target 2.1: Access to food**

Country strategic plan outcome 1: Vulnerable communities in Sri Lanka meet their food, nutrition and other essential needs during and after crises

Outcome category: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

Assumptions

This outcome is expected to materialize only in the event of a large-scale disaster where WFP will be requested to deliver direct assistance to targeted populations.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Food consumption score

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Activities and outputs**1. Provide food and nutrition assistance and essential livelihood support to targeted populations (URT-1.2: Unconditional resource transfer)**

1.1 Communities affected by crises receive assistance that meets their food, nutrition and other essential needs (Output category A: Resources transferred.

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.2: End malnutrition

Country strategic plan outcome 2: By 2027, targeted groups in Sri Lanka have improved nutrition from strengthened nutrition-sensitive and nutrition-specific programmes focusing on, in particular, the first 8000 days of life

Outcome category: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: root causes

Assumptions

National and provincial government counterparts are engaged, and the Government will continue to have the resources for, and political commitment to, implementing safety net programmes; local authorities are supportive of implementation

Outcome indicators

Attendance rate

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Retention rate/drop-out rate, by grade

Activities and outputs

2. Provide assistance to targeted children, pregnant and lactating women, children under 5, smallholders and communities vulnerable to food insecurity, unhealthy diets and malnutrition through asset transfers, food and cash assistance, home-grown school feeding, training and social and behaviour change communication to improve nutritional outcomes (SMP-1.5: School based programmes)

2.1 Food-insecure groups including pregnant and lactating women, children under 5 and school-age children (5–10 years of age) have access to nutritious food as part of national social protection programmes to improve nutrition outcomes (Output category A: Resources transferred. Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

2.1 Food-insecure groups including pregnant and lactating women, children under 5 and school-age children (5–10 years of age) have access to nutritious food as part of national social protection programmes to improve nutrition outcomes (Output category B: Nutritious food provided. Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

2.1 Food-insecure groups including pregnant and lactating women, children under 5 and school-age children (5–10 years of age) have access to nutritious food as part of national social protection programmes to improve nutrition outcomes (Output category N: School feeding provided. Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

2.2 Targeted school-age children, pregnant women, lactating women and their communities improve their knowledge and shift their attitudes and practices with regard to equitable gender division of household labour, decision making, cash management and consumption of a healthy, safe and nutritious diet for better nutrition outcomes (Output category E: Social and behaviour change communication provided. Output standard 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

2.3 Women who are involved in the supply chain for school meals, particularly local smallholders, have enhanced economic well-being from reliable, predictable home-grown food sales to school-feeding initiatives and ensure that safe, nutritious and healthy diets are provided to schoolchildren (Output category D: Assets created. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.3 Women who are involved in the supply chain for school meals, particularly local smallholders, have enhanced economic well-being from reliable, predictable home-grown food sales to school-feeding initiatives and ensure that safe, nutritious and healthy diets are provided to schoolchildren (Output category F: Smallholder farmers supported. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.3 Women who are involved in the supply chain for school meals, particularly local smallholders, have enhanced economic well-being from reliable, predictable home-grown food sales to school-feeding initiatives and ensure that safe, nutritious and healthy diets are provided to schoolchildren (Output category N: School feeding provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

SDG target 2.3: Smallholder productivity and incomes

Country strategic plan outcome 3: By 2027, communities in Sri Lanka have strengthened resilience and reduced vulnerability to natural hazards, climate change and other risks with improved sustainability of livelihoods

Outcome category: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

Assumptions

Sufficient government resources and staff to implement effective systems and local authorities support implementation. Local communities, including the most vulnerable people, are assumed to take an active interest in WFP's interventions and to remain committed to contributing their time and labour towards collective community outcomes

Outcome indicators

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index, reduced CSI

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

3. Provide assistance to at-risk and vulnerable communities to develop nutrition-sensitive and inclusive livelihood diversification opportunities that improve resilience to climate change and other risks (CAR-1.9: Actions to protect against climate shocks)

