

INDONESIA
COUNTRY STRATEGIC PLAN (2017–2020)



DRAFT

Informal Consultation

5 September 2016

World Food Programme
Rome, Italy

Executive Summary

Economic growth over the past decade has halved the percentage of Indonesia's population living in hunger and extreme poverty. Achieving food security and improved nutrition for all Indonesians is possible, particularly if the Government's capacity to address malnutrition, adapt to climate change and prepare for disasters is augmented.

Food sovereignty and nutrition are central to the National Medium-Term Development Plan (2015–2019). The Government seeks WFP's support for two of its five priorities: improving nutrition and the quality of food, and mitigating the effects of disasters on food security.

This Country Strategic Plan (2017–2020), setting out WFP's proposed support to the Government of Indonesia, is based on a strategic review of food security and nutrition by a national research institute, incorporating feedback from the Government, civil society, the private sector and development partners. The Government, the strategic review and the country portfolio evaluation (2009–2013) recommended that WFP discontinue direct food distributions, except in a Level 3 emergency response, and focus on policy advice, capacity development and knowledge-sharing to support the Government's investments in food security, nutrition and emergency preparedness.

With the aim of reducing the number of severely food-insecure people by 11 million, this Country Strategic Plan will implement four activities to achieve three strategic outcomes.

Strategic Outcome 1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach.

- Activity 1: Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes (Strategic Objective 3/Strategic Result 1).

Strategic Outcome 2: An increased percentage of Indonesian consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019.

- Activity 2: Promote balanced diets to address undernutrition and overweight.
- Activity 3: Improve the efficiency and nutrition impact of national social protection programmes.

Strategic Outcome 3: Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters.

- Activity 4: Enhance emergency preparedness and response through the establishment of an integrated network of logistics hubs.

WFP will work with a wide range of actors to deliver these strategic outcomes. WFP's primary partner is the Government. WFP will also cooperate and coordinate with FAO, IFAD, UNICEF, the United Nations Secretary-General's Global Pulse data initiative, the Office for the Coordination of Humanitarian Affairs (OCHA), the SUN network, local and international civil society and media organizations, the Association of South Asian Nations Humanitarian Agency and the Office of United States Foreign Disaster Assistance.

This Country Strategic Plan is aligned with strategic results 1, 2, and 4 under WFP's Strategic Plan (2017–2021) and Sustainable Development Goals 2 (end hunger, achieve food security and improved nutrition, and promote sustainable agriculture) and 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development). It was designed in accordance with the United Nations Partnership for Development Framework. This Country Strategic Plan (2017–2020) has a gender marker code of 2a.

Country Analysis

Context

1. Indonesia is a lower-middle-income country with a population of 250 million people. It is ranked 110th of 188 countries in the 2015 human development index and 57th of 104 in the 2015 global hunger index. It achieved Millennium Development Goal 1 by halving the percentage of its population living in extreme poverty and hunger by 2015. The Food and Agriculture Organization of the United Nations (FAO) projects that the prevalence of undernourishment will decline to 7.6 percent in 2014–2016, from 19.7 percent in 1990–1992. Most indicators of economic growth, life expectancy and education are positive, but malnutrition – particularly stunting – is still widespread.
2. In 2000–2014, Indonesia’s economy grew by an average of 5.5 percent per year to become the largest in Southeast Asia; inequality as measured by the Gini coefficient also rose from 0.31 in 2003 to 0.41 in 2013. In 2014, 28 million people lived in poverty. The proportion of people living in poverty declined from 18.2 percent in 2002 to 10.9 percent in 2014, but the rate of reduction declined from 7 percent in 2007 to 5 percent in 2013.¹ Poverty rates among households headed by men fell faster and further than those in households headed by women.
3. Progress in human development has been slower than economic development: in 2014 only 1.1 percent of gross domestic product was spent on health and 1.2 percent on social protection – less than other countries in the region. One third of the population has no access to safe drinking-water or sanitation.²
4. Indonesia is approaching its target of 100 percent enrolment in primary education, with 92 percent of boys and 93 percent of girls enrolled in 2012, but girls have significantly higher drop-out rates than boys, especially at the secondary level. Reasons include early marriage, financial and cultural constraints. In remote rural areas, 6.8 million children, mostly of secondary school age, do not attend school.
5. Indonesia ranks 110th of 155 countries in the gender inequality index.³ Maternal mortality, child marriage and unequal access to productive assets affect the nutrition and food security of the most vulnerable women, men, boys and girls. Gender equality is promoted, and measures to empower women include those in the new commitments to achieve the Sustainable Development Goals (SDGs).
6. Net official development assistance (ODA) decreased from USD 1.0 billion in 2009 to USD 53.3 million in 2013; grant ODA was steady at USD 1.4 billion over the same period. The Government is working towards more equal partnerships with development partners. It has indicated that it will contribute counterpart funding to activities that address its development priorities and is seeking a legal mechanism for making direct contributions to United Nations programmes in Indonesia. A mid-term review will consider whether WFP needs to re-evaluate the feasibility of its presence in the country.

Food and Nutrition Security

7. Indonesia’s score in the global hunger index of the International Food Policy Research Institute fell from 25.3 in 2000 to 22.1 in 2015; Malaysia, Thailand and Viet Nam reduced food insecurity faster and to lower levels.

¹ Central Bureau of Statistics.

² Ministry of Health. 2014. Basic Health Survey, 2013. (*Riset Kesehatan Dasar (Riskesdas)* in Bahasa Indonesian); available at <http://terbitan.litbang.depkes.go.id/penerbitan/index.php/blp/catalog/book/64>.

