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Operational matters – Country strategic plans

For decision

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

Draft Indonesia country strategic plan (2026–2030)

Duration	1 January 2026–31 December 2030
Total cost to WFP	USD 10,170,922
Framework on accountability for results score*	2.9

* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

Executive summary

Indonesia, with the world's fourth largest population and Southeast Asia's largest economy, has made significant progress in poverty reduction and economic growth. As an upper-middle-income country, a Group of Twenty member and the Association of Southeast Asian Nations member with the largest economy, Indonesia has maintained steady growth over the past five decades. While advancing the country has advanced towards the Sustainable Development Goals national development targets, particularly in respect of food security and nutrition, persistent socioeconomic disparities, climate vulnerability and systemic barriers in social protection, health and nutrition programmes continue to challenge sustainable development.

Despite notable improvements, including a reduction in stunting rates from 27.7 percent in 2020 to 21.5 percent in 2024 and a decline in undernourishment, Indonesia continues to face the triple burden of malnutrition: undernutrition, overnutrition and micronutrient deficiencies. Food insecurity has decreased, with vulnerable districts dropping from 13.6 percent in 2020 to 12 percent in 2024, yet disparities in access to food persist. Food availability remains a challenge due to unstable food production and supply chain issues, especially in remote areas, resulting in unmet dietary needs. Overweight and obesity rates, particularly among women and girls, have risen, increasing the prevalence of non-communicable diseases. Micronutrient deficiencies remain widespread, affecting adolescent girls, pregnant and breastfeeding women and girls and young children. Limitations in data analysis and utilization at the subnational level further hinder the Government's ability to reach those most in need. Addressing these structural barriers is critical to ensuring resilient and sustainable progress in Indonesia's development trajectory.

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To support Indonesia's efforts, WFP proposes a five-year country strategic plan aligned with the Government's mid-term development plan for 2025–2029 and the United Nations sustainable development cooperation framework for Indonesia. The country strategic plan focuses on strengthening national and subnational food security, nutrition and disaster preparedness systems.

Outcome 1. By 2030, national and subnational programmes and systems in Indonesia are strengthened in ways that enable them to implement the Government's free nutritious meals programme and a national system for anticipatory action to mitigate the impact of weather-related risks and shocks among people at risk of food and nutrition insecurity.

To achieve this streamlined outcome, WFP will focus on two key activities:

- **Supporting the free nutritious meals programme:** WFP will assist the Government in designing, implementing and scaling this initiative, which aims to provide nutritious meals to over 80 million children and other people vulnerable to food and nutrition insecurity by 2029. Support will include enhancing menus, local food sourcing, supply chain efficiency and large-scale food fortification. WFP will also contribute to monitoring, evaluation and innovation to ensure that the programme delivers sustainable and high-quality nutrition outcomes.
- **Enhancing anticipatory action and disaster preparedness:** WFP will support the Government in integrating anticipatory action into disaster management systems. This will include strengthening early warning mechanisms, evidence-based planning and subnational response capacities. With the Government, WFP will also develop scalable models for localized anticipatory action, ensuring that vulnerable communities receive timely support before disasters strike. WFP will function as an enabler by working with national systems to strengthen them and by fostering multisectoral partnerships.

This country strategic plan for 2026–2030 will further advance WFP's position as a strategic partner in policy development, coordination and implementation, reinforcing its role as a trusted advisor to the Government. To support Indonesia's transition to a global humanitarian actor and position the country as a leader in the global South and in the search for hunger solutions, WFP will provide technical assistance, convene stakeholders and facilitate South–South knowledge exchanges.

Draft decision*

The Board approves the Indonesia country strategic plan (2026–2030) (WFP/EB.2/2025/7-A/4) at a total cost to WFP of USD 10,170,922.

* 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 and needs assessment

1. Indonesia, with a population of 282 million, is the fourth most populous country in the world.¹ Half of its inhabitants are aged under 40.² As the world's largest archipelago, Indonesia has over 17,000 islands spanning 1,904,569 sq. km.³ It is ethnically, religiously and linguistically diverse: 87.4 percent of Indonesians are Muslim,⁴ but the country also has significant Christian, Hindu, Buddhist and Confucian communities. While Indonesian is the official language, more than 700 local languages are spoken across over 1,300 ethnic groups.⁵
2. As an upper-middle-income country with the largest economy in the Association of Southeast Asian Nations (ASEAN) region, and a member of the Group of Twenty, Indonesia has demonstrated consistent economic growth, averaging 5 percent annually over the past five decades.⁶ Its economy is among the world's ten largest in terms of purchasing power parity,⁷ and it has achieved significant poverty reduction, with the percentage of its population living in poverty declining from 24 percent in 1999 to 9.3 percent in March 2024.⁸
3. Despite significant progress over the past decade, human development challenges persist, including inequality, the triple burden of malnutrition and gaps in access to education and healthcare. Reducing disparities – particularly between women, men, girls and boys – remains a challenge. Due to both geography and inequities, the country is highly vulnerable to the impact of weather-related shocks and geological hazards. This poses challenges to long-term stability and sustainable development and stability, with significant impact on food and nutrition security.⁹ Regional, age and urban-rural disparities in poverty reduction persist, with poverty rates ranging from below 5 percent in Jakarta to above 20 percent in Nusa Tenggara Timur, Papua and West Papua provinces. Although the rural population is only 44 percent of the total population, 55 percent of all poor people reside in rural areas.¹⁰
4. Women, disproportionately employed in the informal sector, are highly vulnerable to economic shocks.¹¹ Representing 39.4 percent of the workforce,¹² women face high maternal mortality rates, violence and economic barriers. Meanwhile, persons with disabilities face significant difficulty in accessing food assistance and other social safety net assistance. Notably, 30 percent of children with disabilities do not have access to education, and those enrolled are underserved.¹³
5. Macroeconomic risks in Indonesia have increased due to external shocks including the conflict in Ukraine, which disrupted food supply chains and increased inflation. Extreme weather associated with El Niño and La Niña climate phenomena has also affected staple crop production and pricing, especially with regard to rice. While Indonesia is not involved