3.2 Communities have improved access to productive assets, diversified livelihoods and clean energy while restoring and protecting natural resources through nature-based solutions that enhance ecosystems, further nutrition outcomes and provide better market opportunities for women, persons with disabilities and other marginalized groups to support sustained development and their early recovery in the aftermath of crises (Output category A: Resources transferred. Output standard 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

3.2 Communities have improved access to productive assets, diversified livelihoods and clean energy while restoring and protecting natural resources through nature-based solutions that enhance ecosystems, further nutrition outcomes and provide better market opportunities for women, persons with disabilities and other marginalized groups to support sustained development and their early recovery in the aftermath of crises (Output category D: Assets created. Output standard 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

3.2 Communities have improved access to productive assets, diversified livelihoods and clean energy while restoring and protecting natural resources through nature-based solutions that enhance ecosystems, further nutrition outcomes and provide better market opportunities for women, persons with disabilities and other marginalized groups to support sustained development and their early recovery in the aftermath of crises (Output category E: Social and behaviour change communication provided. Output standard 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

3.2 Communities have improved access to productive assets, diversified livelihoods and clean energy while restoring and protecting natural resources through nature-based solutions that enhance ecosystems, further nutrition outcomes and provide better market opportunities for women, persons with disabilities and other marginalized groups to support sustained development and their early recovery in the aftermath of crises (Output category F: Smallholder farmers supported. Output standard 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

3.1 Food-insecure and climate-risk vulnerable communities have improved access to climate information and advisory services that enable them to improve their livelihoods and protect production, particularly of nutritious and healthy food (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.4 Food-insecure communities that face climate change and other risks have improved knowledge and access to national adaptive and shock-responsive social protection mechanisms and complementary actions on nutrition, gender equality and women's empowerment (Output category A: Resources transferred. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.4 Food-insecure communities that face climate change and other risks have improved knowledge and access to national adaptive and shock-responsive social protection mechanisms and complementary actions on nutrition, gender equality and women's empowerment (Output category D: Assets created. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.4 Food-insecure communities that face climate change and other risks have improved knowledge and access to national adaptive and shock-responsive social protection mechanisms and complementary actions on nutrition, gender equality and women's empowerment (Output category E: Social and behaviour change communication provided. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3.3 Smallholder farmers have increased capacity in agricultural production, post-harvest management and value addition and are linked to markets and financial services, leading to a reduction in post-harvest losses and improvement of their incomes (Output category A: Resources transferred. Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

3.3 Smallholder farmers have increased capacity in agricultural production, post-harvest management and value addition and are linked to markets and financial services, leading to a reduction in post-harvest losses and improvement of their incomes (Output category C: Capacity development and technical support provided. Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

3.3 Smallholder farmers have increased capacity in agricultural production, post-harvest management and value addition and are linked to markets and financial services, leading to a reduction in post-harvest losses and improvement of their incomes (Output category F: Smallholder farmers supported. Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

3.3 Smallholder farmers have increased capacity in agricultural production, post-harvest management and value addition and are linked to markets and financial services, leading to a reduction in post-harvest losses and improvement of their incomes (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals**SDG target 17.9: Capacity building**

Country strategic plan outcome 4: By 2027, national and subnational institutions and stakeholders in Sri Lanka have enhanced capacity to enable adaptive and resilient food systems to improve food security and nutrition

Outcome category: National programmes and systems are strengthened

Focus area: root causes

Assumptions

Sufficient government resources and staff to implement effective systems and local authorities support implementation and update of WFP's technical assistance

Outcome indicators

Emergency preparedness capacity index

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South–South and triangular cooperation support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Systems Approach for Better Education Results (SABER) school feeding index

Activities and outputs

Provide technical assistance, including the co-creation, piloting and use of digital technologies among government and other food security, nutrition and social protection actors at the national and subnational levels (SPS-1.10: Social protection sector support)