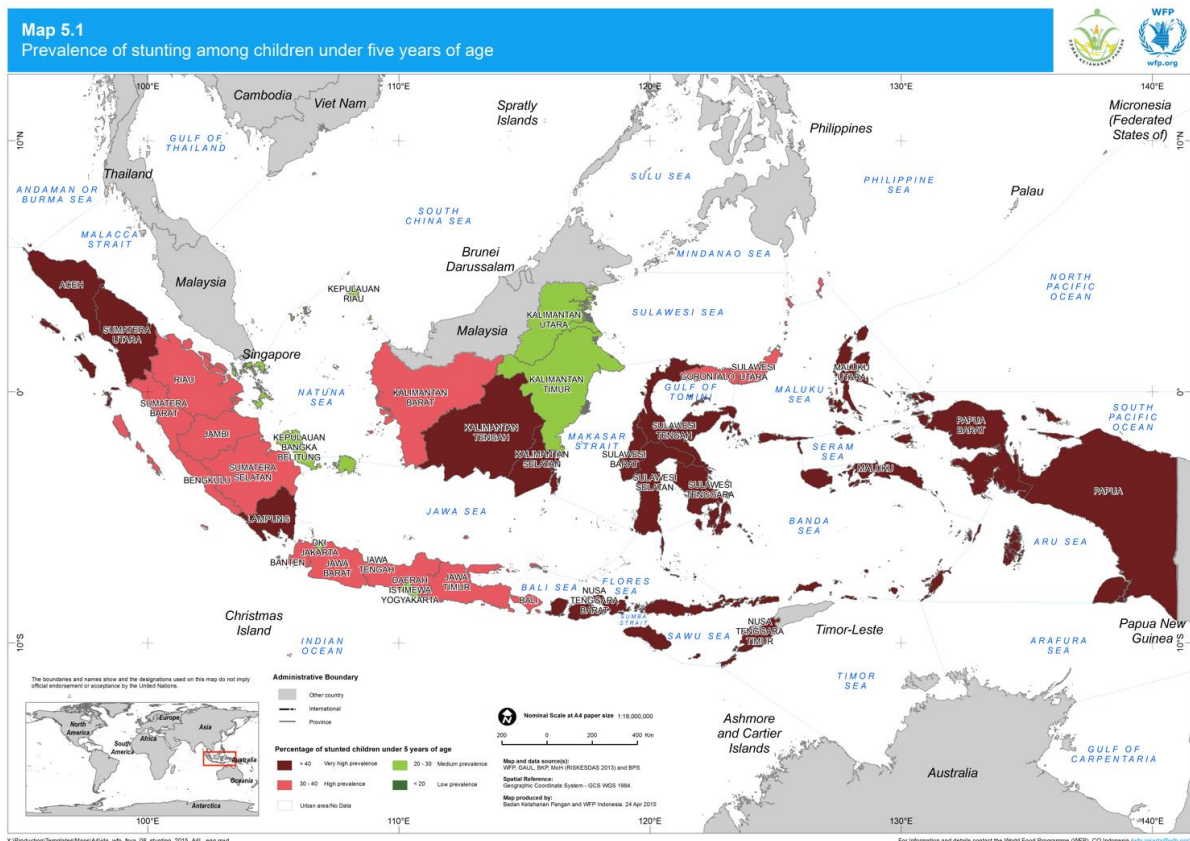
³ United Nations Development Programme (UNDP). Human Development Report 2015. Work for human development. Briefing notes for countries on the 2015 Human Development Report. Indonesia. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/IDN.pdf

- In 2015, 58 of 398 rural districts were found to be highly vulnerable to food insecurity, but overall, food security improved between 2009 and 2015. This progress may stagnate if the challenges of food access, malnutrition and vulnerability to climate-related hazards are not addressed.

Access to food

- Indonesia aims to become self-sufficient in rice, corn, soybeans, beef and sugar. Efforts to increase production are under way, but the recent El Niño phenomenon demonstrated that agriculture and livelihoods are still vulnerable to extreme weather. Furthermore, many poor people cannot access diverse nutritious diets.
- Poverty and volatile food prices hinder access to food, especially in remote areas. Most Indonesians, including 60 percent of subsistence farmers, buy their food in markets. A 2013 comparative study by WFP and the Ministry of Health on the cost of a nutritious diet showed that only 25 percent of households in Timor Tengah Selatan district could afford to meet their nutritional needs, compared with 80 percent in Surabaya in East Java.
- Over the last decade, the proportion of income spent on food has decreased, but expenditure on processed foods increased, reflecting the increasing importance of the private sector in food security and nutrition, from local food producers to national and multinational companies. The trend towards consumption of processed food is partly a result of increased urbanization and women's participation in the workforce and is a factor in the rapid increase in the proportion of overweight and obese people. Food consumption is diversifying slowly: the national dietary diversity score rose from 75.7 in 2009 to 81.4 in 2013.

Nutrition



- The 2013 basic health survey revealed a nutrition crisis: among children under 5 the prevalence of underweight increased from 18.4 percent in 2007 to 19.6 percent in 2013; the prevalence of stunting rose from 36.8 percent to 37.2 percent in the same period – 36.2 percent for girls and 38.1 percent for boys. Wasting decreased from 13.6 percent in 2007 to 12.1 percent in 2013 – 13.3 percent for boys and 11.5 percent for girls – but remains serious according to the World

Health Organization (WHO). At the same time 12 percent of children under 5 were overweight, and the percentage of people over age 15 who were overweight or obese increased steeply from 18.8 percent to 26.6 percent. Almost one quarter of women of reproductive age were anaemic.

13. Malnutrition is prevalent everywhere but is worst in areas with limited infrastructure and access to schools, markets and hospitals. Households reliant on subsistence agriculture or living in slums with poor sanitation have the highest rates of malnutrition.
14. The 2013 basic health survey reported stunting rates of 29 percent even in the richest quintiles. Underweight is prevalent among children under 5 in all income groups; the prevalence of overweight and obesity among adults has increased for all income groups.