¹ BPS Statistics Indonesia. 2024. [Mid-Year Population \(Thousand People\), 2022–2024](#).

² BPS Statistics Indonesia. 2020. [Population Census 2020](#) (in Indonesian).

³ United States Central Intelligence Agency. 2025. [The World Factbook – Indonesia](#).

⁴ Government of Indonesia data portal.

⁵ International Work Group for Indigenous Affairs. 2020. [Indonesia](#).

⁶ The Global Economy.com. 2025. [Indonesia: Economic Growth](#).

⁷ World Economics. 2024. [GDP Rankings: 2024](#).

⁸ BPS Statistics Indonesia. 2024. [Official Statistics News – Indonesia Poverty Profile in March 2024](#).

⁹ WFP (forthcoming). [Evaluation of Indonesia WFP Country Strategic Plan 2021–2025](#).

¹⁰ *Ibid.*

¹¹ World Economic Forum. 2024. [Annual Report 2023–2024](#).

¹² World Bank Group. 2024. World Bank data. [Labor force, female \(% of total labor force\)](#).

¹³ World Bank Group. 2024. [How Indonesia is Including Students with Disabilities in School in Rural Indonesia](#).

in large-scale conflict, local tensions and disaster-related displacement add to food insecurity. Despite producing staples like rice and maize, reliance on imports for key food items leaves the country exposed to global market shifts. Government subsidies and price controls help to stabilize food access and affordability.

6. Indonesia has made commendable progress in reducing food insecurity and malnutrition, lowering its stunting rate from 27.7 percent to 21.5 percent between 2020 and 2024, benefiting 1.4 million children under 5.¹⁴ The prevalence of undernourishment declined from 10.21 percent in 2022 to 8.27 percent in 2024.¹⁵ Despite national progress, food and nutrition insecurity persists at the subnational level in vulnerable regions due to geographic disparities, economic barriers, inequality, weather-related risks and hazards and accessibility challenges for persons with disabilities. Low-income households struggle to afford nutrient-rich foods, and smallholder farmers face production constraints. Eastern Indonesia and border regions report higher food insecurity and malnutrition rates: the region contains a disproportionately high share of the 112 districts and cities that reported stunting prevalence above 30 percent in 2024. While food availability has improved, there are significant geographic disparities in the share of the population who cannot afford a nutritious diet, ranging as low as 4 percent in Jakarta to as high as 53 percent in eastern regions.¹⁶
7. The Government has implemented targeted social protection programmes, including food assistance and price controls on staple goods, but gaps remain in efforts to reach all people at risk of food and nutrition insecurity. Barriers to access include bureaucratic inefficiency, lack of accessibility for persons with disabilities and insufficient coverage in remote areas.
8. Although Indonesia has reduced food insecurity rates, localized crises have emerged due to frequent droughts, floods and other extreme weather events that affect agricultural production and food prices. Indonesia's position on the Pacific Ring of Fire exposes it to frequent earthquakes, volcanic eruptions, floods and tsunamis.¹⁷ Indonesia is particularly vulnerable to sea-level rise given the size of the population living in coastal zones.¹⁸ Since 2019 over 26,000 disasters have been recorded.¹⁹
9. Constrained fiscal space and persistent regional inequities present challenges to the sustained delivery of government services and programmes at the subnational level. In Indonesia, resources are often centrally concentrated and implementation capacity at the subnational level remains limited. Regional disparities in supply chain efficiency affect the affordability of nutritious diets, further exacerbating food insecurity and malnutrition in remote and hard-to-reach areas.

¹⁴ Indonesia Ministry of Health. 2024. *Indonesian health survey (SKI) 2023* (in Indonesian).

¹⁵ BPS Statistics Indonesia. 2025. [Prevalence of Undernourishment \(Percent\), 2023-2024](#).

¹⁶ WFP. 2024. [Mind the Gap – Country Case Study: Indonesia](#).

¹⁷ WFP (forthcoming). *Evaluation of Indonesia WFP Country Strategic Plan 2021–2025*.

¹⁸ World Bank Group and Asian Development Bank. 2021. [Climate Risk Country Profile: Indonesia](#).

¹⁹ Geoportal Data Bencana Indonesia. [Data on disaster incidence](#) (in Indonesian).

2. National priorities and collective assistance

10. The inauguration of a new Government in October 2024 brought new priorities for Indonesia for the following five years. The Government's continued commitment to sustainable development has been codified in the country's mid-term development plan for 2025–2029.²⁰ The Government has prioritized economic growth and food security, with a particular focus on food sovereignty. Its strategic plans, including the national long-term development plan for 2025–2045,²¹ and the national action plan on food and nutrition for 2025–2029,²² emphasize food security and prioritize mitigating the impact of weather-related, geological and economic shocks, ~~particularly with regard to food security.~~
11. In January 2025, Indonesia launched a free nutritious meals programme (FNMP), which will be among the largest school meal initiatives in the world, reaching 83 million recipients by 2029; two thirds of recipients will be schoolchildren. In light of current programmes and progress, the Government has decided to accelerate the roll-out of the programme through the establishment of 30,000 kitchens, bringing forward the target deadline to December 2025. The FNMP is among eight priorities of the recently elected Government and will serve as a catalyst for food systems transformation. To that end a National Nutrition Agency has been established, reporting directly to the President. In addition, the mid-term development plan includes a commitment to fostering a ~~sustainable~~ nutritious food supply chain and scaling up food fortification, including rice fortification.
12. The FNMP will procure a variety of food items from local value chain actors, which will stimulate local economies and create jobs in smallholder agriculture, farming and fisheries, especially in rural areas. The timely and efficient delivery of meals requires localizing a predictable, high quality and stable supply chain at all levels of governance, from the national and subnational to the level of individual schools. In addition, the inclusion of fortified rice in the programme will enhance the nutritional value of meals without altering local sourcing priorities.
13. Part of the Government's continued prioritization of disaster response and preparedness, efforts to enhance the coverage of the disaster early warning system are a crucial aspect of anticipatory action aimed at reducing the impact of disasters. This commitment is stipulated in the mid-term national development plan for 2025–2029 and is being implemented by several technical agencies²³ that play significant roles in reducing the impact of disasters by taking action to save lives before disasters unfold. Indonesia's disaster management agency has also endorsed ASEAN's anticipatory action framework, demonstrating its commitment to greater alignment with regional priorities.
14. Given Indonesia's decentralized governance structure, national frameworks must be tested and implemented effectively at the subnational level. This ensures that policies such as the national disaster contingency plan translate into outcomes across diverse regions and populations. Integrating anticipatory action into subnational contingency plans will help the Government to identify human, financial and policy resources during annual disaster response planning.

²⁰ Government of Indonesia. 2025. *National mid-term development plan for 2025–2029*.

²¹ Government of Indonesia. 2025. *National long-term development plan for 2025–2045*.

²² Government of Indonesia (forthcoming). *National action plan on food security and nutrition for 2025–2029*.

²³ These agencies include the National Agency for Disaster Countermeasures, the Meteorological, Climatology, and Geophysical Agency, the Ministry of Home Affairs, the Ministry of Social Affairs, the Ministry of Villages and Development of Disadvantaged Regions and the Ministry of Environment.

15. The success of the FNMP is closely tied to anticipatory action. While the two areas are distinct, their interconnection is vital. Weather-related and geological shocks can disrupt food production and supply chains. The impact of such disruption can be mitigated through anticipatory action that makes the FNMP more resilient and more effective in delivering meals during times of crisis.
16. Indonesia is an active participant in global alliances, such as the global School Meals Coalition established at the 2021 United Nations food systems summit, the Scaling Up Nutrition Movement and other food systems and hunger and poverty initiatives. Through those multisector platforms WFP, in partnership with the Government, can leverage Indonesia's roles in the Group of Twenty, ASEAN and the "BRICS" group of countries²⁴ to advance national priorities in food systems and disaster preparedness and response.
17. Within Indonesia, South-South and triangular cooperation is a government priority, as reflected in the annual workplans of the Ministry of Foreign Affairs and the Ministry of the State Secretariat. This underscores Indonesia's long-term interest in engaging with broader regional and global ecosystems.
18. This country strategic plan (CSP) is aligned with the United Nations sustainable development cooperation framework (UNSDCF) for Indonesia, which provides a broad strategic umbrella that guides development efforts in the country. WFP is strategically positioned to contribute to achieving national priorities and coordinates with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Children's Fund, the United Nations Population Fund, the United Nations Office for the Coordination of Humanitarian Affairs and Global Pulse, especially in leveraging partnerships in the focus areas of disaster resilience, anticipatory action and the FNMP.

3. WFP's comparative advantage, capacity and ability in Indonesia

19. Building on WFP's 50-year presence in Indonesia, the CSP for 2021–2025 solidified the organization's position as a trusted partner and source of technical assistance, capacity strengthening and evidence-based policy engagement. WFP is recognized by the Government for its contributions to advancing food security, disaster response and preparedness, nutrition and resilience building. Moreover, WFP's strategic advantage in bringing global best practices to bear upon national systems, particularly at the confluence of anticipatory action, livelihoods and food security, is recognized and will be leveraged in the implementation of the CSP for 2026–2030.
20. WFP's comparative advantages in Indonesia are rooted in its global, regional and national expertise in strengthening national systems, data analysis, food security and vulnerability mapping, anticipatory action and supply chain and logistics systems. Leveraging these strengths, the CSP for 2021–2025 resulted in improved methodologies and better use of food security data analysis to inform government planning of food security interventions.
21. Highlighting WFP's strong alignment with the Government's priorities, an evaluation of the 2021–2025 CSP provided critical insights that have informed the design of this CSP for 2026–2030.

²⁴ BRICS stands for Brazil, the Russian Federation, India, China and South Africa, but other countries including Egypt, Ethiopia, Indonesia, the Islamic Republic of Iran, Saudi Arabia and the United Arab Emirates participate in this group.

22. WFP has successfully built partnerships with government agencies, international organizations and other stakeholders, ensuring that food security commitments and performance indicators were integrated into Indonesia's medium-term national development plans. WFP's technical assistance enabled the integration of anticipatory action into Indonesia's disaster response framework and system. This was achieved in close partnership with national agencies, including the ~~national agency for disaster countermeasures~~National Disaster Management Authority and the Meteorological, Climatology and Geophysical Agency.
23. Leveraging its national, regional and global expertise, WFP has partnered with the Government in support of the design and launch of the FNMP. This large-scale government programme, which is intended to cover over 83 million people by 2029, will continue to catalyse the transformation of Indonesia's food systems in order to end hunger.
24. The evaluation of the CSP for 2021–2025 identified challenges in securing long-term funding, ensuring sustained political will and addressing geographic disparities in food security. The new CSP design therefore emphasizes ~~sustainable~~, localized, cost-effective scalable models built through a variety of partnerships.
25. WFP has the capacity to help the Government strengthen its ability to address unmet needs and gaps in assistance, particularly in marginalized and hard-to-reach locations. WFP's expertise in developing scalable models for national programmes in areas such as school meals and anticipatory action will be extended to the subnational level to support the Government in the development of demonstration models in remote areas for learning and scale-up.
26. Through its engagement with the School Meals Coalition and other policy-driven platforms, WFP is well positioned to assist in designing large-scale food and nutrition programmes adapted to Indonesia's national systems, the country's needs and government demand.
27. WFP's ability to work at both the national and subnational levels allows it to complement and leverage the contributions of other international organizations, including other United Nations entities, and non-governmental actors.

4. Strategic positioning, programme priorities, and partnerships

Country strategic plan direction and intended impacts

28. Anchored in the Government's commitments set out in the mid-term development strategy and Vision for Golden Indonesia 2045, the CSP sets out WFP's contributions to the scale-up of the FNMP and national systems designed to mitigate the impact of weather-related and geological shocks.
29. Under the CSP, WFP will continue to pilot evidence-based demonstration models in hard-to-reach areas, with decisions made in collaboration with government authorities at the subnational level used to inform national policy dialogue. While WFP will provide technical assistance through government structures and programmes, the organization will retain an operational presence in Kupang, guiding cost-efficient planning to address that region's high food insecurity, poverty and inequality. Throughout this work, WFP will use data-driven assessments aligned with government priorities to complement its efforts.
30. WFP will adapt development initiatives to local circumstances, optimizing the supply chains essential for the implementation of national programmes. To this end WFP will expand its multisectoral partnerships and make use of global and national expertise to enhance sustainability and impact.

31. This CSP brings complementarity and focus to areas of WFP technical assistance aligned with the Government's commitment to, and prioritization of, the FNMP, anticipatory action and disaster risk management. More broadly, the CSP represents an evolution and deepening of WFP's operating model for its work in upper-middle-income countries.
32. The CSP will position WFP as an enabling actor structured and resourced to reach beneficiaries indirectly at scale. The design of the CSP will enable WFP to convene stakeholders and coordinate, co-design, implement and monitor policies and programmes, reinforcing its position as a trusted and strategic technical partner. WFP will offer its expertise to inform policy, regulatory and resourcing decisions, contributing to the transformation of national systems in order to reach the people most vulnerable to weather-related and geological hazards and the triple burden of malnutrition.

Programme integration

33. The integrated design of the CSP will enable WFP to work across the sectors of disaster preparedness, nutrition, safety net programming, education and health to contribute to food system transformation. It is structured to enhance existing government systems and foster cross-sectoral collaboration.
34. The CSP takes an integrated approach to capacity strengthening to improve food security and nutrition, with a focus on ~~sustainable~~ supply chains, anticipatory action, disaster preparedness and the scale-up of the FNMP. This integration will enhance the accessibility, affordability and consumption of healthy diets, fostering improved food and nutrition outcomes in those most vulnerable to food insecurity, malnutrition and shocks.

Strategic engagement with partners

35. WFP will operate under its general agreement with Indonesia's national development planning agency. Partnership agreements and joint work plans with the Ministry of Foreign Affairs, the Coordinating Ministry for Food Affairs and the Coordinating Ministry for Human Development and Cultural Affairs will enhance this approach. In addition, WFP will continue its longstanding partnership with the ~~national agency for disaster countermeasures~~ National Disaster Management Authority, with a strategic focus on integrating anticipatory action and adaptation into Indonesia's disaster preparedness and resilience response mechanisms.
36. To support the operationalization and scale-up of the FNMP, collaboration will continue with the National Nutrition Agency, newly established in 2024. Complementing these partnerships, WFP will extend its agreements with the national food agency (critical for scaling up large-scale food fortification and cooperation with state-owned enterprises); the Ministry of Education; the Ministry of Health; the Ministry of Social Affairs; the Meteorological, Climatology and Geophysical Agency; and the Ministry of Home Affairs. At the subnational level WFP will also continue to work with the Ministry of Agriculture.
37. Indonesian academic and civil society organizations are influential government partners that shape large-scale programmes. WFP will deepen its partnerships with these organizations to co-develop evidence-based, scalable models for interventions, in line with its localization policy and emphasizing national ownership, local leadership and community-informed interventions. WFP will maximize the potential of civil society partners to provide context-relevant development expertise and national expertise to generate evidence for systemic change. WFP will engage the private sector – essential to food system transformation – as a critical technical and resource partner. These partnerships will accelerate the scale-up of models, enhance food security and nutrition and reinforce local and national capacity.

38. WFP will engage with international financial institutions such as the Asian Development Bank, the Islamic Development Bank and the World Bank and will explore opportunities for multi-year funding with government donors, particularly those prioritizing school meals in their international development initiatives.
39. WFP will collaborate with other United Nations entities and engage in joint programming in order to foster greater efficiency, eliminate duplication and maximize impact. Its collective efforts with these partners will contribute to the achievement of the UNSDCF objectives that feed into the achievement of national priorities.
40. Indonesia's membership of the School Meals Coalition will help further enhance partnerships for the Government and local stakeholders in support of the effectiveness and expansion of school meal programmes across the country. WFP will also be key in South-South and triangular cooperation, working closely with the Ministry of the State Secretariat to facilitate knowledge exchange and scale up successful interventions.
41. In partnership with the Ministry of Foreign Affairs WFP will leverage Indonesia's membership of the Group of Twenty and ASEAN to address food and nutrition insecurity and improve food systems in Indonesia.

Country strategic plan outcomes and activities

Country strategic plan outcome 1: By 2030, national and subnational programmes and systems in Indonesia are strengthened in ways that enable them to implement the Government's free nutritious meals programme and a national system for anticipatory action to mitigate the impact of weather-related risks and shocks among people at risk of food and nutrition insecurity

42. This CSP outcome will be achieved through two activities. The first centres on the FNMP, including its intersection with other national and subnational food security and nutrition programmes. The second is anchored in integrating anticipatory action into Indonesia's disaster preparedness and response system to mitigate the impact of extreme weather and geological events on food systems. WFP will use its technical expertise and resources to further strengthen capacity at the national and subnational levels through convening, coordination, joint design, implementation, monitoring and evaluation.
43. The Government's prioritization of the rapid scale-up of the FNMP will catalyse sustainable improvements in nutrition, education and human capital outcomes. Recognizing the interconnectedness of development outcomes, including the critical role that water, sanitation and hygiene play in ensuring food safety, promoting health and supporting nutrition and education outcomes, WFP will use its resources, expertise and cross-sector collaboration, including through the School Meals Coalition, to support the Government in achieving sustainable national coverage of the FNMP.
44. WFP will continue to deepen its partnership with the Government to develop evidence-based, scalable models of anticipatory action that strengthen existing government-led disaster management coordination mechanisms (such as clusters), policies, programmes and resource allocation to mitigate the impact of weather-related and other shocks.
45. WFP will support the Government in the development of a resilient and, efficient and sustainable food supply chain framework that reflects national food system transformation goals and food self-sufficiency targets. This framework will also serve as a technical guide for the FNMP, ensuring that supply chains can deliver nutritious meals to children nationwide. Enhancing food supply chains will further strengthen Indonesia's disaster response capacity and improve its long-term food security and nutrition outcomes.

Activity 1: Provide capacity strengthening to national and subnational stakeholders for the coordination, joint design, implementation and monitoring and evaluation of policies, programmes and scalable models (including for large-scale food fortification) for the Government's free nutritious meals programme

46. WFP will work with national and subnational actors to ~~build~~**strengthen** their capacity to effectively design, develop and scale up the FNMP. Technical assistance will strengthen monitoring and evaluation systems, with studies conducted jointly with stakeholders to guide the programme's implementation, cost-effectiveness and advocacy. WFP will facilitate the development of and provide technical support for a national innovation and learning platform to share best practices from around the world and promote digital and operational innovations for supply chain optimization, cost effectiveness and monitoring and evaluation systems.
47. WFP will use its technical expertise and assistance to co-design context-specific models for delivering school meals through the Government's FNMP in remote and hard-to-reach areas. These models will illustrate potential savings and cost efficiencies across the value chain. A key part of this exercise will involve engaging communities and establishing links with smallholder farmers, including women smallholder groups. WFP will collaborate with relevant ministries to foster direct relationships with farmers and suppliers, create farm-to-kitchen links, provide training on food safety and quality along the supply chain, support sustainable practices and align procurement with menu planning and nutrition goals.
48. Evidence generated from modelling will inform national and subnational regulatory frameworks, resource allocation and national standards and operating guidelines, improving programme effectiveness, efficiency and sustainability. Technical assistance will be provided to facilitate the design of national and subnational protocols for menu planning, optimizing dietary diversity, social and behaviour change, nutritional value, cost-efficiency and local sourcing. WFP will help to design a cost-efficient localized supply chain framework that includes value chain analysis, food safety, sourcing, logistics and distribution networks, all while minimizing environmental impact in order to increase programmatic savings.
49. WFP will provide technical assistance to improve the availability and affordability of post-harvest fortified rice through the FNMP and the retail market, leveraging private sector engagement. This initiative will enhance the nutritional value of the food provided through the programme, ensuring that more children have access to nutrient-rich meals. Through partnerships with the national food agency, state-owned enterprises (such as *Badan Urusan Logistik*, the Indonesian national logistics agency) and local suppliers, fortified rice can be incorporated in the FNMP, without altering local sourcing priorities, while ensuring that the meals provided through the programme meet critical micronutrient requirements.
50. With capacity strengthening and advocacy support from WFP, the school meal programme component of the FNMP is designed to advance equality by providing nutritious meals to all children, including children with disabilities. The Government's work on the FNMP, including the provision of school meals, will improve coverage in remote areas that are currently underserved by existing social protection programmes. WFP will partner with organizations of persons with disabilities to support the Government in enhancing its standard operating procedures for school meals to improve participation and access to school meals. This will also support persons with disabilities, particularly women with disabilities, in participating in targeted nutrition programmes within the FNMP. By linking the school meal programme and anticipatory action through advocacy, capacity strengthening and policy support, WFP will promote access to resources, empowering communities vulnerable to shocks to meet their needs before shocks or disasters occur.

51. WFP will further support the FNMP through its role as the grant agent for the newly established technical assistance facility of the Global Partnership for Education. Chosen because of its global expertise in school meals, WFP will play a coordinating role among partners and activities with the aim of enhancing education through school meals. WFP will support South-South and triangular cooperation according to demand, facilitating the direct exchange of knowledge, experiences, skills and resources between Indonesia and other countries involved in the nutritious meals sector. WFP has been crucial in supporting Indonesia's School Meal Coalition membership, which unlocks access to expertise and resources, including best practices, that can enhance Indonesia's school meals programme.

Activity 2: Provide capacity strengthening to national and subnational stakeholders for the coordination, joint design, implementation and monitoring and evaluation of policies, programmes and scalable models, especially for anticipatory action, emergency preparedness and response, early warning systems and disaster risk management

52. The Government has demonstrated remarkable leadership in emergency preparedness and response and disaster risk management. By continually adapting the country's laws, policies and institutions it has enhanced its ability to plan for and respond to disasters. WFP will continue to work closely with government ministries and United Nations partners on overall disaster management, facilitating coordination and sharing global and regional best practices. WFP will ground its support in independent advice on integrating anticipatory action approaches into Indonesia's regulatory framework and implementation mechanisms. In this evolving role, WFP's contributions will be crucial, ensuring that Indonesia is better equipped to anticipate the complex risks it faces.
53. WFP will provide technical assistance to support the Government in improving the existing disaster management system and expanding its framework and resource allocation for preparedness and response. WFP will support the Government in efforts to build its evidence-based anticipatory action approach. WFP will collaborate with partners and stakeholders to consolidate lessons learned; this will enhance the Government's capacity to anticipate, prepare for and respond to weather-related shocks that affect food security and nutrition, thus reducing the impact of such shocks and strengthening resilience.
54. At the subnational level (with a focus on hard-to-reach areas), WFP will develop context-specific models for anticipatory action focusing on the people most vulnerable to the impacts of weather-related shocks. Through its technical assistance and differentiated approaches, WFP will ensure that those most at risk of being left behind (rural communities, older persons, women and persons with disabilities) are adequately captured in local anticipatory action models, in early warning messaging and in training with community disaster management resilience volunteers. WFP will continue to engage with organizations of persons with disabilities through workshops, focus group discussions and technical consultations in order to incorporate their voices, needs and priorities into contingency planning and early action protocols. Through existing government structures, including clusters and working groups, evidence will be generated from the operationalization of anticipatory action mechanisms such as the Action in Response to Early Warning mechanism at the subnational level. Modelling efforts, combined with ~~associated~~ capacity strengthening through training and community network support, will ensure that early ~~action is taken~~ actions are implemented efficiently and can be scaled ~~at up to~~ the provincial and national levels, resulting in more resilient communities. Such approaches will be reflected in anticipatory action guidelines and protocols to further strengthen community participation mechanisms.
55. WFP will provide technical assistance to the Government in efforts to improve the integration of early warning system triggers and communication mechanisms, enhancing

the operationalization of anticipatory action systems. Strengthening these early warning systems will enable the Government to better forecast and respond to impending ~~weather-~~ related threats, ensuring that timely action is taken to protect vulnerable people before disasters strike. This work will include the use of scientific impact analysis to inform decision making in the preparation of development planning documents at the subnational level.

56. WFP will assist the Government in contributing to, and benefiting from, regional and global platforms on anticipatory action and resilience. By engaging in these platforms, Indonesia will gain access to valuable knowledge, resources and best practices while sharing its experiences and lessons learned. This collaborative approach will enhance the effectiveness of Indonesia's anticipatory action systems and help position the country as a leader in disaster risk reduction.

Alignment with national priorities

57. WFP will align its programmes with Indonesia's national development goals and contribute to the vision of a "Golden Indonesia" – a resilient, equitable and prosperous nation – by 2045. Anchored in the national medium-term development plan for 2025–2029, the CSP will support the Government in transforming food systems and contributing to ending hunger. This will include efforts to strengthen the FNMP and enhance disaster preparedness, response and mitigation.
58. WFP's support of the FNMP is directly aligned with priority 4 of the national medium-term development plan for 2025–2029, while the CSP's focus on enhancing disaster preparedness, response and mitigation is aligned with priority 8. The national medium-term development plan is a key step towards achieving the ambition set out in the national long-term development plan for 2025–2045 of making Indonesia a developed, resilient and high-income nation by 2045. It prioritizes economic growth, human capital, infrastructure, disaster resilience and adaptation, with the aim of ensuring sustainable and inclusive development for future generations.
59. Key priorities of the mid-term plan include strengthening disaster governance, enhancing investment in disaster risk reduction and building post-disaster social and economic resilience, all of which are critical to achieving Indonesia's national goal of disaster resilience and sustainability as outlined in its disaster response masterplan for 2020–2044.
60. WFP's CSP is fully aligned with the new UNSDCF – in particular outcome 1, which emphasizes human development and corresponds to priorities 1, 4, 6 and 7 of the medium-term development plan, and outcome 2, which focuses on nature, decarbonization and resilience, aligning with priorities 2, 6, and 8 of the national medium-term development plan.

5. Prioritization and sustainability

Prioritization approach

61. Given that Indonesia is classified as an upper-middle-income country, WFP's resourcing strategy for the CSP is diverse, incorporating multilateral contributions, innovative United Nations funding mechanisms, host government contributions and private sector investments.

62. ~~Ongoing Indonesia's approach to~~ multilateral support is essential to addressing Indonesia's vulnerability engagement is time-bound, strategic and firmly aligned with its national priorities and development goals. Under this CSP, multilateral partnerships will be leveraged to address specific vulnerabilities, such as weather-related shocks and achieving broader development goals, through targeted, results-oriented collaboration. This CSP is expected to be fully funded in its first year, largely thanks to reflecting strong donor interest in the FNMP, particularly on the part of from the private sector. WFP's leadership in the School Meals Coalition enhances and its strategic partnerships enhance its ability to mobilize resources, especially as Indonesia becomes a regional priority. This targeted support aligns with increased backing from international financial institutions for Indonesia's approach and support is catalytic and complementary, reinforcing Indonesia's leadership and self-reliance as the country advances its education and nutrition initiatives, underscoring WFP's critical role in advancing line with national development objectives.
63. The CSP is driven by the Government's priorities and resource allocation, ensuring alignment with national development goals. Priority is given to people affected by extreme weather events, economic shocks and structural inequality in locations where food security and nutrition disparities are most acute. WFP supports the Government in identifying and targeting these populations through data-driven analysis, including food security assessments and early warning systems. Special emphasis is placed on improving subnational capacity because many food security challenges are local and therefore require local solutions.
64. In the event of funding challenges, WFP will re-prioritize its strategic portfolio based on Government needs and demand in relation to the organization's mandate, while increasing resource mobilization efforts to bridge any gaps.

Sustainability and transition strategies

65. This CSP will build on substantial investments by WFP, the Government and partners by embedding technical expertise and policy improvements within existing national systems. It will leverage past gains in food security, disaster preparedness and school meal programmes through capacity strengthening, policy integration and the institutionalization of best practices. This will enhance sustainability and enable WFP to evolve its role in response to national priorities and capacities and the changing development landscape.
66. The success of the CSP hinges on strong government ownership, ongoing inter-agency coordination, and financial and policy commitment to national development priorities, particularly in respect of food and nutrition security. WFP assumes that these conditions will persist; however, any change in that regard could stall progress, erode institutional gains and compromise programme effectiveness.
67. To mitigate risks, WFP employs phased and ongoing transition planning, continuous capacity assessments and stakeholder engagement. A comprehensive transition strategy underpins the CSP, aligning milestones such as policy adoption, system integration and the scale-up of subnational models with government development plans. Sustainability and transition planning are further supported by embedding anticipatory action mechanisms and evidence-based policymaking into national structures.
68. Between now and 2030, WFP will progressively narrow its role, guided by the transition strategy, with a focus on national ownership. ~~Localization~~ Support for ongoing localization efforts and strong local leadership will be central to this, through partnerships with local governments, civil society, local private sector actors and research institutions promoting community-driven solutions and inclusive governance.

ANNEX I

SUMMARY LINE OF SIGHT OF THE COUNTRY STRATEGIC PLAN FOR INDONESIA (2026–2030)	
Goal	Ending hunger
Target	End malnutrition
Focus area	RESILIENCE BUILDING
CSP outcome	CSP outcome 1: By 2030, national and subnational programmes and systems in Indonesia are strengthened in ways that enable them to implement the Government's free nutritious meals programme and a national system for anticipatory action to mitigate the impact of weather-related risks and shocks among people at risk of food and nutrition insecurity.
Activities	Activity 1: Provide capacity strengthening to national and subnational stakeholders for the coordination, joint design, implementation and monitoring and evaluation of policies, programmes and scalable models (including for large-scale food fortification) for the Government's free nutritious meals programme.
	Activity 2: Provide capacity strengthening to national and subnational stakeholders for the coordination, joint design, implementation and monitoring and evaluation of policies, programmes and scalable models, especially for anticipatory action, emergency preparedness and response, early warning systems and disaster risk management.

