

SEAMEO Regional Centre for Food and Nutrition Third Five-Year Development Plan

(FY 2021/2022 – 2025/2026)

EXECUTIVE SUMMARY





Introduction

Food and nutrition issues and concerns still remain as among the top priorities in the global development agenda as embodied in Sustainable Development Goal 2 which targets to end hunger, achieve food security and improved nutrition and promote sustainable agriculture by 2030. While there have been significant results from initiatives of national governments and international organizations on addressing food insecurity and malnutrition, new challenges continue to emerge compounded by issues and trends in environment, geopolitical structures, economy, demographics, food and digital technologies, and among others.

As one of the 26 specialist centres of the Southeast Asian Ministers of Organization (SEAMEO) established in 2011, the Regional Centre for Food and Nutrition (RECFON) is fully aware of the challenges to combat food insecurity and malnutrition and other related concerns. The Centre remains steadfast to contribute to regional efforts to achieve SDG 2 among SEAMEO member countries as it implements its Third Five-Year Development (FY 2021/2022 – 2025/2026).



Trends and Drivers

SEAMEO RECFON looked into the following nine trends and drivers in laying down its programs and activities for the next five years:

1. Global food security, safety and sustainability

With the world's continuously growing population, there is a need to balance the different and competing demands of consumers for food and healthy living against the awareness on the environmental, social, economic and political limitations. Striving for equality in food security, safety and sustainability based on mutual understanding among countries for a better world of our next generation is essential.

2. Inequalities in the triple burden of malnutrition

The Global Nutrition Report 2020 states that malnutrition in all forms remains at unacceptably high levels on a global scale especially among children under 5 years old. The triple burden of malnutrition (i.e. underweight, overweight, and nutrient deficiencies) is a global and multisectoral concern that affects human capacities to contribute to national development. These forms of malnutrition do not discriminate age, socioeconomic class and gender that could result in different types of morbidity and mortality.

3. Industry 4.0 and society 5.0 demands

Industry 4.0 will drive significant changes in digitized food production and processing that would have impacts on food system, safety and security, and consumers' consumption patterns. The challenge is educating the consumers to change their eating habits to demand for much healthier food options from the food industry sector. Society 5.0 will require quality human resources that are forward-looking, smart, responsible and practice an active and healthy lifestyle. Balanced nutrition contributes to producing this kind of human resources that are critical in bringing about faster economic growth and reducing social problems for society members.

4. Rapidly evolving food technology and digital economy

The rapid evolution in food technology is expected to create changes in food branding (e.g., personalized diets, nutrition options), safety, sustainability,



affordability, accessibility and community's seeking behavior for food. The rapid development in mobile technology causes more and more people to enjoy the convenience of online food delivery services while prone to increasing unhealthy food habit pattern. Packaging and the mode of transport in delivering ordered foods may affect food safety. Despite the positive impact of high-technology and industry development in the food chain, these also have a negative impact on increasing the risk of contaminated food, and misuse of the food additive and preservative.



5. Increasing population of ageing and young generations

Age groups have different relationships with food depending on their lifestyle and eating habits. By 2030, there would be around 991 million people aged 65 years old (47% increase from 2018), 1.72 billion children aged 0-12 years old, and 423 million workers aged 25-64 years old globally. These demographic changes are expected to influence the global food system which in turn would affect the global discourse on nutrition, food, health, economic development, and agriculture.

6. Growing interest on food provenance by consumers

The interest of consumers on where food is supplied and processed and their curiosity to discover local food for exotic taste and food functionality will affect food preferences and eating habits as well as the global food trade. Preference for locally available food sources could help boost local food production and processing thereby providing more income to communities, enhancing local knowledge on the nutritive values of indigenous crops, easy and affordable access to nutritious foods, as well as sustaining conservation and judicious utilization of biodiversity.

7. Increasing demand for nutrition education

Misinformation is prevalent in social media on food and nutrition. Malnutrition as well as immunity to diseases are results of low understanding on nutrition essentials as the base of general health. Effective nutrition education is needed to affect proper behavior change among all age groups. The challenge is to convey

the concept of balanced nutrition in a manner that would be more understood easily by everyone using effective and various kinds of learning materials as well as teaching-learning modalities.

