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Country Strategic Plans

**For approval**

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

## **Indonesia Country Strategic Plan (2017–2020)**

Duration	March 2017–December 2020
Total cost to WFP	USD 13 million
Gender and age marker	2A

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

### **Executive Summary**

Over the past decade, Indonesia has halved the percentage of its 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 is based on a strategic review of food security and nutrition, incorporating feedback from the Government, civil society, the private sector and development partners. The Government, the strategic review and the country portfolio evaluation recommended that WFP 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 by 9 million the number of severely food-insecure people by 2020, 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.

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- 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. It will also cooperate and coordinate 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 Secretary-General's Global Pulse data initiative, the Office for the Coordination of Humanitarian Affairs, the Scaling Up Nutrition movement, local and international civil society, the private sector, media organizations and the Association of Southeast Asian Nations Humanitarian Agency.

This Country Strategic Plan is aligned with Strategic Results 1 and 2 of 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 (2016–2020) and has a gender marker code of 2A.

### **Draft decision\***

The Board approves Indonesia Country Strategic Plan (2017–2020) (WFP/EB.1/2017/7/3/Rev.2) for which the total cost to WFP is USD 13 million.

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

## 1. Country Analysis

### 1.1 Country Context

1. Indonesia is a lower-middle-income country with a population of 250 million people.
2. Rapid economic growth over the past ten years has transformed the lives of millions of its people, but the benefits have not been enjoyed equally. Indonesia ranked 110th of 188 countries in the 2015 Human Development Index.<sup>1</sup>
3. Net grants of official development assistance to Indonesia decreased from USD 1.4 billion in 2010 to USD 1.1 billion in 2015. The Government is working towards more equal partnerships with development partners; it has indicated that it will allocate 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 it is financially feasible for WFP to maintain its presence in the country.

### 1.2 Progress Towards SDG 2

#### *Progress on each SDG 2 target*

4. Indonesia achieved the Millennium Development Goal of halving the percentage of its population that is undernourished. The Food and Agriculture Organization of the United Nations (FAO) projected that undernourishment would decline from 19.7 percent in 1990–1992 to 7.6 percent in 2014–2016. Indonesia ranked 72nd of 118 countries in the 2016 Global Hunger Index,<sup>2</sup> behind Cambodia, the Philippines, Malaysia, Thailand and Viet Nam.
5. In 2015, Indonesia's Food Security and Vulnerability Atlas found that food security had improved in two of every three rural districts since 2010. However, it warned that this progress may stagnate if the challenges of limited food access, malnutrition, climate change and vulnerability to natural disasters are not addressed; 58 of 398 rural districts were highly vulnerable to food insecurity.
6. The atlas concluded that “Indonesia is in a good position to make progress on food and nutrition security over the coming years. The country needs programmes that focus on poverty reduction, nutrition and diversification of food. For those programmes to be successful, the Government must maintain a balance between subsidies and social protection programmes.”
7. Indonesia has acted rapidly in implementing the Sustainable Development Goals (SDGs) and many SDG indicators are already incorporated in the Government's statistics. It is too early to report on these efforts, but the following sections describe overall progress towards each target.

*SDG 2.1: By 2030, end hunger and ensure access by all people, particularly the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.*

8. While Indonesia achieved the Millennium Development Goal on hunger, the 2015 State of Food Insecurity in the World report found that it was not on track to halve the number of undernourished people, estimating that 19.4 million people were unable to meet their dietary requirements in 2014.
9. Poverty, volatile food prices and limited infrastructure hinder access to food, especially in remote areas. Indonesian rice prices are between 50 and 70 percent higher than those in Thailand or Viet Nam – a heavy burden for the 92 percent of Indonesians who are net purchasers of rice. The prices of more nutritious foods such as fruits, vegetables and protein are also higher than in neighbouring countries.<sup>3</sup>

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<sup>1</sup> United Nations Development Programme (UNDP).

<sup>2</sup> International Food Policy Research Institute (IFPRI).

<sup>3</sup> World Bank, Indonesia Economic Quarterly, October 2016.



14. Even among the wealthiest quintile, 29 percent of children are stunted. Underweight is prevalent among children under 5 in all income groups; the prevalence of overweight and obesity among adults has increased in all income groups.
15. 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.
16. Food consumption is diversifying slowly: the national desirable dietary pattern<sup>6</sup> score rose from 75.7 in 2009 to 81.4 in 2013. Over the last decade, the average proportion of income spent on food has decreased, but expenditures on processed foods have increased, reflecting the private sector's increasing importance in food security and nutrition. The increased consumption of processed food is partly a result of rapid urbanization and women's greater participation in the paid workforce – increasing from 27 percent of women in 2003 to 33 percent in 2013. Consumption of processed food is one of the factors associated with the rapid increase in obesity.

*SDG 2.3: By 2030, double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.*

17. Agriculture is the main occupation of one third of the working population – 33 percent of women workers and 36 percent of men. However, agriculture's share of gross domestic product (GDP) declined from 24 percent in 1980 to 13.5 percent in 2015.
18. Poverty is concentrated in rural areas: 59 percent of Indonesia's poor people are engaged in agriculture or fisheries, and 14.3 percent of rural people live below the poverty line, compared with 8.3 percent of people in urban areas. 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.
19. The National Medium-Term Development Plan (2015–2019) aims to support smallholder farmers through extensive investments in infrastructure, extension, and adaptation to environmental risks. The Government has significantly increased its investments in agriculture, mostly through subsidized inputs and credit. Total government support to agriculture reached 4.6 percent of GDP in 2016.

*SDG 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, help maintain ecosystems, strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and progressively improve land and soil quality.*

20. 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 rising sea level. The Government has responded well to these challenges but aims to strengthen further its preparedness for and response to disasters to minimize their impact on food security and development.
21. Climate change is affecting rainfall patterns, which increases the risk of weather-related events and pest and crop disease. Farmers are likely to see changes in yields and productivity, which may undermine their resilience. Adaptive strategies and water management will become increasingly necessary.
22. Improved early warning systems for slow- and sudden-onset disasters, incentives for research and the development of crops resistant to a changing climate will help Indonesia to achieve this target.

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<sup>6</sup> This government indicator measures the degree to which people consume all of the major food groups. A score of 100 would indicate adequate consumption of all major food groups.

### ***Macroeconomic environment***

23. Between 2000 and 2015, Indonesia's economy grew by an average of 5.3 percent per year to become the largest in Southeast Asia. In the face of a global downturn, in 2016 the country's economy proved more resilient than the economies of other countries reliant on commodities.
24. Indonesia's Gini coefficient rose from 0.31 in 2003 to 0.40 in 2016. In 2016, 28 million people lived in poverty – 10.9 percent of the population. Food price stability and social assistance programmes were among the chief determining factors of the decrease in poverty in 2016.<sup>7</sup> Poverty rates among households headed by men fell faster and further than those in households headed by women.

### ***Cross-sector linkages***

25. Progress in human development has been slower than economic development. One third of Indonesia's population has no access to safe drinking water or sanitation, and this has impacts on nutrition.<sup>8</sup>
26. 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. Girls have significantly higher drop-out rates than boys, especially at the secondary level, and 4.8 million children – mostly girls of secondary school age – do not attend school. Reasons include early marriage and financial and cultural constraints.
27. Indonesia is seeking to achieve SDG 5 on gender equality through measures to empower women. Currently, Indonesia ranks 110th of 155 countries in the Gender Inequality Index.<sup>9</sup> 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. The maternal mortality rate has not declined as fast as other indicators, with 305 women dying for every 100,000 live births. Every year, nearly 500,000 teenagers give birth in Indonesia. High rates of anaemia and underweight among women and adolescent girls of reproductive age are associated with poor health of both mothers and infants.
28. Women represent 38 percent of the country's labour force: most rural women are employed as home-based workers, plantation workers or on family farms. Whether employed in the formal or informal sector, women earn on average 17 percent less than men. A 2012 WFP rapid gender assessment found that women have little control over assets and decision-making within households, including for food security and nutrition. Their lack of access to water, sanitation and energy increases this burden. Women also have less access to information and formal decision-making structures. They are poorly represented in farmer groups, whose members are chiefly men heads of household. Extension activities seldom include women, except for those focused on nutrition and family planning. Poor households headed by women – representing 12 million people – face greater risk of being affected by shocks.<sup>10</sup>

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<sup>7</sup> Central Bureau of Statistics.

<sup>8</sup> Ministry of Health. 2014. Basic Health Survey, 2013.

<sup>9</sup> UNDP. 2015. *Human Development Report: Work for Human Development. Briefing notes for Indonesia*: [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/IDN.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/IDN.pdf)

<sup>10</sup> International Fund for Agricultural Development (IFAD). 2016. Indonesia country strategic opportunities programme, August 2016: <https://webapps.ifad.org/members/eb/118/docs/EB-2016-118-R-13.pdf>

### 1.3 Gaps and Challenges Related to SDG 2

29. In 2014, WFP and the office of Indonesia's President commissioned a strategic review of food security and nutrition in the country: the Research Institute of the Social Monitoring and Early Response Unit (SMERU) identified seven gaps to be addressed:
- i) Misalignment between policy and programme design results in competition for limited resources and reduced effectiveness. Food self-sufficiency efforts, for example, focus on increasing staple food production without addressing food diversification and nutrition; nutrition policy concentrates on health services without making 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 on coverage; many programmes were still in the pilot phase or were implemented unevenly.
  - iii) Missed opportunities to address nutrition. National social protection programmes such as Rastra and the Family Hope Programme could simultaneously improve both households' access to food and social services if they were more nutrition-sensitive.
  - iv) Government officials, extension workers and the public have limited knowledge of food security and malnutrition, especially stunting. The small number of dedicated staff members and inadequate training impede the achievement of related targets.
  - v) Monitoring and evaluation mechanisms focus on administrative reporting but rarely measure impacts or improve programme implementation.
  - vi) Weak institutional arrangements for food and nutrition security make it difficult to hold institutions and leaders accountable across sectors and administrative entities.
  - vii) Insufficient focus on behaviour change and education. Communication is inadequate so communities and beneficiaries receive insufficient information, and awareness campaigns and training do not change their behaviours. The media have not been used enough for food and nutrition messaging.
30. The strategic review 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 the immediate alleviation of food and nutrition insecurity;
  - v) promote awareness-raising and education in all sectors of society; and
  - vi) create a system whereby communities and public- and private-sector organizations collaborate on joint projects.

## 1.4 Country Priorities

### *Government*

31. Indonesia's National Medium-Term Development Plan (2015–2019) 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 farmers' welfare.
32. 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 including food, health, water and sanitation in disasters. A 2013 Presidential Decree launched the Scaling Up Nutrition (SUN) movement involving 13 ministries. WFP, FAO, the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) support this effort.
33. The Food Security Council chaired by the President advises on policies governing food supply and distribution, reserves, diversification and quality. Food security policies focus on food production to achieve self-sufficiency. The State Logistics Agency aims to stabilize the price of rice and distribute subsidized rice to poor people. Input subsidies and import restrictions are intended to regulate the rice supply. Dietary diversity is increasingly recognized as important for health and nutrition.
34. Social protection is a government priority. Social assistance schemes related to food security and nutrition include:
  - the subsidized rice delivery programme Rastrea, which enables 15.5 million households to purchase rice at below-market prices;
  - the Family Hope Programme, which provides conditional cash transfers to alleviate poverty and improve health and education outcomes – coverage is being scaled up to 6 million households;
  - the National Nutrition Programme for Schoolchildren, which provides meals for children enrolled in primary school and is being reintroduced with government funding; and
  - the Sustainable Home-Yard Food Garden Programme, which seeks to increase production of vegetables to improve dietary diversity in 6,894 villages.

### *United Nations and other development partners*

35. The United Nations Partnership for Development Framework (UNPDF) for 2016–2020 supports the Government in: 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.
36. At the Government's request, the United Nations will provide policy advice, capacity development and knowledge-sharing.
37. The work of other United Nations agencies active in food security and nutrition, including FAO, IFAD, UNICEF and WHO, is aligned with the UNPDF. The World Bank and the Asian Development Bank also contribute to agriculture, rural development and nutrition.
38. WFP's Indonesia country office collaborates with FAO, IFAD, UNICEF, WHO and the Office for the Coordination of Humanitarian Affairs (OCHA). These agencies have been consulted to ensure that this Country Strategic Plan (CSP) complements their work and that there is no duplication of activities.



## 2. Strategic Implications for WFP

### 2.1 Lessons Learned

39. WFP has worked in Indonesia since 1964. From 2012 to 2015, it focused on developing national capacities in: i) mapping, monitoring and analysing food insecurity and vulnerability; ii) disaster risk reduction and adaptation to climate change; and iii) reducing undernutrition.
40. Lessons learned from previous programmes 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 WFP's response.

### 2.2 Opportunities for WFP

41. The strong emphasis on food security and nutrition in Indonesia's National Medium-Term Development Plan provides an opportunity for WFP to share its knowledge of Indonesia's food security and nutrition situation with the Government to meet the target of ensuring access to nutritious food for 100 percent of Indonesia's population.
42. The strategic review and the country portfolio evaluation of WFP's operations during 2009–2013 recommended that WFP focus on evidence-based strategies that can be scaled up by public- and private-sector entities, particularly in the nutrition sector.
43. The Government's emphasis on reducing disaster risk through preparedness for natural disasters is a useful entry point for WFP's expertise in emergency preparedness and custodianship of the United Nations Humanitarian Response Depot network.
44. The strategic review of food security and nutrition in Indonesia identified several comparative advantages of WFP and recommended it consider the following priority actions:
  - i) Increasing the nutrition sensitivity of social protection programmes and disaster management. The report argues that Indonesia's social safety nets could be leveraged to improve nutrition outcomes by increasing access to the right food at the right time. WFP should use its extensive experience of working with governments to ensure that social safety nets deliver improved food and nutrition security outcomes, and strengthen monitoring and evaluation.
  - ii) Increasing the capacity of Indonesia's National Disaster Management Authority. WFP could strengthen the agency's capacity to coordinate all humanitarian actors for a more effective and efficient nutrition-sensitive response. It could also help other national and provincial authorities to strengthen their capacities to prepare for and respond to disasters.
  - iii) Supporting the prioritization of food-insecure districts. WFP should support the development and implementation of work plans in priority districts, and adapt them to local conditions. WFP could also advocate for the introduction or resumption of nutrition support for young children and pregnant and lactating women, and supplementary school feeding using local food, in line with the national school feeding policy.
  - iv) Enhancing public-private partnerships. WFP has worked with international and Indonesian private entities to improve the quality of commercial complementary foods in Indonesia. WFP and the Global Alliance for Improved Nutrition support the global SUN Business Network and in this role could help the Government to mobilize the private sector in addressing Indonesia's food and nutrition security challenges. WFP could also use its expertise to advise on market-based mechanisms for improving food and nutrition security in Indonesia.

## 2.3 Strategic Changes

45. This CSP replaces country programme 200914 (2016–2020)<sup>11</sup> in line with the Policy on CSPs<sup>12</sup> and the financial structure outlined in the Financial Framework Review.<sup>13</sup> It does not substantially differ from the country programme, which was approved by the Executive Board in February 2016 and was already based on the 2014 strategic review of food security and nutrition in Indonesia, the Government's National Medium-Term Development Plan (2015–2019) and the UNPDF (2016–2020).
46. Based on the strategic review, consultations with government and other partners and lessons learned from the country portfolio evaluation, WFP will no longer provide food assistance unless a Level 3 emergency leads to a request from the Government.
47. Instead, WFP will draw on its knowledge, experience and partnerships to provide policy advice, capacity development and knowledge-sharing. These activities will be embedded in government structures to achieve sustainable outcomes.

## 3. WFP's Strategic Orientation

### 3.1 Direction, Focus and Intended Impacts

48. WFP will support the Government in achieving its ambitious targets related to food security and nutrition in the National Medium-Term Development Plan (2015–2019) and SDG 2.
49. WFP aims to maximize the impact of government investments in food security, nutrition and disaster risk reduction by providing technical advice, capacity development and advocacy based on international best practices.
50. The activities and outputs of this CSP will incorporate gender, protection, nutrition and disaster risk factors. WFP's approach will leverage the private sector's reach, expertise and resources in food security, nutrition and emergency logistics.

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

51. The Government seeks cooperation with WFP on two of the policy directions in the 2015–2019 National Medium-Term Development Plan: i) improving the quality of food consumed, and nutrition, by promoting balanced diets; and ii) mitigating the effects of disasters on food security.
52. Strategic outcome 1 will contribute to achievement of WFP Strategic Objective 1 and Strategic Result 1, and to SDG 2 target 2.1 with a view to strengthening the Government's capacity to achieve food security.

***Output 1.1: Enhanced national and subnational food security and nutrition data collection and analysis systems***

53. The Government is investing more than USD 7 billion to achieve its goals in agriculture and food security. Measuring the impact of this investment requires increased capacity to monitor progress and analyse data so that public resources can be allocated to the areas of greatest potential and need.
54. WFP will help to improve the Government's food security and early warning monitoring system, enabling policymakers to base their decisions on up-to-date evidence. An interactive food and nutrition security dashboard will provide decision-makers with an overview of chronic food and nutrition insecurity, along with time-sensitive monitoring indicators such as food prices, climate conditions, the agricultural status of croplands and acute malnutrition prevalence.
55. This output will enhance the Government's reporting on SDG indicators and inform targeting and monitoring of other WFP interventions. It will also enable WFP to advocate with the

<sup>11</sup> WFP/EB.1/2016/6/2.

<sup>12</sup> WFP/EB.2/2016/4-C/1/Rev.1\*.

<sup>13</sup> WFP/EB.2/2016/5-B/1/Rev.1.

Government on prioritizing vulnerable groups and districts, and ensuring that no one is left behind.

56. Under this output, WFP will cooperate with the Ministry of Agriculture, the Agency for Meteorology, Climatology and Geophysics and the Bureau of Statistics, FAO, IFAD and the United Nations Secretary-General's Global Pulse data initiative.

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

57. The country office's Vulnerability Analysis and Mapping Unit will build on its collaboration with the Food Security Agency to improve data analysis at the national and provincial levels, with a view to facilitating decisions on resource allocation. By the end of 2020, it is foreseen that all of the following elements will be fully integrated into the Government's own systems and business processes.
58. Technical assistance will be provided to develop the interactive food security and nutrition dashboard in the office of the President, the Ministry of National Development Planning, the Ministry of Agriculture and the National Disaster Management Agency.
59. Working with FAO, WFP will provide technical support for the establishment of a unified national food and nutrition security information system, building on and harmonizing existing components. The data produced will be captured in a single data system, which can be used for early warning as part of the food security and nutrition dashboard.
60. Using data from the improved monitoring system, WFP and FAO will continue to support the preparation of quarterly food security monitoring bulletins by the Ministry of Agriculture and the Agency for Meteorology, Climatology and Geophysics, in cooperation with other government agencies. This activity will ensure that the Government is informed by reliable and up-to-date monitoring data.
61. WFP will also enhance the atlases of food security and vulnerability by refining the methodology and increasing collaboration with the Indonesia Bureau of Statistics. Improvements will include the integration of food security indicators derived from the National Socio-economic Survey, which captures household-level food consumption patterns, and increased focus on urban food insecurity.

***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***

62. High rates of wasting and stunting, and increased overweight and obesity can be found in all wealth quintiles of Indonesia's population, from the poorest to the wealthiest, suggesting that behaviour – along with income, gender, access to food, health and sanitation – has a significant role in nutrition status.
63. The National Plan of Action for Food and Nutrition prioritizes food consumption behaviour change, with particular attention to diversified local foods.
64. The Second International Conference on Nutrition recommended that governments, acting in cooperation with other stakeholders "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..."<sup>14</sup>
65. The strategic review of food security and nutrition in Indonesia emphasized the need to change attitudes towards balanced nutrition, and noted that WFP has a comparative advantage in its collaboration with the Government, the private sector and communities. WFP will work with the ministries of health, education and social affairs, United Nations agencies and private-sector

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<sup>14</sup> Second International Conference on Nutrition. 2014. *Conference Outcome Document: Framework for Action*, Recommendation 21. Rome: FAO and WHO. ICN2 2014/3 Corr.1.

partners on a campaign to encourage consumption of balanced nutritious diets in groups such as adolescent girls and the women and men who have major roles in household nutrition.

66. Strategic outcome 2 contributes to WFP's Strategic Objective 2 and Strategic Result 2, and to SDG 2 target 2.2.

*Output 2.1: Tailored campaigns promoting balanced diets delivered to targeted populations*

67. By 2020, this campaign seeks to provide 6 million adolescents girls with access to public information on balanced diets.
68. Working as part of the Ministry of Health's Healthy Indonesia Movement, the campaign will be based on revised diet guidelines issued by the Ministry of Health and WHO, and overseen by a committee including representatives of the Government, the United Nations, the SUN Business Network and the media. Potential conflicts of interest will be managed through the mechanisms of the Government and SUN.

*Activity 2: Promote balanced diets to address undernutrition and overweight*

69. Using the Transtheoretical Behaviour Change Model, information on balanced diets will be provided through the media, the entertainment industry, and women's and religious groups. Market research will ensure optimum messaging and media selection to target adolescent girls and mothers. Professional marketing expertise from the private sector will provide evidence-based approaches to change consumption habits. The campaign will use multiple communication channels including television, social media and the entertainment industry to encourage adolescents to adopt balanced diets.
70. To reinforce behaviour change, the campaign will be personalized through a mobile-based application. Data from the Ministry of Communication and Information state that in 2012, 80 percent of Indonesia's 82 million Internet users were between 15 and 19 years of age,<sup>15</sup> and 51 percent were women or girls. There were 55 million smartphone users in Indonesia in 2015<sup>16</sup> and by 2018, it is projected that there will be 100 million.<sup>15</sup>
71. In a country as diverse as Indonesia, unified messaging is important, but activities and local engagement will need to be tailored to specific demographic groups and regions. Communication channels could include cooking demonstrations and competitions in urban shopping malls, and outreach via women's and religious groups in remote areas. As more than 70 percent of girls aged 16–18 are still in school, engagement with educational institutions will also be important.
72. A gender-sensitive approach will be adopted considering the differing needs of boys and girls, women and men with regard to purchasing, preparing and consuming food.

*Output 2.2: National social protection and school meals programmes designed to improve the nutrition status of recipients*

73. In 2014, Indonesia's Government spent 0.5 percent of its GDP on social security and welfare, and 3.6 percent on education; spending increased significantly in 2016. These programmes have been credited with reducing poverty, but have had little impact on nutrition status so far. This output seeks to introduce a nutrition-sensitive approach to food and cash transfers, and to expand Indonesia's school meals programme.
74. By supporting school meals, this output will contribute to SDG 4 on quality education. Support to the Government's social protection programme will also contribute to SDG 1 on reducing poverty.

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<sup>15</sup> <https://kominfo.go.id/>

<sup>16</sup> <http://techno.okezone.com/read/2015/09/19/57/1217340/>

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

75. In 2015, the ministers of education and health decided to revitalize national and sub-national school feeding, and invited WFP to advise the Government how to enhance the nutritional benefits of the national programme.
76. From 2012 to 2015, WFP piloted school meals based on local foods. Recipes were designed to satisfy local preferences and address iron and vitamin deficiencies. Food was purchased from local farmers, schools were encouraged to establish gardens where children could grow nutrient-rich fruit and vegetables, and hygiene and nutrition education were incorporated into teaching programmes. An evaluation of the programme found that children in participating schools were more likely to attend school and less likely to drop out.
77. Building on its Resource Framework on Home-Grown School Meals, WFP will strengthen the Government's primary-school meals programme, including through technical assistance to: i) incorporate nutrition objectives into national and sub-national school meals programmes; ii) develop guidelines to ensure a uniform approach and evaluability; iii) provide training modules to prepare government, school and non-governmental organization (NGO) staff to implement the programme; iv) prioritize locations for school meals based on updated food security and nutrition analysis; v) establish monitoring and evaluation systems to identify potential problems, ensure programme effectiveness and promote the wise use of funds; vi) establish a grievance and reporting system to ensure accountability to recipients, stakeholders and donors; vii) conduct baseline and impact studies to measure the programme's efficacy; and viii) develop materials to support the nutrition education and hygiene components of the national school meals programme.
78. To facilitate long-term sustainability of the school meals programme, WFP has been asked to devise a strategic road map for scaling up school meals nationwide, which includes estimating the cost of replication.
79. The Ministry of Social Affairs has expressed interest in leveraging social protection schemes such as the Family Hope Programme and *Rastra* to improve nutrition outcomes for the millions of families they reach. The Government has sought WFP's advice on cash- and food-based social protection to optimize targeting, monitoring and evaluation, and other measures for increasing awareness of dietary diversity and promoting good feeding, care and hygiene practices.
80. Given the poor nutrition status of many people, disaster response must take nutrition needs into account to ensure that outcomes are sustainable. WFP's support to the Government could include advice on how to ensure that nutritious food can be obtained during emergencies, exploring electronic, cash-based and in-kind transfers. The choice of modality would depend on market viability and the preferences of beneficiaries, including gender-sensitive considerations.

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

81. The National Medium-Term Development Plan has mainstreamed disaster risk reduction and recognizes the need for adaptation to climate change.
82. In 2015, Indonesia experienced more than 1,600 natural disasters – 95 percent of them weather-related. Floods and landslides caused the most fatalities and were the most frequent. Drought resulting from El Niño exacerbated forest fires, which affected 60 million people, resulting in an economic loss of USD 16 billion – equivalent to 1.9 percent of the country's GDP.<sup>17</sup> The National Disaster Management Agency disbursed more than IDR 720 billion (USD 53 million) in emergency response operations; other ministries, including those of social affairs, agriculture and defence, also contributed to these operations.

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<sup>17</sup> World Bank. Indonesia Economic Quarterly, December 2015.

83. Strategic outcome 3 will contribute to WFP Strategic Objective 1 and Strategic Result 1, and to SDG 2 target 2.1.<sup>18</sup>

*Output 3.1: National humanitarian supply network designed and operated*

84. Indonesia's size and geography create significant logistical and operational challenges to emergency response. When disasters occur, response capacities are often stretched.
85. Indonesia's ranking in the Logistics Performance Index improved from 76th in 2010 to 53rd in 2014.<sup>19</sup> However, multiple layers of bureaucracy and unreliable delivery systems are major challenges to operational efficiency.
86. Indonesia's Government seeks to reduce disaster risk and enhance disaster resilience. One of its strategies for achieving this vision is the establishment of a national network with six humanitarian response hubs – one on each major island – to reach affected people more quickly and efficiently.

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

87. 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 of these hubs. It will also support the Government in designing a logistics master plan and advise 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.
88. This activity will determine the most strategic location for each facility; develop design and technical specifications; install warehouse management and commodity tracking systems; develop national and sub-national capacity to run the hubs and respond to emergencies; and ensure that the hubs are effectively managed.
89. 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 the humanitarian country team, NGOs and religious organizations to build capacities and preparedness.

### **3.3 Transition and Exit Strategies**

90. As the CSP is based on needs identified in the Medium-Term National Development Plan, the implementing ministries are responsible for providing all required assets and staff for the Government's implementation of activities. WFP will work with these bodies to ensure that each programme and tool is formally handed over, to facilitate replication.
91. By the end of 2020, if Indonesia's economic growth and progress on food security continue at their current pace, the strategic outcomes of this CSP are expected to be achieved, making this the last WFP intervention required.
92. The double burden of malnutrition is likely to persist beyond 2020. If an evaluation of WFP's programme finds that the innovative approaches outlined in this CSP have achieved the desired outcomes, they will be handed over to the Government for continuation.
93. Should a significant, Level-3 emergency occur after 2020, WFP will be ready to assist if required.

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<sup>18</sup> 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.

<sup>19</sup> <http://lpi.worldbank.org/international/global>

94. During the duration of the CSP, WFP will explore the possibility of tapping Indonesia's considerable experience in food security, nutrition and emergency preparedness with a view to sharing it through South–South or triangular cooperation with other countries.

## 4. Implementation Arrangements

### 4.1 Beneficiary Analysis

95. As WFP will not be providing food assistance to any person through this CSP, it is not possible to estimate the number of direct beneficiaries. However, it is possible to estimate the number of people who may indirectly benefit from the proposed activities. Many of these beneficiaries can be expected to overlap: for example, a proportion of the 6 million adolescent girls reached through the nutrition campaign may also participate in *Rastra* and be among the 9 million people no longer severely food-insecure.

<b>Strategic outcome</b>	<b>Activity</b>	<b>Indirect beneficiaries (government targets)</b>
1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach	1. Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes	9 million fewer people expected to be severely food-insecure
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	2: Promote balanced diets to address undernutrition and overweight	6 million adolescent girls
	3: Improve the efficiency and nutrition impact of national social protection programmes	15 million recipients of <i>Rastra</i> subsidized rice 6 million Family Hope Programme participants 100,000 school meal recipients in 2017
3: Indonesia's emergency logistics capacity will be upgraded to respond to disasters in a timely and coordinated manner	4: Enhance emergency preparedness and response through the establishment of an integrated network of logistics hubs	70 million Indonesians at high risk of natural disasters

### 4.2 Transfers

96. WFP will provide capacity strengthening and technical assistance with a view to sustainably enhancing government systems, institutions and programmes that address hunger. It will share knowledge, strengthen systems and training, and support monitoring and evaluation systems. Should a Level 3 emergency occur requiring international assistance, WFP and the Government will determine what blend of food transfers, cash-based transfers (CBTs), logistics and technical assistance is most appropriate.
97. WFP will use its analytical capacity to build a common understanding of the underlying causes of food insecurity and nutrition. In line with WFP's support for transparency and open-data initiatives, reports, studies, atlases and datasets will be shared as public goods, with data protection and privacy caveats. This will be carried out in collaboration with the Food Security Office and other stakeholders to provide a robust basis for programming and policy development.
98. WFP's support will be designed and implemented in a way that maximizes positive effects on nutrition.

99. In accordance with WFP's Gender Policy (2015–2020),<sup>20</sup> this CSP will promote gender-transformative approaches, analyse gender inequalities and contribute to women's empowerment. It will include a focus on gender to ensure that interventions take into account the different needs of men and women.
100. In the light of the Sendai Framework for Disaster Risk Reduction,<sup>21</sup> disaster risk reduction elements will be integrated into each activity.
101. The strategic outcomes and activities will prioritize synergies. For example, strategic outcome 1 will help to identify information systems to support the SUN movement in collaboration with other United Nations agencies. By promoting balanced diets, activity 2 is expected to increase the demand for nutritious foods produced by small-scale farming families. Activity 3 seeks to encourage schoolchildren to consume more diverse diets with home-grown school meals; support to social protection may extend to shock-responsive interventions. Emergency preparedness developed through activity 4 will be enhanced by the improved quality and timeliness of data on food security and nutrition generated in activity 1, enabling more precise assessments of need in case of a natural disaster.
102. Operational innovations include a multi-stakeholder partnership to promote the consumption of healthy balanced diets. This partnership will base its work on the latest evidence from research and interventions addressing malnutrition, and will pioneer techniques for influencing the dietary choices of particular demographic groups.
103. 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, by providing marketing expertise, for example.

#### **4.4 Country Office Capacity and Profile**

104. This CSP builds on WFP's previous programmes, with enhanced involvement in capacity development at the national, provincial and district levels to be guided by an overall strategy.
105. WFP's country office 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.
106. The country office staffing profile has been designed to ensure that staff are technically capable of engaging with government counterparts and the private sector.

#### **4.5 Partnerships**

107. 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 is signed by the Minister of National Development Planning. Each activity will be conducted with the concerned ministry, including the Coordinating Ministry for Human Development and Cultural Affairs, the ministries of agriculture, health, education and social affairs, the Agency of Meteorology, Climatology and Geophysics, and the National Disaster Management Agency. These bodies were involved in the 2014 strategic review of food security and nutrition in Indonesia, and were consulted regarding WFP's proposed portfolio of cooperation.
108. Under strategic outcome 2, WFP will cooperate with: i) the ministries of health, education, social affairs and development planning; ii) the SUN Secretariat, the SUN Business Network and the SUN Donor and United Nations Network; iii) WHO and UNICEF; and iv) local, national and international civil society and media organizations. Expertise and financial resources will also be sought from the private sector to maximize the effectiveness of behaviour change campaigns and monitor their impact.

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<sup>20</sup> WFP/EB.A/2015/5-A.

<sup>21</sup> <http://www.unisdr.org/we/coordinate/sendai-framework>



109. 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 logistics and emergency telecommunications clusters at the national and provincial levels, in collaboration with logistics and telecom industry associations.

## **5. Performance Management and Evaluation**

### **5.1 Monitoring and Evaluation Arrangements**

110. A baseline study and monitoring and evaluation mechanisms are being established to measure the effects of the CSP, incorporating the new Corporate Results Framework.<sup>22</sup> The CSP will be adjusted as needed on the basis of evidence acquired during implementation.
111. 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.
112. The evaluation of WFP's country programme (2009–2013) found that corporate reporting mechanisms do not fully capture progress and achievements in capacity development. With support from the regional bureau and Headquarters, the country office and the Government are developing a plan for assessing the need for institutional capacity-development activities and for measuring long-term effects on national capacity.
113. Resources will be budgeted in the CSP for gender work, performance management, monitoring and evaluation. All efforts will be made to disaggregate data by gender.

### **5.2 Risk Management**

#### ***Contextual, programmatic and institutional risks***

114. Indonesia's vulnerability to natural disasters presents a constant risk to its people. Although the Government has the capacity to manage most natural disasters, if a particularly catastrophic event occurs the attention of WFP's partners may be diverted to the emergency response. This would slow down WFP's capacity-strengthening work. In the case of a Level 3 emergency, WFP might also be called on to provide emergency food assistance. WFP is mitigating this risk by strengthening the Government's response capacity and maintaining its own readiness to react as part of a strong humanitarian country team.
115. Experience during previous interventions showed that statistical studies, particularly of nutrition, must be closely supervised to enable WFP and the Government to draw conclusions from project implementation. To ensure studies meet international standards, WFP will seek partnerships with academic institutions and will involve its technical staff in all stages of study design, data collection, analysis and reporting.
116. There is a risk that the CSP will be insufficiently resourced to be viable. Changes in the Government or high turnover of government staff, particularly at the sub-national level, could reduce the effectiveness of capacity development. To mitigate this risk, the Government is considering a legal mechanism that would enable it to contribute to WFP's activities, and WFP will only implement activities that are adequately funded.

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<sup>22</sup> WFP/EB.2/2016/4-B/1/Rev.1\*.

**Existing and planned risk management processes**

117. WFP's collaboration with the Government on improving emergency preparedness and response mitigates the risks associated with natural disasters. WFP is also maintaining its own 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, the Ministry of Social Affairs and the Food Security Agency to enhance their response to potential effects on food security. No direct food distributions are foreseen so the effects on WFP's operations will be limited.

**Protection, accountability, environmental and social risk management, and security**

118. WFP is strongly committed to remaining accountable to its beneficiaries. Whenever feasible, it will ensure that men and women are directly involved in the decisions that affect their lives, to maximize the impact of its assistance. For example, market research on consumer choices offers an opportunity to consult communities and design nutrition campaigns based on their feedback and choices. Accountability and protection mechanisms will be incorporated into WFP's support to nutrition-sensitive safety nets, enabling communities to participate in the design and monitoring of programmes, and beneficiaries to obtain recourse when their entitlements are not provided.

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

**6. Resources for Results****6.1 Country Portfolio Budget**

120. This CSP is based on a minimum budget of USD 13 million over four years. A mid-term review will determine whether funds are available for the programme to continue.

121. Table 2 indicates the cost for each strategic outcome.

<b>TABLE 2: INDICATIVE ANNUAL BUDGET REQUIREMENTS* (USD)</b>					
<b>Strategic outcome</b>	<b>Year 1 2017</b>	<b>Year 2 2018</b>	<b>Year 3 2019</b>	<b>Year 4 2020</b>	<b>Total</b>
<b>1</b>	641 112	780 906	767 497	825 168	<b>3 014 683</b>
<b>2</b>	1 130 411	1 331 273	1 292 133	1 391 263	<b>5 145 080</b>
<b>3</b>	1 044 129	1 245 995	1 236 887	1 306 898	<b>4 833 910</b>
<b>TOTAL</b>	<b>2 815 652</b>	<b>3 358 175</b>	<b>3 296 518</b>	<b>3 523 329</b>	<b>12 993 673</b>

\* Figures include management costs – direct and indirect support costs.

**6.2 Resourcing Outlook**

122. The budget for this CSP takes into account the funding constraints facing lower-middle-income countries, Indonesia in particular. Net grants of official development assistance to Indonesia decreased from USD 1.4 billion in 2010 to USD 1.1 billion in 2015, with further decreases in 2016. WFP's 2012–2015 country programme received only 40 percent of its USD 45 million budget.

123. Government expenditures on the three strategic outcomes are increasing dramatically, with funding for agriculture, food security, nutrition, education and disaster risk reduction now comprising a significant portion of the national budget.

**6.3 Resource Mobilization Strategy**

124. Funding for this CSP will be sought primarily from the Government, its development partners and the private sector. The Government is willing to discuss co-financing of high-priority United Nations activities. But until a legal mechanism that would enable it to fund WFP activities is approved, the Government will: i) provide substantial counterpart funding to cover government expenditures associated with WFP funded activities; and ii) seek funds from traditional development partners for WFP's costs associated with the joint activities

125. The Indonesia country office will continue to prioritize partnerships with the private sector, which were the main source of funding for the 2012–2015 country programme. Capitalizing on the private sector’s growing role in food security, nutrition and emergency preparedness, WFP will seek partnerships that provide access to expertise, networks, data and human and financial resources from local and multinational corporations.

#### **6.4 Prioritization Approach**

126. The strategic outcomes and activities in this CSP have all been identified as priorities by the Government. As funds will be allocated by partner ministries, activities will be prioritized according to the availability of government funding. If any untied external funds become available, the strategic outcomes will be prioritized as follows:

- i) Strategic outcome 2: Malnutrition levels remain high and few people in the country consume a sufficiently balanced diet; this has direct impacts on Indonesia’s ability to reach SDG 2. The Global Nutrition Report estimated that the cost–benefit ration for each Indonesian rupiah invested in nutrition was 1:48.
- ii) Strategic outcome 1: The evidence generated in activity 1 underpins identification of the geographic areas and vulnerable groups with the greatest need, allowing greater precision in allocating resources.
- iii) Strategic outcome 3: Faster, more effective emergency response can minimize the negative impacts of natural disasters on millions of Indonesians and the country’s economy.

## ANNEX I

## LOGICAL FRAMEWORK FOR INDONESIA COUNTRY STRATEGIC PLAN (2017–2020)

Items formulated at the country level

Elements from the Strategic Plan

Categories and indicators from the Corporate Results Framework

Country: Indonesia

CSP start date: 1 March 2017 CSP end date: 31 December 2020

LOGICAL FRAMEWORK	
<b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger</i>	
<b>Strategic Objective 1</b> <i>End hunger by protecting access to food</i>	
<b>Strategic Result 1</b> <i>Everyone has access to food (SDG target 2.1)</i>	
<p><b>National Medium-Term Development Plan policy directions and targets</b></p> <p>To achieve food sovereignty the Government aims to <i>inter alia</i>: improve the quality of food consumption and nutrition by promoting balanced diets; and mitigate the effects of disasters on food security.</p> <p>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.</p>	
<p><b>United Nations Partnership Development Framework outcomes</b></p> <p>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.</p> <p>Outcome 3: Environmental sustainability and enhanced resilience to shocks. Focus areas: i) climate change mitigation; ii) disaster management</p>	
<p><b>Strategic outcome 1</b> Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach</p>	<p><b>Alignment to outcome category</b></p> <p>1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity</p> <p>1.3.1 Zero Hunger Capacity Scorecard</p>
<p><b>Output 1.1</b> National and subnational food security and nutrition data collection and analysis systems enhanced</p> <p><i>Contributes to SDG 17</i></p>	<p><b>Alignment to output category</b></p> <p>C. Capacity development and technical support provided</p>

<b>LOGICAL FRAMEWORK</b>	
<b>Activity 1</b> <i>Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes</i>	<b>Alignment to activity category</b> 12 Analysis, assessment and monitoring activities
<b>Strategic Outcome 3</b> Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters.	<b>Alignment to outcome category</b> 1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity 1.3.2 Emergency Preparedness Capacity Index
<b>Output 3.1</b> National humanitarian supply network enhanced	<b>Alignment to output category</b> C Capacity development and technical support provided
<b>Activity 4</b> <i>Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.</i>	<b>Alignment to activity category</b> 11 Emergency preparedness activities
<b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger</i>	
<b>Strategic Objective 2</b> <i>Improve nutrition</i>	
<b>Strategic Result 2</b> <i>No one suffers from malnutrition (SDG target 2.2)</i>	
<b>National Medium-Term Development Plan policy directions and targets</b> To achieve food sovereignty the Government aims to <i>inter alia</i> : improve the quality of food consumption and nutrition by promoting balanced diets; and mitigate the effects of disasters on food security.	
<b>United Nations Partnership Development Framework outcomes</b> 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.	
<b>Strategic outcome 2</b> 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 Nutrition-sensitive	<b>Alignment to outcome category</b> 2.3 Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations 2.3.1 Zero Hunger Capacity Scorecard
<b>Output 2.1</b> Tailored balanced diet promotional campaigns adequately delivered to targeted populations Contributes to SDG 3	<b>Alignment to output category</b> E Advocacy and education provided
<b>Activity 2</b> <i>Promote balanced diets to address undernutrition and overweight</i>	<b>Alignment to activity category</b> 6 Malnutrition prevention activities

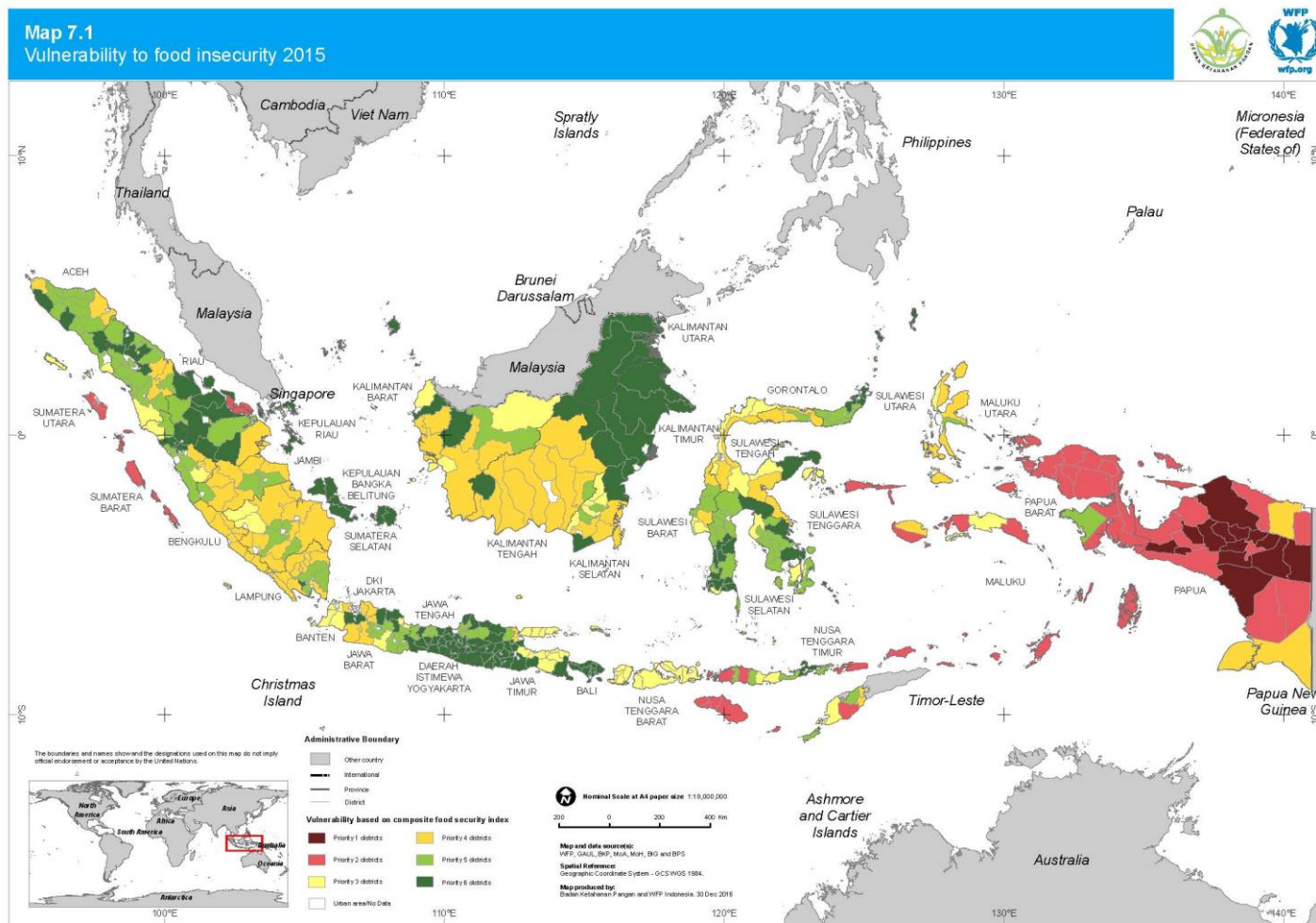
<b>LOGICAL FRAMEWORK</b>	
<p><b>Output 2.2:</b> National social protection and school meal programmes designed to improve the nutrition status of recipients Contributes to SDG 1, 4, 10, 17</p>	<p><i>Alignment to output category</i> C. Capacity development and technical support provided</p>
<p><i>Activity 3 Improve the efficiency and nutritional impact of national school meals and social protection programmes</i></p>	<p><i>Alignment to activity category</i> 4 School meal activities</p>

## ANNEX II

<b>INDICATIVE COST BREAKDOWN (USD)</b>				
	<b>Strategic Result 1 (SDG 2.1)</b>	<b>Strategic Result 2 (SDG 2.2)</b>	<b>Strategic Result 1 (SDG 2.1)</b>	<b>Total</b>
<b>WFP strategic outcome</b>	<b>1</b>	<b>2</b>	<b>3</b>	
<b>Focus area</b>	<b>Resilience-building</b>	<b>Root causes</b>	<b>Resilience-building</b>	
Transfers	1 768 058	2 907 776	2 879 218	<b>7 555 052</b>
Implementation	393 682	781 564	587 133	<b>1 762 379</b>
Adjusted direct support costs (%)	658 694	1 116 049	1 051 447	<b>2 826 189</b>
Subtotal	2 820 435	4 805 388	4 517 798	<b>12 143 620</b>
Indirect support costs (7%)	197 222	336 594	316 237	<b>850 053</b>
<b>TOTAL</b>	<b>3 017 657</b>	<b>5 141 982</b>	<b>4 834 035</b>	<b>12 993 673</b>

ANNEX III

Vulnerability to food insecurity in Indonesia, 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**

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNPDF	United Nations Partnership for Development Framework
WHO	World Health Organization