ANNEX II

Monitoring, evaluation, evidence and risk management

Monitoring, evaluation and evidence generation arrangements

1. Evidence generation activities for this CSP will be led by the Analysis, Planning and Performance team, which is responsible for monitoring programme performance and the alignment of results with WFP's strategic objectives. WFP will rely primarily on government-generated data to inform its monitoring and evaluation processes, focusing on strengthening existing national systems instead of collecting primary data on food security, market prices or nutrition. Joint monitoring and evaluation efforts with government agencies, other United Nations entities and other partners are critical to ensuring that data collection and analysis are responsive to government priorities at the national and subnational levels. A combination of quantitative secondary data and qualitative primary data, including case studies, will enrich the evidence base.
2. WFP will conduct a mid-term review of the CSP after two years of implementation, followed by an evaluation in the fourth year. WFP will also initiate a decentralized evaluation in the second year, focusing on the impact of technical assistance and capacity strengthening for the FNMP. These reviews and evaluations will inform adjustments in CSP implementation, partnership frameworks and transition strategies, allowing WFP to respond to emerging challenges.
3. Data from monitoring and evaluation will be systematically analysed to inform decision-making and facilitate course corrections under the CSP. This evidence will not only assist WFP but also help partners in achieving shared development goals.
4. The overarching evidence generation strategy involves collaborating with academic and research organizations and government agencies to address critical gaps in knowledge while supporting data-driven policymaking. Work will include an assessment of WFP's contributions to the Government's emerging anticipatory action system and, if requested by the Government, a joint impact assessment of the school meals component of the FNMP.
5. To address critical gaps in evidence regarding food security and nutrition needs, WFP will invest in targeted research and capitalize on existing large datasets. Evidence generation will explore ~~sustainable~~ supply chains for nutritious foods, the effectiveness of anticipatory action systems and the operationalization of the FNMP, along with post-harvest fortified rice consumption patterns. Through these strategic activities WFP implement the CSP in an informed and responsive way.

Risk management and mitigation measures

6. WFP manages risk in a systematic and proactive manner by identifying, addressing and monitoring risks that could affect its operations. The country office in Indonesia maintains a risk register in order to track and mitigate risks, ensuring timely interventions and adaptive programming. Below are the key risks and corresponding mitigation measures identified with regard to the implementation of the CSP.
7. *Strategic risks.* The success of the CSP depends on its continued alignment with Indonesia's development priorities. Risks such as shifting political agendas, economic volatility and weather-related or geological hazards could reduce fiscal space, weakening national support for school meals and disaster preparedness. In addition, capacity limitations, fragmented coordination and changing government expectations may hinder the implementation of the CSP. WFP will address this by strengthening strategic partnerships with government agencies, donors and multilateral actors to promote shared accountability

and policy continuity. Engagement with the School Meals Coalition and similar platforms will help to sustain political momentum and commitment.

8. *Operational risks.* Operational risks include the potential for sexual exploitation and abuse in the delivery of national and subnational programmes, with severe impacts on the safety and dignity of affected people, particularly women and children. To mitigate these risks, measures designed to prevent and respond to sexual exploitation and abuse will be integrated into partnerships and accountability mechanisms will be established.
9. *Fiduciary risks.* Fiduciary risks, such as fraud, misappropriation of resources and inefficiency on the part of cooperating partners, can compromise the integrity and effectiveness of WFP supported interventions. To address these risks, WFP will enhance internal control systems and financial oversight across its operations. It will also conduct thorough due diligence processes for all vendors and implementing partners to ensure accountability and compliance. In parallel, WFP will expand training opportunities in relation to anti-fraud, anti-corruption and financial management practices for staff and partners to promote a culture of transparency and sound stewardship of resources.

Social and environmental safeguards

10. In line with WFP's environmental policy and sustainability framework the CSP will be designed to empower women and persons with disabilities.
11. WFP will also support the Government's commitment to reducing food loss and waste in the FNMP by adopting best practices in environment-smart schools and waste management.
12. In addition, accountability and protection mechanisms emphasizing people-centred approaches and robust monitoring of government-administered programmes will be embedded in the design and implementation of the CSP.

ANNEX III**Country portfolio needs budget and cost breakdown by CSP outcome (USD)**

TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET (USD)							
CSP outcome	Activity	2026	2027	2028	2029	030	Total
1	1	1 632 744	1 629 808	1 008 748	1 311 897	665 722	6 248 920
	2	1 071 901	1 248 052	738 737	524 516	338 795	3 922 002
Total		2 704 646	2 877 860	1 747 486	1 836 414	1 004 517	10 170 922

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)		
	WFP strategic outcome 2	Total
	CSP outcome 1	
Focus area	Resilience building	
Transfers	5 280 643	5 280 643
Implementation	2 375 528	2 375 528
Direct support costs	1 893 991	1 893 991
Subtotal	9 550 162	9 550 162
Indirect support costs	620 761	620 761
Total	10 170 922	10 170 922

ANNEX IV

Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).¹

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

¹ As mandated by the 2016 [Policy on country strategic plans](#).

Acronyms

ASEAN	Association of Southeast Asian Nations
CSP	country strategic plan
FNMP	free nutritious meals programme
UNSDCF	United Nations sustainable development cooperation framework

Revision mode