8. The “New Normal” Lifestyle

The Covid-19 pandemic has brought various impacts on people’s lives globally. People are becoming more cautious on what and where they eat to ensure safety and stay healthy. The importance of personal hygiene and physical activity are more pronounced now. As the pandemic limits face-to-face interaction to help control the spread of the virus, education and social development services are affected. The provision of flexible learning modalities and use information technologies to ensure the continuous learning of students on distance mode has become a major concern among government education officials.



Alignment with Global and Regional Development Agenda

SEAMEO RECFON's Third Five-Year Development Plan (3rd FYDP 2021/2022-2025/2026) reaffirms its commitment to a lifespan approach in food and nutrition for a better quality of life of its stakeholders in the region. It presents several key shifts in its program emphasis and initiatives towards meaningful and strengthened partnerships and stakeholders' engagements that are aligned with global and regional protocols and priorities.



As a regional organization, SEAMEO RECFON is expected to contribute to the achievement of existing global and regional protocols and priorities. These include the Sustainable Development Goals (SDG), the ASEAN 2025 Agenda, and SEAMEO's 7 Priority Areas in education, science and culture.

As a regional centre for food and nutrition, SEAMEO RECFON aligns its programs and activities to SDG 2 (Ending hunger, achieve food security and improved nutrition and promote sustainable agriculture), SDG 3 (Ensuring healthy lives and promote well-being for all at all ages), SDG 6 (Ensuring Clean Water and Sanitation) and SDG 17 (Sustainable development through global partnerships).

SEAMEO RECFON also supports the ASEAN 2025 Agenda, particularly under the Socio-Cultural Community which focuses on "engaging and benefiting peoples in an inclusive, sustainable, resilient and dynamic way towards attaining high quality of life, equitable access to opportunities, and promotion and protection of human rights for all which have relations to food and nutrition".

As a SEAMEO regional centre, SEAMEO RECFON aspires to contribute to the achievement of SDG 4 (Ensuring inclusive and equitable quality education and promote lifelong learning) and SEAMEO's Priority Areas in Education particularly Priority No. 1 (Early Childhood Care and Education), No. 2 (Addressing Barriers to Inclusion), and No. 6 (Promoting Harmonization in Higher Education and Research) as well as Priority Area in Science No. 5 (Food Security and Nutrition and Precision Agriculture).

SEAMEO RECFON's Vision, Mission, and Goal

SEAMEO RECFON's Third Five-Year Development Plan brings the concept of being **MINDFUL** in Southeast Asia which is an acronym for Multi-sectoral and Inclusive Nutrition Development for Upholding Life.

Vision

"A Centre of Excellence for building capabilities in food and nutrition for all in Southeast Asia."

SEAMEO RECFON envisions itself to be instrumental in empowering its stakeholders at the individual, institutional, and community levels to address their food and nutrition issues and concerns through appropriate program interventions provided to them. The Centre aspires its stakeholders to be capable of building their resilience from their day-to-day food and nutrition-related problems and implement effective changes in a given context to improve their current situations.

Mission

To provide food and nutrition development options for better quality of life for all peoples of Southeast Asia

The Centre shall optimize its mandates to dispense innovative products and services in food and nutrition that could facilitate decision-making of its stakeholders to attain better quality of life.



Goal

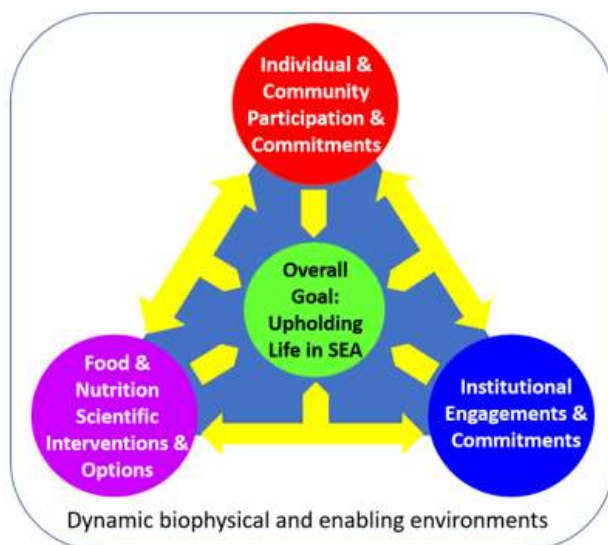
Upholding the quality lifespan of stakeholders through multi-sectoral and inclusive food and nutrition programs and activities suitable in a given context in Southeast Asia.

This goal highlights the important roles of food and nutrition in various life stages of individuals as they perform their daily routines. This goal shall also look into influencing the behaviours of individuals within the institutions and communities they belong to participate and commit themselves into adopting a healthy lifestyle after receiving appropriate science-based food and nutrition development interventions.



Framework

SEAMEO RECFON's vision, mission and goal are summed up in an acronym **MINDFUL** or Multi-sectoral and Inclusive Nutritional Development for Upholding Life through the framework below:



Mandates and Objectives

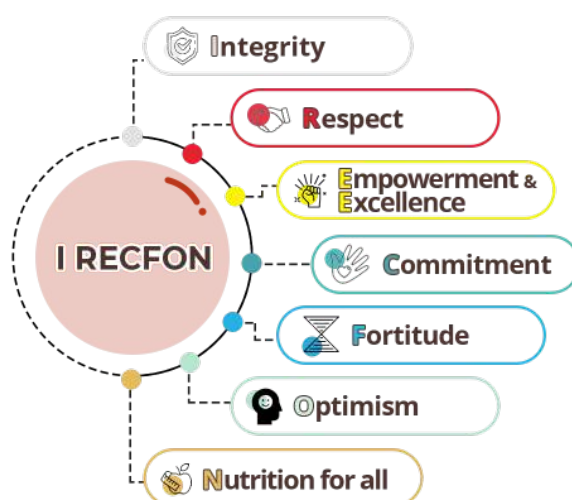
SEAMEO RECFON has six mandates to support its vision, mission and goal. These mandates and their respective objectives are as follows:

Mandates	Objectives
Education and Training	To develop a cadre of professionals who would become decision makers and implementors of food and nutrition programs and activities that are relevant to their respective work stations and countries.
Capacity Building	To create greater awareness among stakeholders and form communities of practice at various levels that could advocate the importance of food and nutrition as well as initiate activities to improve their nutritional status and the people around them.
Research	To generate science-based information in aid of formulating development interventions and

Mandates	Objectives
	policies to address critical problems, aside from enriching the body of knowledge, in food and nutrition in the region.
Community Development	To facilitate collective efforts and behavioral changes among relevant sectors and community groups to take action on food and nutrition issues and concerns that confront them through the provision of appropriate development interventions.
Information Dissemination	To provide up-to-date, accessible, and easy to understand knowledge materials on food and nutrition that are relevant to all stakeholders.
Partnership	To synergize the Centre's efforts with similar-minded institutions to improve the quality of life of stakeholders by implementing relevant development interventions on food and nutrition.

Core Values

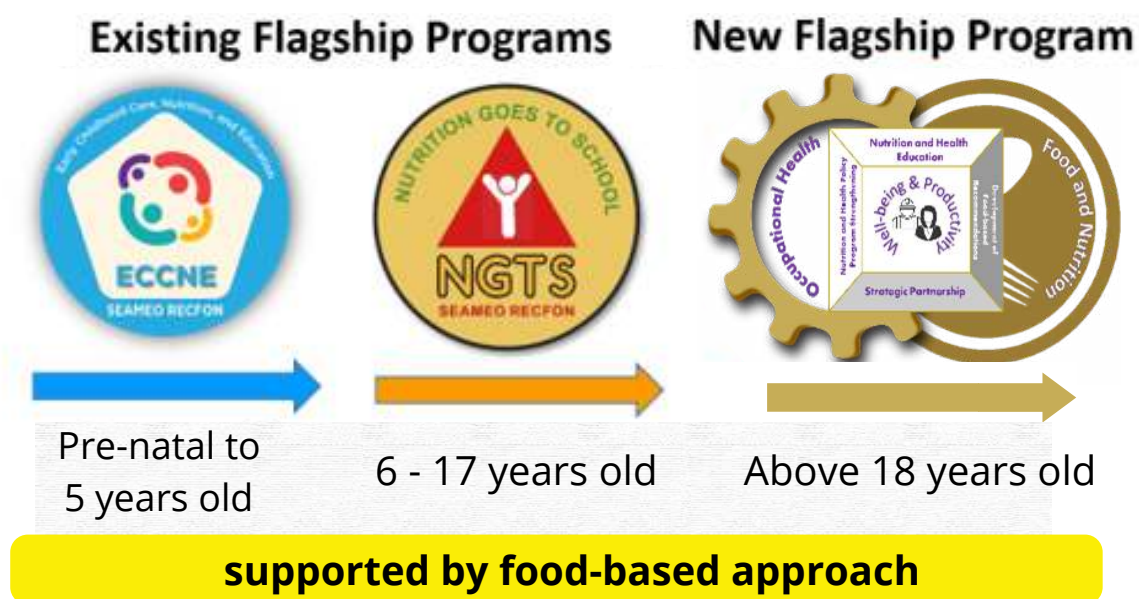
SEAMEO RECFON shall be guided by its core values toward attaining its vision, mission and goal which are summed up in the acronym I RECFON:



Existing and New Flagship Programs

SEAMEO RECFON believes that as individuals go through their different life stages, their food and nutritional requirements also change depending on the eating habits and lifestyle that they have acquired, and the environment they live in. Continuous advocacies on proper food and nutrition using appropriate approaches and interventions through the Centre's flagship programs are therefore essential to ensure healthy and quality living toward upholding a person's life.

Thus, in the next five years, SEAMEO RECFON will continue to adopt its life span approach to food and nutrition. The Centre will strengthen its existing flagship programs on **Early Childhood Care, Nutrition and Education (ECCNE)** and **Nutrition Goes to School (NGTS)** but at the same time will venture on a new flagship program on **occupational nutrition** which will be known as **Nutrition Goes to the Workplace (NGTW)**. The Centre will also continue to adopt the food-based approach to support and propel these flagship programs.





1. Early Childhood Care, Nutrition and Education (ECCNE) Program

As a community-based multisectoral intervention, the **ECCNE Program** shall carry on with developing models of integrated implementation of essential components of childcare and parenting focusing on nutrition to optimize child growth and development. These components include parenting and the enabling environment that supports it as the foundation, childcare and education in tandem with health and nutrition as the pillars, and policy and multi-sectoral partnership as the roof that cover and bring all the components together. The Program's target groups include kindergarten, nursery, daycare children including ECE teachers, parents, and community health workers.



2. Nutrition Goes To School (NGTS) Program

As a school-based multisectoral program, the **NGTS Program** shall strengthen the role of schools as effective media for character building education that is centered toward good nutritional practices both in school and at home. It is aimed at improving students' learning outcomes and active participation in school activities by acquiring proper nutrition. The Program's framework emphasizes that Nutrition Education within and outside the classroom brings about AWESOME (Active, Well-Nourished, and Smart of Me) School Children together with the proper policy and management support, and conducive school environment. The Program targets primary, secondary and vocational school children including school teachers and principals and other members of the school community.



3. Nutrition Goes to the Workplace (NGTW) Program



Like the ECCNE and NGTS Programs, the **NGTW Program** shall also operate in a multi-sectoral manner to support the well-being and ensure productivity of working communities by advocating proper food and nutrition within and outside their workplaces. These working communities could be in either a formal or informal setting where they are working full-time, part-time or on voluntary basis. As a SEAMEO Centre, the Program shall prioritize working communities in the

education sector such as school and university teachers, officials and other education personnel as targets.

New Focus Areas

Based on the trends and drivers in global food and nutrition and in recognition of its existing expertise and desire to expand its collaboration to serve as much needs of its stakeholders, SEAMEO RECFON shall explore new focus areas in terms of its research and capacity building mandates in the next five years. These focus areas include:

1. Local specific Food-based Approaches for Health

For more than a decade now, the Centre has been working on strengthening food-based approaches through the use of linear programming approach (LP) to develop complementary feeding recommendations (CFRs) and food-based recommendations (FBRs) to strengthen infant and young child feeding (IYCF). The Centre started to expand its work on local-specific food-based approaches for nutrition in the Southeast Asia region in 2014 under “Model of partnership to translate guidelines into practices for optimal diet of Southeast Asian community”. During the Third FYDP, SEAMEO RECFON would like to see itself taking more active coordinating roles in this focus area in Southeast Asia to also include the health outcomes beyond nutritional outcomes. The Centre shall work to become the World Health Organization Collaborating Centre on Food-based Approaches for Nutrition and Health in the region.



LAPORAN PENGEMBANGAN PANDUAN GIZI SEIMBANG BERBASIS PANGAN LOKAL BAGI ANAK USIA BAWAH LIMA TAHUN (BALITA) DI 37 KABUPATEN PRIORITAS STUNTING DI INDONESIA



2. Food and Nutrition Literacy and Behaviour Change Communications

Although nutrition education is among the components of its NGTS Program, the Centre shall deepen its involvements in food and nutrition literacy and behaviour change communications in the next five years. The Centre shall explore the components and implementation methods of this focus area and generate evidences to aid policymakers and program implementers in the education as well as health sector in promoting school-based nutrition, designing effective school curricula, and developing practical lesson plans and teaching-learning materials for school children at all levels.

3. Environmental Nutrition



SEAMEO RECFON recognizes that the world's increasing population, food production system, and the people's changing lifestyle including food consumption pattern have been giving adverse impacts to the environment. Thus, the Centre shall explore this focus area on environmental nutrition which looks into the interrelatedness of diet, environmental sustainability and human health. Through its research theme on food security and safety and in alignment with SEAMEO's Science Priority on Food Security and Nutrition and Precision Agriculture, the Centre would focus on

investigating ways to reduce food wastes and promote sustainable diet practices at school and community levels through its ECCNE, NGTS and NGTW Programs. Outputs from this niche are expected to facilitate decision making of policymakers and program implementers in the education, health and environmental sectors in advocating the importance of environmental nutrition.

Research Areas

SEAMEO RECFON shall continue to generate evidence-based information through its research mandate that are geared towards influencing policy changes and development. The Centre has redefined its research areas under its 3rd FYDP as follows:

- Food Security, Safety and Environments
- Food and Nutrition Across Life Span
- Food, Nutrition and Productivity Nexus



Strategic Focus, Strategies, Special Initiatives, and Targets

Strategic Focus 1: Regional Leadership and Synergy with Global Development

Strategy: Broadening and strengthening of the Centre's niches in food and nutrition along with global and regional goals and protocols		Objective: To contribute to global development efforts in addressing food and nutrition concerns in Southeast Asia by optimizing the existing expertise of SEAMEO RECFON and partner-institutions through relevant collaborative program planning and implementation
Special Initiatives	Target Outputs	Target Outcomes
Regional Scaling Up of RECFON's Flagship Programs on Nutrition Goest to School (NGTS) and Early Childhood Care, Nutrition and Education (ECCNE) and Piloting of Nutrition Goes to the Workplace (NGTW)	<ul style="list-style-type: none"> At least 1 NGTS & ECCNE Program model schools and early childhood education centers established in the region per year NGTW Program piloted in Indonesia up to strengthening phase 	<ul style="list-style-type: none"> RECFON's NGTS and ECCNE Flagship Programs adopted by Ministries of Education in Southeast Asia NGTW Program gained acceptance and support in the host country
Regional Policy Research in Food and Nutrition in the Context of IR 4.0 & Society 5.0	Appropriate policy analyses and recommendations to address major regional food and nutrition issues and concerns generated in the form of a policy brief/year	Food and Nutrition-related policies mainstreamed in the education and health sectors of SEAMEO countries
Becoming a WHO Collaborating Centre for Food-based Approaches in Nutrition and Health in Southeast Asia	A fully operational and functional WHO collaborating Centre for Food-based Approaches for Nutrition and Health in Southeast Asia	A more systematic and coordinated research and development activities on food-based approaches in nutrition and health in SEAMEO countries

Intensified IT-based Multiple Learning Modalities	A wide range of stakeholders from SEAMEO member countries have easy access to relevant food and nutrition IT-based training courses	A wide-range of RECFON's stakeholders possess relevant food and nutrition knowledge and skills to improve their quality of life
Strengthening of RECFON's Nutrigenomics & Nutrigenetics research line	<p>Increased number of Nutrigenomics and Nutrigenetics research for more effective nutrition intervention throughout the life cycle</p> <p>A course on Nutrigenomics and Nutrigenetics for capacity building of researchers developed and offered yearly</p>	Evidence to strengthen current nutrition strategies and recommendations throughout the life cycle

Strategic Focus 2: Meaningful Partnerships and Stakeholders' Engagements

Strategy: Empowerment and expansion of stakeholders' engagements in the Centre's programs to influence policy decision-making		Objective: To enhance the sense of ownership and sustain the commitment of stakeholders in planning and implementing RECFON's programs and activities towards creating a favorable enabling environment for development in food and nutrition in the region
Special Initiatives	Target Outputs	Target Outcomes
Strengthening of NGTS and ECCNE Working Groups in Southeast Asia	A Functional Regional NGTS and ECCNE Working Groups	The Working Groups are recognized by education and health ministries of SEAMEO member countries to help address national food and nutrition concerns at schools & ECE centres and workplaces
Strengthening of NGTW in the host country	A functional national NGTW Working Group	
Establishment and Operation of Southeast Asian Food and Nutrition Experts Hub	A functional regional Food and Nutrition Experts Hub	More stakeholders in the region are benefitted by the Experts Hub thru research, training, and community development activities
Establishment and Operation of Young Professionals' Learning Opportunities via Volunteer Engagements (LOVE) for NGTS & ECCNE Programs	A functional Young Professionals' LOVE for NGTS and ECCNE Programs	Increased capacities and appreciation of young professionals on food and nutrition issues through involvement in NGTS and ECCNE programs

Quadruple Helix Partnership for Impact	A Sustainable Quadruple Helix Partnership Framework for Impact	More involvements from Civil Society and Community Organizations in RECFON's programs and activities
Regional Training Needs Assessment	A comprehensive report on the training needs of RECFON's stakeholders	Increased capacities of stakeholders in relevant aspects of food and nutrition
RECFON Program Impact Assessment	A Comprehensive Impact Assessment (IA) Report on RECFON's program for the last 5 years	Findings of Impact Assessment integrated in policy decisions and program development in food and nutrition for the region



Strategic Focus 3: Product and Services Innovation

Strategy: Ensuring stakeholders' wider and easy access to the Centre's quality and innovative products and services		Objective: To enhance stakeholders' satisfaction, patronage, and trust in the Centre's products and services towards improving its reputation and credibility
Special Initiatives	Target Outputs	Target Outcomes
One-stop Stakeholders' Information Platform	A Functional and Accessible One-stop Stakeholders' Information platform	RECFON's stakeholders can access Centre information anytime anywhere by a finger touch
Food and Nutrition Education Media Mainstreaming	Food and nutrition-related education materials regularly featured in national television and/radio program in Indonesia	More attention given to food and nutrition concerns by relevant sectors/media providers
Regional Publication Intensification	<ul style="list-style-type: none"> RECFON's existing learning materials on NGTS and ECCNE translated in English and national languages of SEAMEO countries More reference materials for teaching on relevant food and nutrition topics published in English yearly 	School teachers in the region can relate and share their experiences with each other based on the use of the translated modules
Public Relations & Advocacy Enhancement	Food and nutrition policy and advocacy materials are available and disseminated to relevant government units in the region	Food and nutrition-related policies mainstreamed in education and health sectors in SEAMEO countries

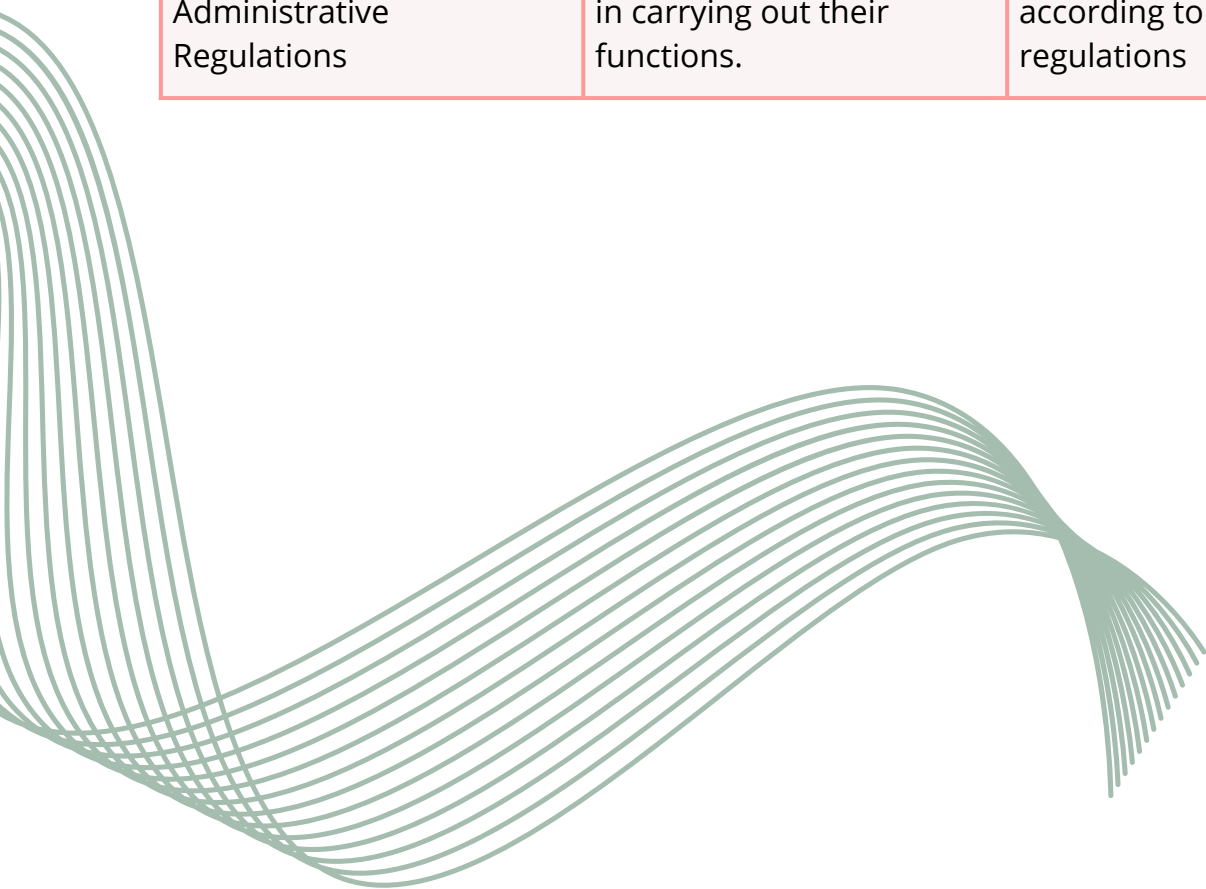
Strategic Focus 4: Operational Excellence

Strategy: <ul style="list-style-type: none"> Enhancement of capabilities and work productivity of the Centre's Staff Improvement of the Centre's operational efficiency and physical asset management 		Objective: To facilitate the accomplishment of the Centre's program and administrative targets as planned annually and within acceptable standards
Special Initiatives	Target Outputs	Target Outcomes
RECFON's Organizational Development	A comprehensive compilation of Standard Operating Procedures and clear staff development framework	Stakeholders satisfied on the efficiency in the Centre's operation and quality service of the staff members
RECFON's Virtual Office	A Functional RECFON's Virtual Office that includes a physical assets management system	Administrative functions can be operated remotely Centre's physical assets well maintained according to acceptable standards
Staff Incentive by Merit System	A clear set of guidelines about the Merit system	Increased productivity of staff members as well as the Centre's general outputs
Comprehensive Professional Staff Development	Competency-based staff development activities identified and provided to all staff members	Enhanced competencies of staff members in both administrative and technical functions
Administrative Staff Immersion into Flagship Programs	All administrative staff have internalized the Centre's flagship programs through a yearly field immersion activity	Administrative staff provide timely & efficient support to the requirements of the Centre's flagship programs

Technical Staff
Internalization of
Government
Administrative
Regulations

All technical staff comply
with government
administrative regulations
in carrying out their
functions.

Centre administrative and
technical operations are
running smoothly
according to government
regulations



Strategic Focus 5: Sustainability and Impact

Strategy: <ul style="list-style-type: none"> Strengthening of the Centre's resource mobilization and management Flexible positioning of the Centre in the stakeholders' and partners' mandates and operations 		Objective: To ensure the Centre's financial viability and good reputation with partner-institutions in carrying out its mandates efficiently and effectively
Special Initiatives	Target Outputs	Target Outcomes
Assessment of stakeholders' needs for Lab and Consultancy services	RECFON's laboratory services and expertise mapped according to stakeholders' needs	Additional financial resources realized for better implementation of Centre's laboratory and optimal use of existing expertise
Documents Review of partnership arrangements with partners and stakeholders	Areas needing strengthening in partnership arrangements identified	RECFON's legal status in partners' mandates and operations officially recognized
Products and Services Development	Model/IT apps/soft technologies on food and nutrition developed yearly particularly related to the Centre's flagship programs	RECFON becomes known as generator of applied and soft technologies
Purposive marketing of Project proposals	At least 5 project proposals disseminated to relevant funding donors yearly	Additional financial resources realized to fulfill the implementation of Centre mandates