Smallholder productivity, income, and sustainable food systems

15. Agriculture is the main occupation of 39 percent of the working population but its share of gross domestic product declined from 24 percent in 1980 to 14.4 percent in 2012.
16. Poverty is concentrated in rural areas: 14.3 percent of rural people live below the poverty line compared with 8.3 percent of people in urban areas. Millions of small farmers, farmworkers and fishermen are isolated from agricultural extension services, markets and financial services. Women are more vulnerable to poverty as a result of gender inequalities in income distribution, access to credit, control over property and natural resources, and access to livelihoods.
17. Indonesia's food systems are frequently disrupted by natural disasters. The country has experienced an average of one major disaster every month since the 2004 tsunami, including earthquakes, volcanic eruptions and tsunamis; climate change has increased the risk of floods, landslides, droughts and the rising sea level. The 2009 Indonesia Climate Change Sectoral Roadmap reported that climate change could reduce rice yields by 20 percent, maize by 13.6 percent, soybeans by 12.4 percent and sugarcane by 7.6 percent. The Government has responded well to these challenges but aims to further strengthen its preparedness for and response to disasters in order to minimize their impact on food security and development.
18. Agricultural land decreased by 1 percent between 2008 and 2012, mainly through the conversion of food cropland into non-food or non-agricultural land. While water is abundant, many areas are prone to drought and lack access to potable water.

Government Response and Frameworks

19. The National Long-Term Development Plan (2005–2025) focuses on development, self-reliance, justice, democracy, peace and unity. The plan is implemented through National Medium-Term Development Plans that coordinate activities among stakeholders and government structures. The 2015–2019 plan focuses on: i) human development, including nutrition; ii) primary sector development, including food sovereignty; and iii) poverty alleviation and development in remote areas. To achieve food sovereignty the Government aims to: i) reinforce food security through increased production; ii) stabilize prices; iii) improve the quality of food consumption and nutrition by promoting balanced diets; iv) mitigate the effects of disasters on food security; and v) improve farmer welfare.
20. The Food Law institutionalizes the right to food and the state's obligation to provide sufficient, safe and nutritionally balanced food for all people at all times. The 2007 Disaster Management Law establishes the right to assistance such as food, health, water and sanitation in a disaster. A 2013 Presidential Decree launched the Scaling Up Nutrition (SUN) movement and a multi-stakeholder task force of 13 ministries. WFP, together with FAO, the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and WHO, actively support this effort.
21. Food-security policies focus on food production so that the country can achieve self-sufficiency. The state logistics agency helps to stabilize the price of rice, which is approximately 80 percent higher than international prices, and to distribute subsidized rice to the poor. Import restrictions

also regulate supply. Dietary diversity is increasingly recognized as important for health and nutrition, but policies still focus mostly on production of staple foods.

22. Social protection is a government development priority. Social assistance schemes related to food security and nutrition include:
- the *Beras untuk Rakyat Miskin* (Subsidized Rice Delivery Programme; Raskin), which supports 15.5 million households to purchase 15 kg of subsidized rice per month to enable them to spend money on other necessities;
 - the Family Hope Programme, which provides conditional cash transfers based on household characteristics with a view to alleviating poverty and improving health and education outcomes; coverage is being scaled up from the 2014 level of 3.2 million people;
 - the *Program Gizi Anak Sekolah* (*National Nutrition Program for Schoolchildren*; PROGAS), is currently being re-introduced in cooperation with organizations such as WFP and funding from local and national government;
 - the National Community Empowerment Programme, which provides poor communities and fishing and farming groups with grants for projects;
 - the Sustainable Home-Yard Food Garden programme, which seeks to increase production of vegetables to improve dietary diversity, reaching 1 million people; and
 - the Village Food Resilience Programme, which targets areas vulnerable to food insecurity, offering alternative livelihood options; it aims to reach 4,000 villages.
23. Food and nutrition security is handled by the Food Security Council chaired by the President: it advises on policies governing the supply and distribution of food, food reserves, food diversification and food quality. Operational management is the responsibility of the Ministry of Agriculture and the Food Security Agency.

Responses of the United Nations and Other Partners

24. The United Nations Partnership for Development Framework (UNPDF) for 2016–2020 focuses on: i) poverty reduction, equitable sustainable development, livelihoods and decent work; ii) equitable access to social services and social protection; iii) environmental sustainability and enhanced resilience to shocks; and iv) improved governance and equitable access to justice.
25. The UNPDF is aligned with the National Medium-Term Development Plan, and at the Government's request, will provide policy advice, capacity development and knowledge-sharing. Direct provision of food assistance will be discontinued unless required for a large-scale humanitarian emergency.
26. Other United Nations agencies active in food security and nutrition include FAO, IFAD, UNICEF and WHO; their work is aligned with the UNPDF. The World Bank and the Asian Development Bank portfolios relate to agriculture, rural development and nutrition.
27. WFP Indonesia collaborates and coordinates with UNICEF, the Office for the Coordination of Humanitarian Affairs (OCHA), FAO and WHO. WFP Indonesia has discussed the new CSP activities with them in detail to ensure complementarity.

WFP's Contribution to National Response and Lessons Learned

28. WFP has worked in Indonesia since 1964. CP 200245 (2012–2015) focused on developing national capacities in: i) mapping, monitoring and analysis of food insecurity and vulnerability; ii) disaster risk reduction and adaptation to climate change; and iii) reduction of undernutrition. WFP developed prototypes for school meals and mother-and-child nutrition products, and provided technical assistance, knowledge transfer and capacity development for interventions in food-insecure areas.

29. Lessons learned from CP 200245 include the need to:
- consult, partner and align with government policies and programmes;
 - allocate scarce resources to activities that enhance institutional capacities;
 - adapt to the changing requirements of the Government and partners; and
 - seek government and private-sector partnerships to achieve common objectives and improve the effectiveness and efficiency of responses.
30. CP 200245 was hampered by funding shortfalls: only 40 percent of the planned budget was received, which had negative effects on beneficiary numbers, programme delivery and WFP's reputation.
31. A country portfolio evaluation of WFP's operations between 2009 and 2013, and its 2012–2015 country strategy, recommended that the country office focus on developing evidence-based strategies that could be scaled up by public and private-sector entities. The evaluation also recommended that direct distributions of food be discontinued except in the event of a Level 3 emergency.
32. This CSP does not differ substantially from CP 200914 (2016–2020) approved by the Executive Board in February 2016. The CP was based upon a thorough strategic review of food security and nutrition in Indonesia, with a view to adopting a more strategic portfolio of support to the Government's development plan. This CSP will replace CP 200914⁴ in line with the Policy on Country Strategic Plans⁵ and financial structure as outlined in the paper on the Financial Framework Review.⁶

Gap Analysis

33. The 2014 strategic review of food security and nutrition in Indonesia, commissioned by WFP and carried out by the SMERU Research Institute, identified seven gaps to be addressed:
- i) Misalignment between policy and programme design resulted in competition for limited resources and reduced effectiveness. Food self-sufficiency policies and projects, for example, focused on increasing staple food production without addressing food diversification and nutrition; nutrition policy concentrated on health services without reference to food.
 - ii) Limited geographic coverage of interventions: budgets for food and nutrition security are held by the ministries of agriculture, social affairs and health and the National Disaster Management Agency. Between 2010 and 2013 the estimated budget allocation for food security and nutrition accounted for only 1.75 percent of the national budget, with resulting limitations of coverage; many programmes were still in the pilot phase or were implemented unevenly.
 - iii) Missed opportunities to address nutrition. National social protection programmes could help to improve nutrition outcomes, but this aspect is insufficiently exploited. Raskin and the Family Hope Programme could simultaneously improve households' access to food and social services if they were more nutrition-sensitive.
 - iv) Government officials, extension workers and the public have limited knowledge about food security and malnutrition, especially stunting. The small number of dedicated staff and inadequate training and communication skills impede the achievement of targets.

⁴ WFP/EB.1/2016/6/2.

⁵ WFP/EB.2/2016/x-x/x.

⁶ WFP/EB.2/2016/x-x/x.

- v) Weak monitoring and evaluation (M&E) mechanisms that focus on administrative reporting but rarely measure impacts or improve programme implementation.
 - vi) Weak institutional arrangements: there is no effective institutional base for food and nutrition security that addresses availability, access and utilization across sectors and administrative entities, so it is difficult to hold institutions and leaders accountable.
 - vii) Insufficient focus on behaviour change and education. Communication is inadequate: government officials often lack knowledge about food security and malnutrition, and understand it only in terms of rice production; communities and beneficiaries receive insufficient information, and awareness campaigns and training have not changed their behaviour. The media have not been used enough for food and nutrition messaging.
34. The strategic review recommended investment in institutions, improved programme design and implementation and promotion of education for food security and nutrition. It suggested six medium-term measures:
- i) establish institutions at the central and local levels with a mandate for food and nutrition security, and enforce accountability;
 - ii) increase the budget for food security and nutrition, and enhance the quantity and quality of service providers;
 - iii) make social safety nets and disaster response and preparedness sensitive to nutrition, and improve targeting and efficiency;
 - iv) prioritize vulnerable districts with programmes for immediate alleviation of food and nutrition insecurity;
 - v) promote awareness-raising and education across all sectors of society; and;
 - vi) create a system whereby communities and public and private sector organizations collaborate on joint projects.

WFP's Strategic Orientation in Indonesia, 2017–2020

35. This Country Strategic Plan (CSP) is based on the strategic review, consultations with government partners and lessons learned from the CP evaluation. In accordance with recommendations from these, WFP's policy advice, capacity development and knowledge-sharing will be embedded in government structures to achieve sustainable outcomes.
36. The CSP will run from 2017 to 2020 in alignment with the 2015–2019 National Medium-Term Development Plan and the 2016–2020 UNPDF.⁷

Direction, Focus and Intended Impacts

37. WFP will support the Government's target of achieving food sovereignty and reducing severe food insecurity by 1 percent per annum. Its evidence-based food-security programmes will prioritize the most vulnerable people and places, nutrition-sensitive social protection and communication campaigns will address malnutrition and emergency preparedness will mitigate the effects of disasters on food security.
38. WFP will support the Government's prioritized activities with technical advice, capacity development and advocacy. This CSP enhances the evidence base for prioritizing groups at risk of food insecurity and designing optimum programmes (Strategic Outcome 1), adopts nutrition-sensitive approaches to development (Strategic Outcome 2) and enhances Government's preparedness for emergencies (Strategic Outcome 3).

⁷ The 2015–2019 National Medium-Term Development Plan was not final until parliamentary endorsement in the first quarter of 2015. Because United Nations country strategies and programmes are derived from the plan, there is a time lag between the year in which the plan commences and approval of United Nations assistance documents.

39. Through this CSP, the country office will support the Government in achieving its targets related to food security and nutrition in the 2015–2019 National Medium-Term Development Plan and the Sustainable Development Goals, particularly goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
40. The activities listed below will incorporate analysis of gender, nutrition and disaster risk factors. In line with lessons learned, consultations and evaluations, WFP will implement capacity development based on stakeholder analysis. WFP’s approach will leverage the private sector as a partner in food security and nutrition programmes.

Strategic Outcome 1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach

41. The Government seeks cooperation with WFP on the 2015–2019 National Medium-Term Development Plan policy directions iii) improve the quality of food consumed and nutrition by promoting balanced diets, and iv) mitigate the effects of disasters on food security.
42. Strategic Outcome 1 will contribute to WFP Strategic Result 4 and SDG 2 Target 2.4⁸ with a view to improving the incomes, productivity and sustainability of smallholder farmers.

Activity 1: Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes

43. Achieving the National Medium-Term Development Plan goals for food security and nutrition requires greater analytical capacity and processes to monitor progress. The country office’s Vulnerability Analysis and Mapping Unit and the Food Security Agency have been collaborating since 2000 to improve data analysis at the national and provincial level.
44. WFP will help the Food Security Agency improve its monitoring of food-security trends and food prices and to enhance early-warning systems. It will provide policymakers with up-to-date evidence upon which to base decisions on food security and nutrition.
45. This activity will enhance the Government’s reporting on SDG indicators and will inform targeting and monitoring of WFP interventions.

Strategic Outcome 2: An increased percentage of Indonesian consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019

46. The National Medium-Term Development Plan aims to reduce the percentage of stunted children under 2 from 32.9 percent to 28 percent by 2019.
47. The Ministry of National Development Planning has requested WFP and UNICEF to contribute to the SUN Movement Secretariat’s compilation of annual reports on actions taken in every province in support of the first 1,000 days from conception to age 2.
48. Strategic Outcome 2 contributes to WFP’s Strategic Result 2 and SDG 2 Target 2.2.⁹ The activities include:

⁸ By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

⁹ By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.

Activity 2: Promote balanced diets to address undernutrition and overweight

49. High rates of wasting at 12 percent and stunting at 37 percent among children under 5¹⁰ are coupled with increased overweight and obesity, particularly among women. This double burden of malnutrition can be found in both the poorest and wealthiest quintiles, suggesting that behaviour has a significant role in nutritional status in addition to income, access to food, health and sanitation. A 2012 WFP gender rapid assessment in Nusa Tenggara Timur province found that gender inequalities are embedded in social values and daily life. Women have weak control over assets and decision-making within households, including over food security and nutrition.
50. The National Plan of Action for Food and Nutrition prioritizes food consumption behaviour change, with particular attention to diversified local food.
51. The Second International Conference on Nutrition reaffirmed that “empowerment of consumers is necessary through improved and evidence-based health and nutrition information and education to make informed choices regarding consumption of food products for healthy dietary practices”¹¹ One of its three recommendations on nutrition education and information was: “Conduct appropriate social marketing campaigns and lifestyle change communication programmes to promote physical activity, dietary diversification, consumption of micronutrient-rich foods such as fruits and vegetables, including traditional local foods and taking into consideration cultural aspects, better child and maternal nutrition, appropriate care practices and adequate breastfeeding and complementary feeding, targeted and adapted for different audiences and stakeholders in the food system.”¹²
52. The strategic review of food security and nutrition in Indonesia emphasized the need for a change in attitude towards balanced nutrition, and noted that WFP has a comparative advantage in terms of collaboration with the Government, the private sector and communities. WFP will work with the Ministry of Health, and United Nations and private-sector partners, on a campaign to encourage consumption of balanced nutritious diets in groups such as adolescent girls, women, and men who have a major role in household nutrition.
53. The campaign will be based on the revised diet guidelines issued by the Ministry of Health and WHO and directed by a committee of representatives of the Government, the United Nations, the SUN Business Network and the media. Potential conflicts of interest will be managed through mechanisms provided by the Government and SUN.
54. A market research firm will ensure optimum messaging and media selection to target particular demographic groups. Professional marketing expertise will provide evidence-based approaches to effect changes in consumption habits. A gender-sensitive approach will be advocated and adopted. The campaign will use multiple communication channels such as social media, the entertainment industry, and women’s and religious groups to make a balanced diet attractive.

Activity 3: Improving the efficiency and nutritional impact of national social protection programmes

55. In view of the need highlighted in the strategic review for social-protection programmes to improve the nutritional status of their recipients, WFP will help enhance the nutritional benefits of the national Meals for Schoolchildren programme and other programmes, as determined by the Government. In 2015, the ministers of education and health decided to revitalize school feeding and invited WFP to advise the Government on roll-out of the programme.

¹⁰ 2013 figures.

¹¹ Second International Conference on Nutrition. 2014. *Conference Outcome Document: Rome Declaration on Nutrition*. Rome, FAO and WHO. ICN2 2014/2.

¹² Second International Conference on Nutrition. 2014. *Conference Outcome Document: Framework for Action, Recommendation 21*. Rome, FAO and WHO. ICN2 2014/3 Corr.1.

56. The 2012–2015 CP tested an innovative prototype called Local Food-Based School Meals. Recipes were designed to satisfy local preferences, with micronutrient powders added to address deficiencies in iron and vitamins. Food was purchased from local farmers, providing assured demand for their crops and opportunities to increase productivity. Schools were encouraged to establish gardens to grow nutrient-rich fruit and vegetables, and hygiene and nutrition education was incorporated into teaching programmes.
57. WFP will advocate a strategy to enable food-insecure districts to adopt the Local Food-Based School Meals approach, supported by monitoring and reporting systems. On the basis of the model it developed in Nusa Tenggara Timur and Papua provinces, WFP will help the Government to establish school meal programmes and to monitor the effects on pupils' well-being and academic performance, and on local economies.
58. Building on a UNICEF pilot, the Ministry of Social Affairs has expressed interest in leveraging social protection schemes such as the Family Hope Programme to improve nutritional outcomes for the 3.5 million households it reaches.
59. Raskin, the only food-based social safety net, provides 15 million vulnerable people with 15 kg of subsidized rice per month to support household incomes and improve access to nutritious food. Following the President's order in June 2015 to reassess Raskin, the Government may draw on WFP's experience with food-based social protection to optimize targeting by using food-security mapping and provide for the special nutritional needs of vulnerable recipients, for example through rice fortification and other measures to increase awareness of dietary diversity and sound feeding, care and hygiene practices.

Strategic Outcome 3: Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters

60. In view of the high risk of natural disasters, the National Medium-Term Development Plan has mainstreamed disaster risk reduction and recognizes the need for adaptation to climate change.
61. Strategic Outcome 3 will contribute to SDG 2 Target 2.1.¹³

Activity 4: Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of strategically located logistics hubs

62. At the request of the National Disaster Management Agency, WFP will advise on the design and location of six logistics hubs as part of the National Medium-Term Development Plan and will provide training and technical support for the management and technical teams. It will also support the Government in designing humanitarian supply networks based on the hubs, advising on warehouse management, mobile storage and operational capacities and transport. It will assist the National Disaster Management Agency and its provincial and district-level counterparts in assessing logistics capacities and establishing an inventory system for emergency equipment and relief items.
63. Given the poor nutritional status of many people, disaster response must take nutritional needs into account to ensure that outcomes are sustainable. WFP's support for the Government could include advice on how to ensure that nutritious food can be obtained during emergencies, exploring electronic, cash-based or in-kind transfers. The choice of modality would depend on market viability and the preferences of beneficiaries, including gender-sensitive considerations.
64. In line with its leadership of the global logistics and emergency telecommunications clusters, WFP will undertake emergency preparedness and response planning to ensure that it can support the Government's relief work in the event of a Level 3 emergency. It will continue to work with non-governmental and religious organizations to build capacities and preparedness.

¹³ By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

Operationalizing the Plan

Approach

65. This CSP is guided by the following principles:
- *Analysis and evidence-based engagement.* WFP will use its comparative advantage in analysis to build a common understanding of the underlying causes of food insecurity and nutrition. Reports, studies, atlases and datasets will be shared as public goods in line with WFP's support for transparency and open-data initiatives, with data-protection and privacy caveats. This will be done in collaboration with the Food Security Office and other stakeholders to provide a robust basis for programming and policy development.
 - *Technical assistance, not aid.* In line with the Government's request to the United Nations, the CSP will involve policy advice, capacity development and knowledge-sharing with a view to enhancing government systems, institutions and programmes that address hunger sustainably.
 - *Focus on nutrition.* WFP's support will be designed and implemented in a way that maximizes positive nutritional effects.
 - *Mainstreaming gender.* The CSP will include a focus on gender analysis and the role of women in all its elements to ensure that interventions take into account the different needs of men and women.
 - *Disaster risk reduction.* In the light of the Sendai Framework for Disaster Risk Reduction, each activity will integrate disaster risk reduction elements.
 - *Synergy.* The Strategic Outcomes and activities will prioritize synergies. Strategic Outcome 1, for example, will help to develop the nutrition information systems needed to support the SUN secretariat's annual report, in collaboration with other United Nations agencies. Activity 2 will increase the production and consumption of nutritious foods among small-scale farming families. Activity 3 promoting balanced diets will reach schoolchildren through Activity 4.
66. Operational innovations include a multi-stakeholder partnership to promote the consumption of healthy balanced diets as part of the SUN movement. It will be based on the latest evidence from research and interventions addressing malnutrition and will pioneer techniques for influencing the dietary choices of particular demographic groups.
67. Changes in WFP's operating model include the cessation of direct food distributions, greater engagement with the Government and partnerships with the private sector involving more than financial support.

Partnerships

68. In accordance with WFP's Partnership Strategy, a wide range of actors will work to deliver these Strategic Outcomes. WFP's primary partner is the Government, and its Country Programme Action Plan will be signed by the Ministry of National Development Planning. Each activity will be accompanied by a project agreement with the ministry or ministries concerned, including but not exclusive to the Coordinating Ministry for Human Welfare and Cultural Affairs, the Ministry of Agriculture, the Ministry of Health, the Ministry of Education, the Ministry of Finance and the National Disaster Management Agency. These bodies have worked together on the 2014 strategic review of food security and nutrition in Indonesia, which informs this CSP, and on subsequent consultations on WFP's proposed portfolio of cooperation.
69. Under Strategic Outcome 1, WFP will cooperate with the Food Security Agency and will seek technical cooperation with FAO, IFAD and the United Nations Secretary-General's Global Pulse data initiative.

70. Under Strategic Outcome 2, WFP will cooperate with: i) the ministries of health, education and development planning; ii) the SUN movement Secretariat, the SUN Business Network, the SUN Donor and United Nations Network, and UNICEF; and iii) local, national and international civil society and media organizations. The Ministry of Social Affairs may ask for WFP’s assistance to improve nutritional outcomes of the social protection programme.
71. Under Strategic Outcome 3, WFP will continue its collaboration with the National Disaster Management Agency at the national and provincial levels. Coordination with the humanitarian country team, OCHA, the Association of Southeast Asian Nations Humanitarian Agency and the Office of United States Foreign Disaster Assistance will minimize duplication. WFP will continue to support the national logistics and emergency telecommunications clusters.

Implications for the Country Office

72. This CSP builds upon WFP’s previous programmes, with enhanced involvement in capacity development at the national, provincial and district levels to be guided by an overall strategy.
73. WFP will need to be flexible and able to respond to government needs as they arise in a context of rapid development. It will draw on expertise from Headquarters and the regional bureau as needed.
74. In preparation for the implementation of CP 200914 (2016–2020), the country office restructured its staffing profile to ensure that its staff are technically capable to engage with government counterparts and the private sector.

Resources for Results

75. This CSP is based on a minimum budget of USD 11.95 million over four years. A mid-term review will determine whether funds are available for the programme to continue. Resources will be sought from the Government and the private sector.
76. Table 1 indicates the cost for each Strategic Outcome.

TABLE 1: COUNTRY PORTFOLIO BUDGET <i>(USD thousands)</i>					
	Year 1 (2017)	Year 2 (2018)	Year 3 (2019)	Year 4 (2020)	Total
Strategic Outcome 1	591	689	694	704	2 678
Strategic Outcome 2	1 050	1 171	1 174	1 185	4 580
Strategic Outcome 3	1 035	1 207	1 216	1 234	4 692
TOTAL	2 676	3 067	3 084	3 123	11 950

Note: Figures include management costs (direct support costs (DSC) and indirect support costs (ISC).

77. The resource mobilization strategy for this CSP takes into account the funding constraints in middle-income countries, and Indonesia in particular. Net ODA declined from USD 1.05 billion in 2009 to USD 53 million in 2013. WFP’s 2012–2015 country programme received only 40 percent of its USD 45 million budget.
78. Private-sector donors contributed the largest portion of funding to the 2012–2015 country programme – USD 5 million of the USD 18 million (see Table 2). Contributions were mainly for school feeding, mother-and-child nutrition programmes and advocacy for policies for scaling them up.

TABLE 2: CONTRIBUTIONS TO WFP INDONESIA, 2012–2015 (USD thousands)					
Donor	2012	2013	2014	2015	Total
Australia	0	0	928	0	928
Indonesia	0	2 820	0	0	2 820
Japan	689	550	710	0	1 949
Private sector	2 828	908	1 025	454	5 215
United States of America	0	1 250	694	500	2 444
World Bank	550	0	0	0	550
Multilateral and carry-over	911	0	3 139	0	4 050
TOTAL	4 978	5 528	6 496	954	17 956
2012–2015 requirements	11 187	10 949	11 268	11 155	44 559

79. The Government's support for WFP's operations included a commitment to provide USD 2.8 million for landside transport, storage and handling and other local costs as part of the 2012–2015 CP action plan, but a procedural irregularity prevented transfer of the full amount. The Ministry of Development Planning has confirmed the Government's willingness to discuss co-financing of high-priority United Nations activities. WFP will implement only the activities that the Government is willing to support financially. A legal mechanism is being sought to enable the Government to fund WFP's activities, but in the meantime the Government will: i) provide substantial counterpart funding with a commitment to cover government expenditures for a project receiving WFP funding; and ii) seek funds from traditional development partners for WFP's portion of the joint activities. Activities will be prioritized and implemented pending the availability of government and complementary external funding.

Performance Management and Evaluation

80. A baseline study is underway and monitoring and evaluation mechanisms are being established to measure the effects of the CSP, incorporating the new Corporate Results Framework.¹⁴ The CSP will be adjusted as needed on the basis of evidence acquired during implementation.
81. The CSP will run from 2017 to 2020 in alignment with the 2015–2019 National Medium-Term Development Plan and the 2016–2020 UNPDF. A mid-term review will indicate required adjustments and whether sufficient funds are available.
82. The CP evaluation 2009–2013 found that WFP's corporate reporting mechanisms do not fully capture progress and achievements in capacity development. With support from the regional bureau and Headquarters, the country office is developing a monitoring and evaluation plan based on the Corporate Results Framework. WFP and the Government will assess the need for institutional capacity-development activities and measure long-term effects on national capacity and response capacity.
83. Resources will be budgeted in the CSP for performance management, monitoring and evaluation. Where possible, output indicators will be disaggregated by gender and factored into analyses.

¹⁴ WFP/EB.2/2016/xxx.

Risk Management

Programmatic

84. Experience during the CP 200245 (2012–2015) showed that statistical studies, particularly of nutrition, must be closely supervised to enable WFP and the Government to draw conclusions from project implementation. To mitigate this risk, partnerships with international institutions will be sought, and WFP's technical staff will be involved in all stages of design, data-collection, analysis and reporting.

Institutional

85. There is a risk that the CSP will not be sufficiently resourced to be viable. Changes in the government or high turn-over of government staff, particularly at the subnational level could reduce the effectiveness of capacity development.
86. Two mitigation measures are proposed: i) a legal basis for the Government to contribute to WFP activities will be pursued; and ii) WFP will implement only activities that receive funding.

Context

87. WFP's collaboration with the Government to improve emergency preparedness and response mitigates the risks associated with natural disasters. WFP is also monitoring its preparedness for a Level 3 response. Several climatic and economic factors may cause food price fluctuations during the CSP; WFP is working with the office of the President and the Food Security Agency to enable a rapid response to potential effects on food security. No direct food distributions are foreseen, so the effects on WFP's operations will be limited.

Security

88. There has been no significant change in the security environment.

ANNEX I: LOGICAL FRAMEWORK

Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

National Medium-Term Development Plan, 2015–2019

The three development dimensions are: i) human development, including health-related nutrition; ii) primary sector development, including food sovereignty; and iii) territorial and equity dimensions targeting poverty alleviation and development in remote areas.

The National Medium-Term Development Plan is implemented through sectoral action plans to coordinate activities among stakeholders and government offices; these include national action plans for food and nutrition (National Action Plan for Food and Nutrition), climate change adaptation (National Action Plan for Climate Change Adaptation) and disasters (National Action Plan for Disaster Risk Reduction).

Food security in the National Medium-Term Development Plan has five objectives: i) increase production; ii) stabilize prices; iii) improve farmers' welfare; iv) mitigate the effects of climate change on food security; and v) improve dietary diversity.

Nutrition is a policy direction in the National Medium-Term Development Plan Accelerate Nutrition Improvement programme; the targets are: i) reduce the prevalence of underweight from 19.6 in 2013 to 17 in 2019; and ii) reduce stunting among children under 2 from 32.9 in 2013 to 28 in 2019.

Disaster risk reduction in the National Medium-Term Development Plan includes: i) internalization of disaster risk reduction at the national and sub-national levels; ii) reduction in vulnerability to disasters; iii) increase in the disaster management capacities of the Government, local governments and civil society; this includes the development in each region of logistics hubs to enable access to remote areas.

UNPDF outcomes

Outcome 1: Poverty reduction, equitable sustainable development, livelihoods and decent work. Focus areas: i) agriculture, industrial development and food security; and ii) social protection for poverty reduction.

Outcome 2: Equitable access to social services and social protection. Focus areas: i) social protection – insurance, social security; ii) multi-sector response to malnutrition; and iii) education.

Outcome 3: Environmental sustainability and enhanced resilience to shocks. Focus areas: i) climate change mitigation; ii) disaster management.

Strategic Outcome 1

Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach (*linked to outcome category 4.2*).

WFP Strategic Result 4

By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality (*SDG Target 2.4, Strategic Objective 3*).

Output 1.1: National and subnational food security and nutrition data collection and analysis systems enhanced (*linked to output category C*).

Assumptions

- The Food Security Agency continues to allocate funds for monitoring food-security trends, particularly food prices.

Strategic Outcome 2

An increased percentage of Indonesian consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019 (*linked to outcome category 2.1*).

WFP Strategic Result 2

By 2030 no one is malnourished, and by 2025 the internationally agreed targets on stunting and wasting in children are met (*SDG Target 2.2, Strategic Objective 2*).

Output 2.1: Tailored balanced diet promotional campaigns adequately delivered to targeted populations (*linked to output category E*).

Assumptions

- The SUN movement continues to promote the first 1,000 days concept; the SUN donor, United Nations and business networks make financial contributions.
- The ministries of health and education allocate funds to revitalize school feeding.

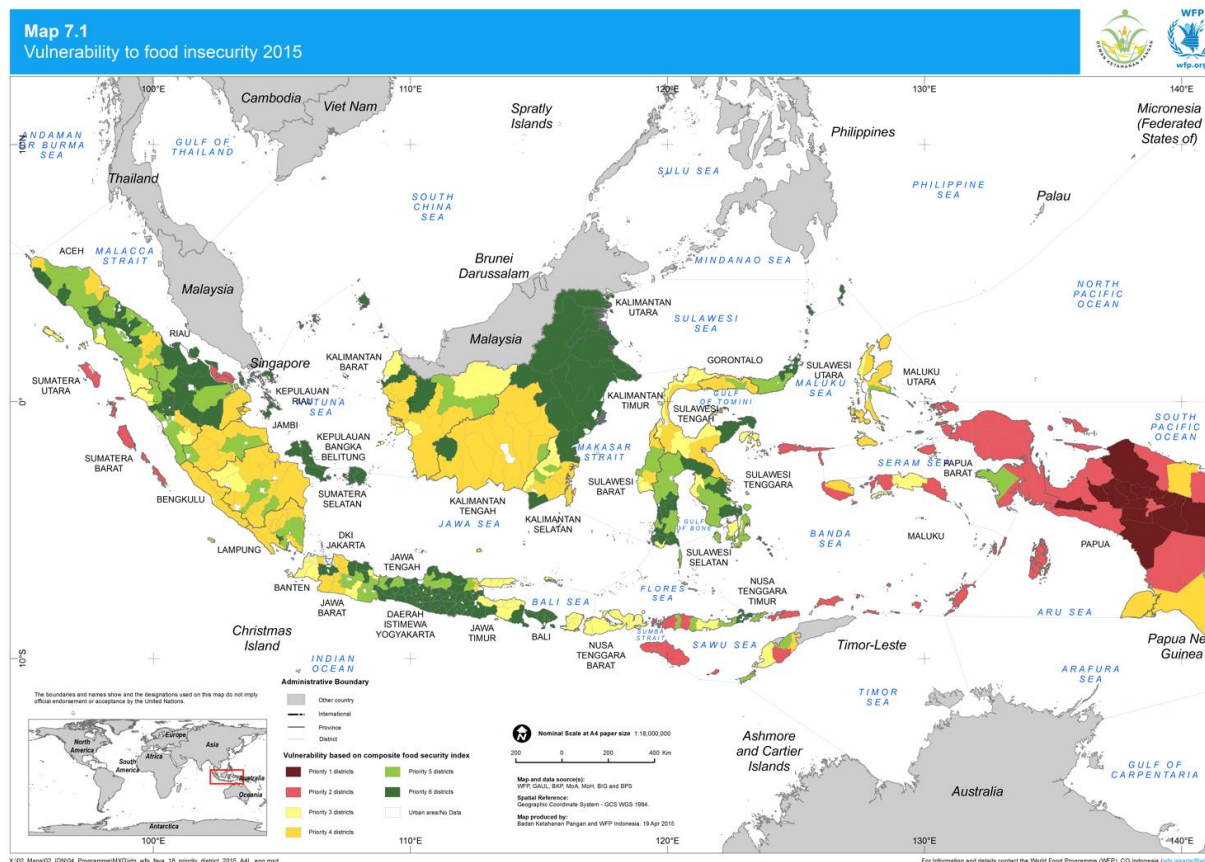
Output 2.2: National social protection programmes designed to improve the nutritional status of their recipients (*linked to output category B*).

Output 2.2: National food-based social protection programmes nutritionally vulnerable populations (*linked to output category B*).

ANNEX I: LOGICAL FRAMEWORK

<p>Strategic Outcome 3 Indonesia’s emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters (<i>linked to outcome category 1.3</i>).</p>	
<p>Output 3.1: Logistics hubs designed and properly managed and operated (<i>linked to output category C</i>).</p>	<p>WFP Strategic Result 1 By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year (<i>SDG Target 2.1, Strategic Objective 1</i>).</p>
<p>Output 3.2: National humanitarian supply network enhanced (<i>linked to output category C</i>).</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • The National Disaster Management Agency allocates funding to design, construct and manage the six regional logistics hubs.
<p>Output 3.3: WFP prepared to support the Government’s relief work in the event of a Level 3 emergency (<i>linked to output categories H</i>).</p>	
<p>Cross-cutting results: Partnerships: Food assistance interventions coordinated and partnerships developed and maintained Gender: Improved gender equality</p>	

Vulnerability to Food Insecurity [2015]



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

Acronyms Used in the Document

CP	country programme
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	official development assistance
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition [movement]
UNICEF	United Nations Children’s Fund
UNPDF	United Nations Partnership for Development Framework
WHO	World Health Organization