4.1 National and subnational disaster management and social protection institutions have enhanced gender, diversity and disability-sensitive capacity enabling them to better anticipate, prepare for, and respond to emergencies and crises in a coordinated manner (Output category A: Resources transferred. Output standard 4.2: Components of national emergency preparedness and response social protection and food systems are strengthened)

4.1 National and subnational disaster management and social protection institutions have enhanced gender, diversity and disability-sensitive capacity enabling them to better anticipate, prepare for, and respond to emergencies and crises in a coordinated manner (Output category C: Capacity development and technical support provided. Output standard 4.2: Components of national emergency preparedness and response social protection, and food systems are strengthened)

4.4 Food insecure groups, including pregnant and lactating women, children under 5 and school-age children (age 5–19), benefit from the enhanced capacity of national and subnational public, social and private sector institutions that have been strengthened with innovative tools to enable them to address malnutrition (Output category C: Capacity development and technical support provided. Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other Sustainable Development Goals)

4.2 The Government has strengthened capacity to develop and sustain risk informed climate change adaptation and local disaster risk management strategies and plans (Output category C: Capacity development and technical support provided. Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other Sustainable Development Goals)

4.3 National institutions, including civil society organizations and the private sector, benefit from enhanced capacity for data generation and analysis, including the use of co-created innovative tools and approaches and digital technologies that promote evidence-based decision making and align with data privacy and protection standards (Output category C: Capacity development and technical support provided. Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other Sustainable Development Goals)

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: WFP meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability**Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including protection from sexual exploitation and abuse

CC.2.2: Percentage of WFP country offices and units meeting or exceeding United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Percentage of country offices with a functioning community feedback mechanism

CC.2.4: Number of country offices with an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

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

CC.3.2: Percentage of food assistance decision making entity members who are women

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

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

ANNEX II

FOOD RATION (<i>g/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY									
	CSP outcome 1	CSP outcome 2		CSP outcome 3					
	Activity 1	Activity 2		Activity 3					
Beneficiary type	Crisis-affected population	Schoolchildren (5-10 years)	Schoolchildren (5-10 years)	Shock affected people - sub-activity 1	Shock affected people - sub-activity 2	Shock affected people - sub-activity 3	Shock affected people - sub-activity 4	Shock affected people - sub-activity 5	Shock affected people - sub-activity 6
Modality	CBTs	Food	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs	CBTs
Cereals		75							
Pulses		15							
Oil									
Salt									
Sugar									
Super Cereal									
Super Cereal Plus									
Micronutrient powder									
Total kcal/day		323							
% kcal from protein		11.8							
CBTs (<i>USD/person/day</i>)	2.07	-	0.28	2.07	2.07	2.07	2.07	2.07	0.83
Number of feeding days per year	30	40	20	60	30	150	150	90	90

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Rice	750	345 000
Lentils	150	138 000
Total (food)	900	483 000
Cash-based transfers		7 609 160
Total (food and cash-based transfer value)	900	8 092 160

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG 2 target 2.1/ WFP strategic outcome 1	SDG 2 target 2.2/ WFP strategic outcome 2	SDG 2 target 2.3/ WFP strategic outcome 3	SDG 17 target 17.9/ WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Root causes	
Transfers	724 907	8 492 292	17 816 717	9 098 633	36 132 549
Implementation	315 923	314 301	825 957	493 995	1 950 177
Adjusted direct support costs	136 745	1 180 554	2 392 617	1 256 046	4 965 963
Subtotal	1 177 576	9 987 148	21 035 291	10 848 675	43 048 690
Indirect support costs (6.5 percent)	76 542	649 165	1 367 294	705 164	2 798 165
Total	1 254 119	10 636 312	22 402 585	11 553 838	45 846 854

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
HGSF	home-grown school feeding
MCHN	maternal and child health and nutrition
NGO	non-governmental organization
NSMP	national school meals programme
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework