

SUSTAINABLE DIETS FOR ALL

Indonesia Case Study

End-Term Evaluation of the
Citizen Agency Consortium
Sustainable Diets for All Program



**END-TERM EVALUATION OF THE SUSTAINABLE DIETS FOR ALL PROGRAMME
IMPLEMENTED BY CITIZEN AGENCY CONSORTIUM**

**Report of the Indonesia
Country Case Study**

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1. Introduction

1.1. Objectives of the evaluation

The objective of the evaluation is to assess the effectiveness, relevance, sustainability and efficiency of the SD4All programme. These evaluation criteria relate to the changes that the programme has contributed to:

- in capacities for Lobby and Advocacy of (Southern) partner organisations,
- in agendas, policies and practices of government and market actors (and possibly other actors, depending on the specific ToC of the programme).

1.2. Methodology of the evaluation

Country-based case studies constitute the backbone of the evaluation of the SD4All programme. In Indonesia, the team met actors and stakeholders in Jakarta, visited a partner's national head office in Bogor, and visited one partner at location namely Tanoker in Jember District (3 days). Country case studies were centred around the research matrix that was developed during inception. The matrix is structured along 5 topical questions covering the aspects of: effectiveness, relevance, efficiency, sustainability and relationships.

In the district as well as at national level, the methodologies used for exploring key programme-related processes and outcomes and assessing the programme's contribution to stated outcomes included¹

- Focus group discussions with stakeholders,
- Semi-structured interviews with programme and partner staff and informants from government, media, etc.
- Workshops with programme and partner staff: start-up workshop at the beginning and sense-making workshop at the end of the field work.

In addition, specific methodologies were used to for some of the stipulated areas, namely :

- Effectiveness analysis: timeline and process tracing on outcomes realised by Tanoker².
- Efficiency analysis was done using a method based on the *multi-attribute decision making* approach.

2. Brief description of the country programme

Sustainable Diets for All (SD4All) is an advocacy programme that uses evidence, including evidence generated by citizens, to help low-income communities to improve their access to sustainable, diverse and nutritious food. The programme aims to build the lobbying and advocacy capacity of CSOs and citizen groups in selected countries to jointly challenge unsustainable practices and incentives in food production and consumption, while fostering changes in policy and practice to help make sustainable diets attainable for all.

The programme aims to deliver policy change in relation to three key areas:

- I. Healthy and diverse consumption

¹ See annex 1 for the itinerary and annex 2 for persons met

² Initial intention of doing contribution analysis was dropped as Tanoker leadership preferred to use available time with evaluators to reflect on strategic positioning with a view to long term impact and sustainability – the reflections thereof have been integrated under different sections of this report

- II. Small & Medium Enterprises (SME) and informal market linkages
- III. Nutritious and diverse production

Indonesia faces a double malnutrition burden: almost 40 percent of under-fives are stunted, and over 10 percent of under-fives – and 25 percent of adults – are overweight. Rapid urbanization means that 70 percent of Indonesians will live in cities by 2025. In Indonesia, SD4ALL supports the development of policies and practices that improve peoples’ access to healthy food. The programme focuses on the availability and diversity of sustainable food sold by small and medium-sized enterprises and the informal sector, aiming to integrate their needs into local policy frameworks to ensure that regulatory environments actively support them. The programme also mobilises consumers to provide bottom-up support for improved diets, improve consumer awareness, and engage citizens in policy-making processes.

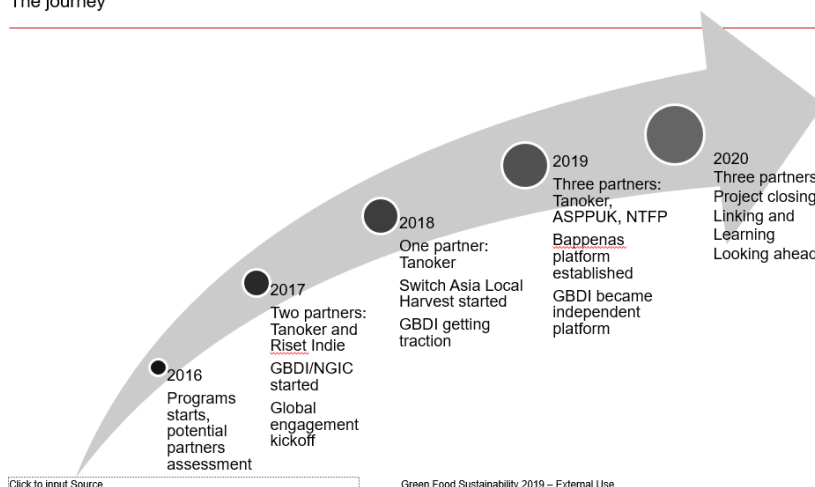
Over the years, Hivos and IIED established partnerships with 4 organisations in the country, being:

- **Tanoker** supports local community development in Jember Regency, East Java, through the promotion of healthy and diverse diets, especially for children. Tanoker develops the capacity of local food and culinary MSMEs to promote the consumption of healthy food and facilitates a range of annual community food events. Tanoker’s priority is to create a regional policy framework to support healthy diets in Jember.
- **Association for Women in Small Micro Business Assistance (ASPPUK)** (with Switch Asia) is an umbrella organization of 54 CSOs/NGOs spread across Indonesia covering over 3,500 producers (90% female). ASPPUK’s priority is to advocate for local government support on initiatives for consumption and production (SCP) of food. ASPPUK provides capacity building and awareness raising workshops for local producers on SCP standards and potential replication, community business development and marketing. ASPPUK also organizes awareness raising workshops for local and national retailers on relevant SCP standards and potential replication.
- **Non-Timber Forest Products – Exchange Programme (NTFP-EP) Indonesia** (with Switch Asia) is an umbrella organization of over 60 NGOs/CBOs working with forest-based communities to strengthen their capacity in sustainable management of natural resources in Southeast Asia, including Indonesia. NTFP-EP Indonesia’s priority is to strengthen the linkage between sustainable food producer groups and retailers and consumers. NTFP-EP Indonesia promotes the linkage between sustainable food producer groups in their network with retailers and consumers via their bi-annual national-level People’s Harvest Festival and some other local festivals. NTFP also provides capacity building on SCP practices for SME retailers.
- **Riset Indie, Bandung** focuses on local (city) food system and how to change the consumption pattern towards safer, healthier and more affordable diets. Initially, it managed the Bandung Food Change Lab but collaboration with SD4All was discontinued after one year.
- Hivos / SD4All was instrumental in setting up a platform (not truly a partner initially) named the **New Generation of Indonesian Cooking (GBDI)**. This initiative aims to foster more sustainable food consumption among urban middle-income groups. The focus is of food service actors including chefs, in restaurant chains, food stalls and catering for businesses, government agencies, schools and hospitals.

The collaboration with ASSPUK and NTFP-EP is largely situated under the Switch-Asia Local harvest programme which falls beyond the boundaries of the present evaluation but activities under this programme (and its achievements) are closely related and (for achievements) often causally connected to the SD4All programme. This sometimes makes it difficult in contribution to differentiate between SD4All and Local Harvest programme. The collaboration with ASSPUK and NTFP-EP started late 2019 and under SD4All it covered but a few activities such as the 2019 Parara Festival in Jakarta and the launch of a Small Grants Scheme with NTFP, and with ASSPUK who is working with women's groups (small scale food producers), awareness raising with communities and policy influencing at district (regency) and city (Kendari) levels. Both partners also participated in capacity building activities organised by SD4All in 2018 and 2019.

Programme Area	Period	Local partner
Jember Regency, East Java	2017-2020	Tanoker Foundation
Bandung	2017	Riset Indie
Bandung City, West Java	2017-2020	New Generation for Indonesian Cooking platform
Southeast Sulawesi*	2019-2020	Association for Women in Small Micro Business Assistance (ASPPUK)
Kapuas Hulu Regency*	2019-2020	Non Timber Forest Products – Exchange Programme (NTFP-EP)
National level	2016-2020	Direct implementation, including co-financing of the EU-funded Switch Asia Local Harvest Programme (2018-2020)

The journey



3. Programme achievements

Since its inception till present, the programme has initiated multiple initiatives that address challenges faced by actors in the food system in promoting sustainable food systems and improving access of people to sustainable, diverse, green, affordable, healthy, and nutritious food. Many diverse outcomes were realised in different domains related to either changes in agendas, policies and practice of Governments and market actors and/or capacities of various stakeholders in society to influence food system-related policies and practices.

Following is a (non-exhaustive) list of what the evaluation team considers to be key achievements realised by the programme in the period 2016 to present. The achievements are categorised under the envisaged long-term outcomes as formulated in the November 2019 Theory of Change. At the end of each section, we briefly assess progress made (in a rather forthright statement that will be elaborated upon with more nuancing in the following chapters).

Note: the list (and assessment) excludes achievements of the Switch Asia - Local Harvest Programme.

Envisaged long-term outcome 1:

National and local governments establish, support, sign agreement and policies to promote local, healthy, fair, diverse, green, sustainably sourced food.

- Ledokombo Children Forum advocating healthy diets within regional development planning process (Musrenbang).
- Children forum recognised as adviser in development planning (Musrenbang) by Kecamatan (meeting sub-district leadership).
- Tanoker providing inputs on draft decree (SK) on task force to institutionalize the Child Friendly District (KELANA) in Ledokombo.
- Tanoker as a member of Jember District task force on Child Friendly District contributed to agenda setting and influenced policy makers on healthy food for children (1000 Kantin Sehat) and sustainable diets (Food of the Month).
- Funding to Tanoker from Jember regional government budget for the Stilt Festival in Ledokombo.
- MoU ready to be signed with Puskesmas for engagement with Posyandu's in aspects of child health care (focus = teenagers) that has healthy food as one element.
- Tanoker invited to a workshop on SDG2 by Bappenas.
- GBDI established as a formal organisation receiving recognition from government actors, contributing to awareness on sustainable locally sourced food and influencing policy makers at different levels (Bandung City to National).
- GBDI collaborating with Bandung City Environment Agency (Dinas LH) in food waste policy development and implementation
- Sustainable gastronomy concept integrated in the draft National Mid Term Development Planning 2020-2024 by the National Development Planning Agency (Bappenas).
- GBDI & their chefs connecting with different government departments (City or national) such as of health, food & drugs administration, and tourism, or appearing in media (talk show) to promote sustainable gastronomy.

- Establishing collaboration with the Indonesian National Development Planning Agency (BAPPENAS) on multi-stakeholder platform on sustainable food system in Indonesia. Platform members include representatives from CSOs, government agencies, private sector, media and academia.
- Tanoker instrumental (facilitating and managing) the alignment of four organizations representing specific issues in the food system:
 - o Indonesian Biodiversity Conservation Trust Fund - KEHATI (on biodiversity)
 - o People's Coalition for Food Security - KRKP (on farmers' rights)
 - o The Indonesian Food & Beverage Association - GAPPMI (on food value chain) and
 - o Global Alliance for Improved Nutrition - GAIN (on nutrition)

These organisations are committed to becoming the core team in the institutionalization process of the national platform on food systems.

Observation:

The causal-chain linkages in the ToC have thus reached the level whereby a national platform is active in promoting locally sourced, healthy, fair, diverse and green food. The next level outcome, i.e. Bappenas to integrate this platform on food as part of a national platform for the realization of SDGs has not yet been realised. It is hoped that the national platform on food will be a catalyst for mobilizing local dynamics, thus impacting on other pathways of change to promote sustainable consumption and production of food in Indonesia.

Envisaged long-term outcome 2:

Five local governments (4 regencies & 1 city) sign agreements/policies/guideline promoting SCP for local, healthy, fair, diverse, green, sustainably sourced food

- Tanoker known, getting recognition and appreciation by local (sub-district and district) governments for its activities and role in promotion of healthy food for children and of sustainable diets (Food of the Month).
- Tanoker influenced Ledokombo subdistrict in developing and issuing a decree aimed to reduce stunting.
- Building for stakeholders, e.g. healthy canteen and Sekolah Yang-Eyang.
- GBDI established collaboration with Bandung City Health Office for capacity building of food service actors including SMEs, school canteens, street vendors, retailers, caterings, restaurants.
- Ministry of Environment and Forestry invited GBDI to join the SDG 12 Community of Practice.
- GBDI invited to platform meeting in Bandung on Food and Security – Accelerating progress on SDGs.
- Hivos / SD4All producing a strategy paper on sustainable food systems as input and inspiration for policy influencing at various levels (in-country).

Observation:

So far, focus was on one Kecamatan (Ledokombo sub-district), one city (Bandung) and one District (Jember District) with likely expansion to Yogyakarta City and Sumberjambe sub-district. The ultimate outcome (signing of agreements) may not yet be realized but many of the underlying outcomes have been realized in the stated locations. These include intermediate outcomes (extracted from ToC) pointing at

- government supporting events that promote SCP,

- Jember tourism office recognising and supporting the development of healthy culinary in Ledokombo's tourism spots,
- incorporation of healthy food in Regional Action Plans (Musrenbang) on SDGs (& role Children forum),
- local multi-stakeholder platforms promoting local, healthy, fair, diverse, green, sustainably sourced food.

Envisaged long-term outcome 3:

Jember district government coordinate and collectively support the implementation of Ministry of Women Empowerment and Child Protection recognition of Jember as Child Friendly Region.

- The Indonesian Ministry of Women's Empowerment and Child Protection awarded Jember District in East Java Province as a Child-Friendly District (Kabupaten Layak Anak) complying one of integral indicators of basic health including the availability of healthy food for children in schools.
- Tanoker as a member of Jember District task force on Child Friendly District contributed to agenda setting and influenced policy makers on healthy food for children (1000 Kantin Sehat).
- MoU ready to be signed with Puskesmas for engagement with Posyandu's in aspects of child health care (focus = teenagers) that has healthy food as one element.
- Partnership between Tanoker and University of Jember (Public Nutrition Dept.) to promote healthy diets and support capacity.
- Tanoker being key influencer of District Government Bappeda in the design and launch of the 1000 Healthy Canteens programme.
- Tanoker invited by the sub-district government of Ledokombo as the key resource organisation in a workshop on 1000 healthy Canteen programme (March 2020).

Observation:

This pathway is largely realised and acknowledged later on by high-level officials including the Minister of Women Empowerment at Egrang Festival. This is important in terms of national recognition and visibility and potential for scaling -up of locally tested models. This component also includes realisation from activities related to healthy food at schools and the now to be launched 1000 Kantin Sehat programme of the Government whereby Tanoker is trying to influence design to ensure healthy food is promoted and used in the programme.

Envisaged long-term outcome 4:

Improved availability of local, healthy, fair, diverse, green, sustainably sourced food from MSMEs, small scale retailers and local innovators (especially female) for consumers.

- Production of a chef manual that incorporates principles of sustainable gastronomy for policy makers and the private sector.
- Principles of GBDI on healthy locally-sourced foods and recipes promoted in the programmes of chef and catering associations.
- 14 GBDI Master Trainers actively campaigning sustainable food in their own network in Bandung, Jakarta, Cimahi, Yogyakarta, as well as at the national level.
- GBDI principles being adopted in the chef's curriculum of the Bandung Tourism School (STP) (as well as sharing facilities for GBDI activities).
- Health Office of Bandung City supporting GBDI on capacity building in Sustainable Food and Cooking for (20) canteens and SMEs.

- Women groups (SME), culinary groups (grandparents) and groups of men engage in different kinds of activities related to promotion of sustainable foods (respectively commercial sales, catering and awareness raising).

Observations:

The original causal outcome chain is partly realised i.e. with establishment of the culinary groups, SMEs and men’s group. Other envisaged elements (notably related to food production and established medium-sized commercial actors at supply side) received less attention. The collaboration with chefs in GBDI can (in our view) be categorised under the ToC pathway on improved availability of food. Related achievements were by all means relevant and contributed to the realisation of this long-term outcome.

Envisaged long-term outcome 5:

Consumers (from children to elderly, focusing on women and youth) are aware and opt to consume local, healthy, fair, diverse, green, sustainably sourced food.

- Citizen groups (Sekolah Yang-Eyang or grandparents, Sekolah Bok-Ebok or women group, child forum) acting as advocates for healthy food and sustainable diets in various settings
- Evidence that Food of the Month concept resonates well with people from all walks of life, both government and society, including Bappeda Jember.
- Promotion of healthy, locally sourced, creative food in local and national events, such as Mud Market (Pasar Lumpur) and Parara Festival (Jakarta) receiving recognition and appreciation.
- Effective promotion of healthy locally sourced food by Tanoker citizen groups (especially by culinary grandparent groups) in events in nearby locations, at the Mud market but also in other locations like Surabaya, Solo and Kendari (South Sulawesi).
- Launch of the healthy canteen initiative in Ledokombo – canteens source food from local MSMEs. Aligning with District 1000 Healthy Canteen.

Observations:

Quite some of the underlying outcomes in the ToC relate to community-based group-based promotion and advocacy of local, healthy, fair, diverse, green, sustainably sourced food. Tanoker realised a lot already (at local level) while GBDI is building up a strong track record in this respect. Different groups, events and campaign models are being used and have proven to be effective (at local level). Upscaling is a challenge though (see following chapters).

Envisaged long-term outcome 6:

Consortium (Hivos & partners) bring best practice in local/national level to global arena/stakeholders.

- GBDI Sustainable Gastronomy best practice featured in the Stockholm EAT Food Forum 2019.
- Hivos invited to advice Ministry of Health and EAT foundation on agenda setting of EAT Asia Pacific Food Forum (and co-organised side-events).
- Dutch Embassy requesting Hivos to lead (1) nutrition-related initiatives with Indonesian Strategic Partnership programmes and (2) SDGs session during (separate) SP meeting.
- Innovations and creations of healthy food showcased and appreciated in events, festivals and fora in Surabaya, Solo, Kendari, Jakarta etc.
- Hivos co-facilitated workshops on circular economy in food sector with Chatham House

Observations:

Progress in this causal outcome chain is still moderate with some more anecdotal achievements but lack of a systematic bridge-functionality and actors that connect local practice to national and global policy levels. Local evidence has increasingly been used to inform national and international policy debates and policy arenas.

Other achievements:

- Organisational and functional programme management capacity of Tanoker strengthened – less so policy influencing capacity and skills.
- Capacity development and organisational support strengthened the ability of citizen groups and fora (Yang-Eyang, Bok-Ebok, children) to promote sustainable diets (focus on healthy food for children) and / or engage in policy influencing.
- Active engagement in media and communication in variety of channels has reached a wider audience on sustainable food and related activities of partners - locally (Tanoker communication in Bahasa) to internationally (Hivos-IIED communications).

In general, from the above succinct summary of achievements, one may conclude that the programme has indeed succeeded in realising a wide variety of outcomes that contribute to the stated objectives of the programme. Obviously, the programme also faced a number of challenges that may have hampered or slowed down the realisation of certain outcomes. These challenges will be discussed in more detail in the following chapters.

4. Analysis of the level of effectiveness

Evaluation Question 1:

Which changes have occurred in agendas, policies and practices of targeted social actors and in the L&A capacities of participating organisations (effectiveness)?

4.1. Policy changes

Observations

In the workshop and on several occasions during the field discussions, Tanoker stated that more than influencing policy changes at the district level, Tanoker prefers real reinforcement at the grass root level. Policies at the district level may change along with the political dynamics of the district, and this is really beyond the control of the project. Tanoker understands that the policy at the provincial to national level is a much more complex process, so that in this project it is more effective to concentrate at the village, sub-district, and district levels.

It was proven that Tanoker interventions have influence on policies at the village, sub-district and district levels. At the village level, Sekolah Yang Eyang (grandparents school) has inspired how to creatively process healthy food from diverse local resources. Sekolah Bok Ebok (mothers school) and Sekolah Pak Bapak (fathers school) have included the issue of healthy food in their curriculum. Both Sekolah Yang Eyang and Sekolah Bok Ebok & Sekolah Pak Bapak basically have the same focus in childcare. Therefore, many issues related to child growth and development are being addressed, such as health services for children, access to formal education, prevention of the use of illegal drugs, sex education, and even how healthy democracy becomes an important topic in these schools.

This focus on childcare has paid off. In addition to the children gradually choosing their own healthy food, they have even learned to be involved in village-level development planning meeting

(musrenbang). They have learned to express their aspirations as inputs for development proposals. Once the proposal is approved to be programme then it will be funded by the Kabupaten Jember Regional Budget. At the subdistrict level there is a Ledokombo District Level Children's Forum. Two children from each village represent their villages in the subdistrict level development planning meeting (musrenbang).

Citizens, individually or in groups, have become 'innovators' of healthy food in their respective villages (Sekolah Bok Ebok & Sekolah Pak Bapak are in Village Sumber Salak, while Sekolah Yang Eyang is in Village Sumber Lesung). Healthy processed food products besides sold by order, are also sold in the Mud Market.

The Mud Market activity that began in April 2017 has become a monthly event for healthy food innovators, handicraft, and others to show their products. Visitors to the Mud Market are not only local residents, but also visitors from various communities outside Jember, and even from overseas. The Mud Market has also received coverage from several national television stations. The Ledokombo Sub-District Head believes that the Mud Market has raised the District Ledokombo name so that it has to get adequate support. Next year, the road to Pasar Lumpur will be improved using village funds.

Once a month there is Food of the Month activity. In this activity healthy food innovators provide examples of healthy food that is always new to the offices of stakeholders such as village offices, sub-districts, mass media, police/military, and district offices. Food of the Month has inspired stakeholders about healthy food. Even though there is no district-level policy that is considered as a response to the Food of the Month, the message about healthy food has stuck quite strongly in their minds.

Tanoker's reputation for working with children and healthy food has received recognition from the Jember District Government. Tanoker is involved in several task forces, including the Jember District Task Force on Child Friendly District and the SDGs Regional Action Plan Task Force. Tanoker's involvement in the task forces certainly provides an opportunity to contribute to regional policies on healthy food. The most visible is the opportunity to influence the healthy food content in the 1000 Healthy Canteen Program. The programme is funded by the Jember District Government and will be implemented in elementary and junior high schools. Tanoker will facilitate workshops at the district level for this programme (the latest information stated that this workshop should be postponed due to covid19 problem).

Policy influencing is not the first and foremost objective of GDBI. Nevertheless, GDBI has contributed to awareness raising and is likely to have influenced key stakeholders in policy development especially so at the City of Bandung. Chefs are not only instrumental in promotion of locally sourced healthy food & recipes but also influential with policy makers, peers, SMEs including vendors, public and media. GDBI has reached out to members of the public and presumably raised their awareness about healthy food but hard evidence is lacking yet on the magnitude (numbers) of reach-out to public.

The Hivos team has set up collaboration with the Indonesian National Development Planning Agency (BAPPENAS) with establishment and support to a multi-stakeholder platform on sustainable food system in Indonesia. This platform appears to become a meaningful and relevant entry point for high-

level policy influencing. Hivos team was instrumental in arranging support and backing to the platform by four well-established organizations / associations (KEHATI, KRKP, GAPPMI GAIN).

Reflection

Both Tanoker and GBDI enjoy wide recognition and are appreciated in relevant (but obviously very different) circles of policy makers, politicians, influencers (media) and public at large. The wide-spread recognition and appreciation for Tanoker expedited its influence on policy makers. The same observation pertains to GBDI where reputation and fame of the chefs is a factor of influence in policy development arena.

Along its 11 year of operations, Tanoker has proven its work and gained recognition from East Java Province and national government. Among relevant agencies in Jember District Government, Tanoker is already well known as an NGO that focuses on childcare. Tanoker's involvement in the SD4All Programme has added a new image to Tanoker as an NGO that also focuses on healthy food.

However, being a popular NGO in childcare and healthy food is one thing, being able to influence changes in food policy is another business. Policy has its own rules. Political mechanisms become the main road for policy determination which is in the hands of the legislative and executive at the district level. While rules in Indonesia allow NGO personnel to sit in the legislature, this not what Tanoker management aspires. Their preferred approach to influence policy is to work at the grass root level while simultaneously being involved in relevant task forces at the district level. In this way, Tanoker has been able to get a place in the Child Friendly District Task Force and the SDGs Task Force. Through the SD4All Project Tanoker can compile good evidence at the grassroots level that can be used as a strong argument for influencing policy in both task forces. The involvement in these task forces is not the only effective way for influencing policy at district level. Tanoker also 'exploited' its reputation and used events e.g. to influence the declaration of Jember Child-Friendly District (this will be more elaborated in section 5.1).

At the village and sub-district levels, Tanoker has faced relatively few difficulties in influencing policy. Besides of good relations with the village head and sub-district head, the SD4All programme provides Tanoker with an advantage in addressing issues related to childcare and healthy food in village and sub-district. An important development and achievement was that Jember District decided to implement the 1000 Healthy Canteen Programme intervention through the SD4All programme.

It must also be observed that while there is recognition by sub-district leadership of models that Tanoker established for food system transformation, relevant departments (like agricultural extension or family planning) may not always share the vision (e.g. stick to priority for rice and other cereals and little attention for traditional crops). The contribution of ASSPUK & NTFP is too recent to assess but potentially these newer partners fill in actual gaps in the programme e.g. on diversification & forgotten foods, gender, national MSPs for L&A and in bridging local evidence to higher-level policy debates.

Finally, the collaborative linkages among others with the University of Jember are very relevant and instrumental in strengthening community practice but can also be effective to reach out to policy makers (for policy influencing based on strong evidence). It is advised to 'exploit' such linkages more in policy influencing, e.g. in reach-out to officials but also for instance in developing an evidence-based

policy paper and other easy-to-digest format (e.g. infographics) to inform L&A strategy and planning on food and nutrition aspects.

Learning Topics

- Develop a strategy to more comprehensively exploit the Food of the Month concept (multiple targets and objectives)
- How to utilize the alignment between project interventions and regional programs in influencing policy?
- How to identify niches in food system transition where programme can contribute meaningfully in terms of policy influencing using evidence from programme practice?
- How to capitalize the reputation to achieve effective policy advocacy?
- How to successfully bridge local level policy influencing with the national and international policy arena's? Who / what can be the bridge? Hivos itself or connecting to / collaborating with powerful CSO with national level networks? What kind of priority should this receive in time and resource allocation?

4.2. Changes in food system and with actors

Observations

Since the beginning Tanoker has been working in the marginal area in Jember District. The so-called marginal area is an area along the estate landscape of PTPN XII (state owned estate company). The profile of this marginal area is a rural area with diverse local food sources, but its productivity is not high because of lack of utilisation. Most of the residents of this marginal area are migrant workers, so the majority of people actually living in this region are grandparents and children.

In food systems, the SD4All Project (Tanoker and GBDI) focuses on the demand side, so that the processing and consumption of healthy food is the main concern of this project. Tanoker has some interest in the supply side (i.e. to promote diversification of production and of healthy food processing) but it does not engage in the supply or processing side mainly due to capacity and resource limitations.

The production of local food sources that are used as materials for processing and consuming healthy food is not a focus of the project in Indonesia. Consequently, the actors of healthy food involved in this project - besides the policy makers - are processors and consumers. Farmers, although they can be called actors in the food system, are not a target or audience in the project. GBDI could in some way have potential to influence supply side of food system by promoting the use of traditional ingredients (forgotten foods) in their recipes, such as by the involvement of urban farmers group in the platform. This in fact may create a market demand and thus stimulate producers to diversify into these crops.

This project is domestically oriented: solving the problem of consuming unhealthy food by children. Most children are cared for by grandparents, because their parents are living abroad as migrant workers. Many grandparents chose an easy way to provide food for their grandchildren. As long as their grandchildren are happy, even though the food cannot be classified as healthy food, grandparents will give it. This causes health problems for children.

Making children and grandparents advocates for healthy food therefore is considered to be an effective and efficient approach as they will directly influence their peers. Sekolah Yang Eyang, Sekolah Bok Ebok, and Sekolah Pak Bapak provide solutions to this problem. The members of these schools must eventually become 'innovators' and advocates of healthy food: understand what healthy food is, know how to make healthy foods that children like, and teach children to choose healthy foods as their daily diet. In addition to being able to provide healthy food for children in their families, some innovators have become micro/ small entrepreneurs by taking orders from consumers. When the Mud Market is held, some of these groups opened a healthy food booth at the market.

Food of the Month is presented as a multi-functional multi-targeted vehicle for promoting sustainable diets, influencing consumers as well as government officials. The concept of food of the Month has indeed expanded the exposure of healthy food issue to policy makers. Their awareness of healthy food has increased because of Food of the Month. Will these policy makers then become healthy food actors? It depends on whether they will pursue development of policies on healthy food.

Unlike Tanoker, GBDI works in urban areas, notably in the city of Bandung. Bandung is known as a culinary destination. The city is famous for offering a variety of foods— admittedly not necessarily healthy food - that is attractive to residents and tourists visiting Bandung. An interesting part about GBDI's work is that the private sector immediately provides support to promoting healthy food with the involvement of chefs in healthy food campaigns. There are 14 master chefs who expressed their willingness to be involved in this campaign. They have a voluntary agenda to carry out campaigns in the form of cooking demonstrations in various places. In addition, with support of GBDI, they also became trainers for other chefs, school canteen, catering services as well as street vendors in healthy food processing training

Initially the programme also focused on food vendors in Bandung but this line of activity was discontinued following multi-actor reflection on priority setting for the Bandung city food system development. Apart from not being considered a priority focus, other factors were at play as well e.g. related food safety, security, hygiene and waste disposal. However, GBDI still offered training to vendors, following the involvement of the city's street food vendor association (APPKL) in their platform. This workshop was highly appreciated by the vendors. Moreover, GBDI is now working with the vendor association (APPKL) and other actors to provide assistance for vendors who lost their income because policy measures by the city government.

Reflection

The high prevalence of stunting but also of obesity among children shows that there is still a long way to go to achieve a better understanding and more general adoption of healthy food among the population at large. In many cases, what families eat are meals that taste good, but often food is not healthy.

On the other hand, Indonesia has a rich and long tradition of diverse sources of healthy food. These foods are affordable even for marginalized people. The challenge is whether once prepared, the cost price is still affordable, and food still tastes good. Sekolah Yang Eyang, Sekolah Bok Ebok School,

Sekolah Pak Bapak, and GBDI master chefs have proven that healthy, locally sourced food can still be affordable and taste good.

Looking at the different interventions by Tanoker and GBDI, it is thought that the more effective approaches are:

- Working through Chefs as food champions
- Food of the Month combined with the different Sekolah's (especially the grandparents)
- Mud market (Pasar Lumpur) & Food of the Month

In practice, the scale of activities by Tanoker remains rather moderate despite the fact that their models are worth duplicating especially child forum and the different *sekolah*'s. These group-based models are indeed rich in content but their impact (in absolute scale) on the overall food systems is small. Nevertheless, evidence from these models has had direct or indirect use in evidence-based L&A and thus create much more impact through policy development and implementation. The key challenge that Tanoker (and the program) faces is to strike the right spaces / themes in the policy debate where one can trigger change, create impact and make a difference through policy development and implementation.

Resources permitting, the programme could consider to cover gaps in coverage of food system-related policies e.g. on diversification in the supply chain with producers, traders and processors. In order to do so, it may be advisable to connect and collaborate with other organisations / programmes that have relevant expertise and track record. Similarly, while GBDIO has some small retailers as members, they do not (yet) address supply side actors at a wider scale (e.g. entrepreneurs like traders and processors) despite having business-related connections with these actors.

Learning Topics

- Take healthy food as entry point and work gradually towards more comprehensive notions of sustainable food systems
- L&A to target / influence making and implementation of local policies on sustainable consumption

Tanoker

- Food of the Month and healthy food campaigns by master chefs have increased public awareness and policy makers about healthy food. How can this be followed up so that it becomes a decision for the public to always consume healthy food?
- How can this be followed up so that policy makers can also take part in the food system?
- Use University linkage to strengthen positioning (viz-a-viz nutrition-related considerations) in food systems transformation
- Child forum is promising policy influencing instrument but could similar set-up with youth be realised – the latter could also
- Be instrumental in awareness raising on sustainable food among youth
- Become a youth-led think-tank on action-oriented strategies for food system transformation?
- Influence / Engage with service providing departments at Kecamatan especially agriculture extension to review policy implementation strategies (away from cereal crops towards diversification and promotion of traditional crops)

GBDI :

- Explore options to influence intermediate actors in the food system on principles of sustainable gastronomy
- Keep engaging with other actors e.g. sekolah yang-eyang & bok-ebok and food of the month
- Support strategic role of chefs as good food advocates or champions
- Explore whether and if so, how GBDI can be instrumental in reaching out to low-income urban consumers with messages on healthy food.
- Explore to what extent chefs can adopt social business principles in their business model (reflect on social returns next to financial returns = blended value creation)
- Explore opportunities to integrate GBDI-like principles and methods in CSR strategies of major food companies
- Keep vendors as a target for practice-oriented training but not in policy influencing (too many barriers for time being)
- Explore options to influence intermediate actors in the food system on principles of sustainable gastronomy

4.3. Capacity development

Observations

The assessment of capacity development in this section covers mostly Tanoker.

GBDI, ASSPUK and NTFP-EP attended capacity development initiatives in 2019 such as on outcome harvesting. They indicated that this has been an interesting experience but it was too early for the evaluators to assess the on relevance and usefulness of these activities as the capacity building took place only recently. The effects will have to be seen in the coming period.

The SD4All programme in Indonesia engaged in capacity development in various forms and approaches and with different modalities that were directed at different stakeholders, mainly the two core partners Tanoker and GBDI. In the programmatic context, capacity development was primarily meant to build capacities of programme actors to do advocacy more effectively and efficiently. However, capacity development has also been provided on a wider scope of topics. Ample attention was given to organisational development of partners. Staff capacity building was organised on programme management such as outcome harvesting, M&E, storytelling and MSP-coordination (accelerator). The capacity development initiatives in the period under review covered the following topics:

- Theory U for multi-stakeholder platform (2017) (SD4All partners)
- Social media (2017) (SD4All partners)
- Outcome Harvesting (annually since 2017)
- Advocacy toolkit (2018)
- M&E (2019) (Switch partners only)
- Storytelling (2019)
- Gender (2019)
- Sustainability Accelerator (2019)

These activities were mostly directed towards implementing partners and programme staff in the country (ASSPUK and NTFP-EP joined the capacity development initiatives in 2018).

Planned capacity development initiatives in 2020 will cover the following areas³

- Gender-inclusive local advocacy – by external consultant
- Gastronot board game. This is a game-based learning for elementary school students to increase the awareness and understanding of balanced nutrition. The game is part of a new inclusive gastronomy concept: *Main, Metik, Masak* (Play, Pick, Cook) developed by Kummara, a Bandung-based game designer under the Idea Accelerator programme (not SD4All)
- Financial capacity
- Financial resilience/programme sustainability

Tanoker organized capacity development for its culinary groups of grandparents or mothers, and for the children forum. Some of these initiatives were designed and implemented in collaboration with (lecturers and students of) the University of Jember, Public Nutrition Department⁴.

GBDI organised training on healthy sustainable cooking (2019) targeting 4 different groups of private sector actors:

- Chefs of restaurants
- Catering services
- School canteens
- Food vendors.

These training will be repeated in 2020 (circumstances permitting).

In contrast with other countries, there were no exchanges between programme partners in Indonesia apart from joint participation in capacity development activities and programme-related workshops / meetings for planning, outcome harvesting and related objectives. The programme components and partners are located in different regions far away from each other and only the two recent partners ASPPUK and NTFP (whose programme largely falls beyond the scope of this evaluation) have national offices in or near Jakarta.

However, capacity building also occurred through

- hands-on learning by being engaged in policy influencing and advocacy activities or in joint activities with communities e.g. with University of Jember,
- involvement in multi-actor initiatives that allowed for exposure to and learning from the processes and practices of other organisations,
- participation in the Annual Programme Review Meetings that created opportunities,
- research as an entry point for capacity development such as in the feedback session on the household food diaries research but also with district level officials and counsellors,
- ad-hoc subject-matter advice by Hivos, IIED or other experts.

As far as applicable, partners expressed their appreciation for the quality and relevance of the CD initiatives under the programme.

Tanoker indicated that they used the 5C model twice already for self-assessment, once in a baseline needs assessment and 2 years after in a repeat / follow-up assessment. The conclusion of the consultant who facilitated the 2018 assessment was that Tanoker staff are quite realistic in making

³ The Corona crisis already is causing delays in implementation

⁴ Faculty of Public Health

assessments of their capabilities. The consultant further observed that Tanoker staff understand the problems and challenges faced compared to the expectations they want to achieve and therefore they give modest scores for all aspects.

Priorities in capacity building needs that emerged from the 2nd assessment process were

1. Knowledge Management
2. Government Policy Advocacy
3. Advocacy and campaign strategy development at national and international levels,
4. Media coverage and writing for campaigns and advocacy
5. Branding and marketing

Tanoker considers the 5C the model to be useful for self-assessment and to be strategically relevant for organisational development. Next to 5C, they also identified capacity development needs on basis of adaptations to their programme strategy (ToC) or following internal performance -related reflections. For Tanoker, the 5C model remains relevant for a broad assessment and monitoring of capacities at organisational level.

Reflections

In capacity development attention was paid to organisational development of the partner(s) and to compliance mechanisms for programme management such as outcome harvesting. Attention also was also paid to L&A capacities through the Advocacy Toolbox that was developed by IIED.

The Hivos team indicated at a dilemma with capacity development because of the time and resources it takes for partners to participate in these activities. Partners are under-staffed and over-engaged in programme related activities, e.g. Tanoker is the only partner organisation that has a staff member who is full-time dedicated to communications. Other partners will have to send programme staff or other functionaries to comms-related training such as the one on social media.

The Tanoker staff member who attended the advocacy toolbox training, left the organisation soon after the training, before acquired skills and knowledge could be shared or transferred to others in the organisation. On the other hand, it must be noted that Tanoker had already built up quite some track record and expertise in L&A but then, its communication and programme staff indicated there was certainly more room for further strengthening of capacities in planning and implementation of advocacy tools, as well in expanding its toolbox of useful and relevant methods and techniques for advocacy and related activities such as communication. The training on story telling was interpreted as being functional especially for programme reporting. Communication staff of Tanoker did not attend this training and thus relinquished an opportunity to strengthen communication capacities in this respect.

The evaluation team endorses the prioritisation of capacity needs identified in 2018 assessment. The outcome of the 2018 exercise is still relevant and presents a realistic reflection of challenges that Tanoker is facing especially in rendering its policy influencing work more effective and meaningful. However, as far as evaluators could establish, the stated gaps in capacity have not yet addressed specifically since the assessment was done.

As indicated, Tanoker provided capacity development support to citizens groups, often in the form of coaching and expert advice. This support was well appreciated by the groups that were interviewed. The training programme of GBDI on sustainable and healthy cooking targeting 4 groups was highly appreciated by all groups. Vendors specifically were asking for more practical training which they found missing in the present 1-day workshop organised by GBDI (on specific request by Bandung City Council government).

As far as the use and application of 5C model is concerned, for Hivos use of the model helped to assess and understand capacity needs at programme level and with the different partners. Use of 5C was complemented with dynamic (read: open-ended more loosely structured) assessments based on joint reflections with the partners, e.g. the more or less imposed training on story telling generated new needs such as on infographics and quality control of communication materials like photos.

Application of 5C may also be relevant for citizens groups supported by partners. As a matter of fact, in view of the diversity in mandates, functionality, operational modalities and organisational *maturity* of the different citizens initiatives supported by the programme, there simply is no one-size-fits-all approach towards assessing capacity needs of these groups. As groups are often still in infant stage of organisational development, a broad 5C-like assessment in combination with a contextualised quick scan of activity-based functional / operational requirements may be well suited to assess specific capacity development needs of each type of group.

Learning topics

- How to further strengthen the link between TOC (adjustments) and CD needs assessment to inform, plan and design further capacity development initiatives?
- CD needs assessment for citizens groups: how to deal with diversity of mandates and functions and identify diverse CD needs?
- How to develop contextualised capacity development strategies that are tailored towards capacity needs of partners in strengthening (local level) policy influencing?

4.4. Research

Observations

The overriding approaches used in the SD4All programme are evidence-based lobby and advocacy towards local and national governments. Generation and use of evidence in L&A therefore have a strong focus in programme implementation. Most research in the SD4All programme is coordinated by IIED, the strategic partner of Hivos in CAC. Implementation of research is often done in collaboration with the SD4All partners and/or local researchers such as the Faculty of Public Health of the University of Jember in Indonesia.

Research and strategic reflections included

- Food Diary Research in Jember District by University of Jember and IIED leading to the publication of the report on Indonesia's triple burden of malnutrition. A call for urgent policy change (study started in 2017, survey in 2018 and report 2019).
- Study on informal food vendors and their role in the food and nutrition security of low-income workers in Bandung City (study in 2015, report published 2019)

- Strategic document on multi-stakeholder platforms (Theory of U) by an external consultant
- Stakeholder mapping in Bandung city for the GBDI initiative to inform and guide the programme / GBDI in its targeting,
- A strategic reflection on priorities of Bandung city in the promotion of sustainable consumption and production,

Strategic reflections have been instrumental in guiding and steering programme planning and implementation e.g. for GBDI to design and target the training programme or for revisiting pathways of change and priorities of the SD4All programme (in the city of Bandung).

A particularly important study was the *Food Diary Research* that was initiated in 2017. The initial design was guided by the desire of Hivos team and partners to get more information on people's diets in Jember district. Food Diary research was meant to generate evidence that could be used in SD4All's future work (locally, nationally and internationally) on policy influencing and advocacy but also to provide guidance to Hivos and partners on desired nature and targeting of other programme interventions related to sustainable food consumption and production.

The research / survey was designed and undertaken by the Department of Public Nutrition⁵ in collaboration with IIED and SD4All (Tanoker mainly). The survey was done in 2018 in Jember district, and included coastal, lowland and highland areas. In hindsight, it was found that the research process was rather cumbersome and time-consuming. Communication and alignment between the implementing agencies (University of Jember and IIED) was hampered by linguistic challenges (a need to translate all communication back and forth), lengthy deliberations on methodological issues and perceived data gaps, and delays in production of the report (eventually it was published end of December 2019). It was felt (by local stakeholders) that local representation of IIED (i.e. having an Indonesian national as their lead researcher) could have made the process much more cost-effective. Nevertheless, the report was generally well appreciated, not only by programme actors and partners, but equally so by Government officials, notably the Jember District Health Department (even though the department was somewhat critical about the lack of data on quantitative food intake in the survey).

The researchers of the University of Jember pointed out that only around 30% of data collected have been used in the SD4All publication. Nevertheless, the remaining 70% were certainly not lost but were used by the concerned university staff in internal working papers and to inform the SD4All programme team and partners for programme planning and implementation. The local researchers will also use the entire data set in articles that they intend to publish in national and international journals. Moreover, they (local researchers) suggested to use the data set for an evidence-based policy paper that they would have liked to produce in collaboration with programme staff and partners. This paper could have assessed opportunities and challenges in addressing food and nutrition security in Jember district and present related policy implications and recommendation. This (interesting) suggestion was positively received by the programme team but could not be realised now by lack of designated resources. The university is still considering to produce an easily accessible info-graphical synthesis of findings but is seeking to acquire funding to do so. The Hivos team further thought that in order to

⁵ Of Faculty of Public health, Jember University

optimise the relevance and use of this valuable data set in advocacy at national and international levels, there would be need to replicate this study in other regions / cities. However, such (undoubtedly valuable) exercise is way beyond means and resources of the Sd4All programme.

The *Indonesia's triple burden of malnutrition* report briefly presents some valuable and relevant recommendations for future programming on SCP in the country such as

- improving children's diets through improved school culture, development of whole-family approach and/or exploitation of the wealth of local food diversity,
- regulation of commercial food processing, and a need for better local dietary guidelines,
- policies to promote diversity of food sold by vendors and promotion of locally sourced seasonal foods,
- alignment of dietary needs and agricultural policies and promotion of sustainable agriculture, agro-biodiversity, agro diversification and of homestead production.

Admittedly, a few of these recommendations are being addressed in the programme (and ToC) but there is still a long way to go realise the entire set of recommendations.

The 'informality study' for Bandung City was building upon earlier (pre-SD4All) research by IIED in the city and further launched in the early years of the SD4All programme. However, in 2018 after consultations with multiple stakeholders and experts in Bandung, it was decided to no longer pursue specific programme objectives related to the informal food sector (see section 4.2). Hence, while this study provided very interesting insights in the dynamics of the informal food sector and its significance for low-income consumers, the programme did not make further use of the outcomes of the study for direct interventions. The findings, however, remain very relevant and useful for policy influencing especially at national and international policy fora as they provide concrete stories and robust evidence to inform policy debates on role and importance of the informal sector in the food system.

Reflection

To conclude: the Food Diary Survey yielded a rich set of context-specific information and insights in nutritional habits and challenges in the district and was / can therefore be instrumental and relevant in agenda setting for policy influencing. Nevertheless, not all data were used in the report and local research partners expressed a desire to explore further insights that can be derived from the data set on nutritional adequacy of household diets. Conclusions thereof can be used as unique and robust evidence to feed and inform policy influencing and advocacy at local, national but also international level. Upscaling and duplication of such studies in-country and between countries would definitely enrich and 'empower' the evidence-base for policy influencing at higher-level fora. However, due to the lengthy and difficult process of back and forth consultation during the first 1.5 year of the study, it might be good to consider a local research partner who speaks the same language and able to be more involved directly and more often with the local university partner. Last but not least, the study should have a strict deadline and clear methods so as to make it more efficient time-wise for everyone involved.

Learning topics

- How can research capacity (collect, analysis, reporting, disseminate) be grounded more with local agencies?

- How to position and apply research (that requires a fairly rigid design and planning) within the more loosely structured and necessarily flexible environment of advocacy and policy influencing?

4.5. Gender and Youth

Observations

There is a general recognition among Hivos and partners as well as other resource persons of the relevance and importance of gender and youth inclusion in matters related to sustainable food systems and diets for all, if only because of the key role that women play in production, processing and preparation of food crops for consumption by the family.

Gender and youth inclusion received limited focus in the original programme design. Likewise, inclusion of gender and youth is not very strongly embedded in advocacy strategies and practice of partners as far as such strategies have been spelled out in any detail (which we could not be truly establish). Capacity development on gender mainstreaming in policy influencing was planned for partners but has been postponed due to Corona crisis. Therefore, capacity in gender- and youth-sensitive agenda setting for policy influencing is still limited, also by lack of knowledge of best practices by others in this respect. Teaming up with ASSPUK as a partner (since mid-2019) may contribute to strengthening knowledge and expertise on gender mainstreaming in the programme (or programmes because ASSPUK's partnership is primarily situated within the Local harvest programme but then it is the intention that also SD4All programme benefits from the expertise that they bring).

On the other hand, Tanoker has a strong gender 'history' and track record. This admittedly emerged less by programme design, and more as a contextual issue because mobilisation of women (among children, adults and grandparents) on issues related to food and nutrition was more straightforward and easier than among the men. Tanoker is indeed supporting a number of group-based interventions that have an inclusive character. These focus on women and children but also include initiatives (3 Sekolah Pak-Bapak) established with and for men that found its origin in religious groups doing Qur'an study but were given additional contents in learnings on healthy food, parenting, gender inclusiveness, etc. There are also some (few) inspiring examples of (male) local leaders (e.g.. at dusun or desa level) who have been actively engaged in and supportive of activities by Tanoker.

GBDI on the other hand faces the challenge that chefs are by majority men which is a common phenomenon not only in Indonesia but basically world-wide. Leadership of GBDI is committed to make the association more inclusive and pursued a deliberate bias by inviting specifically female chefs and prioritise younger chefs for the trainings they organise.

When exploring the youth-related interventions, partners and governments often refer to interventions that are targeting school children, e.g. improving knowledge and practice of nutrition and balanced diets, production of food crops in school gardens, or efforts to improve quality and dietary diversity of school meals (1000 Kantin Sehat) . Programme interventions around sustainable diets or food systems that reach out to out-of-school youth say in the age range of 16 to late 20's

were largely missing apart from participation of youths (university students – not low income youth) in the 2017 Bandung foodlab.

Reflections

Different initiatives have been launched to engage school children, women and men and to a lesser extent out-of-school youth in the programme. There is need for capacity building on gender and youth inclusion in design, content, planning and implementation of advocacy strategies. Partners lack contextualised strategies to strengthen inclusiveness in the planning and implementation of lobby and advocacy.

To some extent, the inclusiveness gap is caused by lack of contextualised evidence and insights in gender- and youth-related dynamics in the actual food system in the specific context and locations where partners are working or targeting their interventions. There is need for further applied research to explore challenges and identify opportunities for inclusion of women and youth (as actors and/or in agenda setting) in policy influencing and other initiatives in food system transformation leading more sustainable consumption and production.

Indonesia, as most other countries in the Global South, is facing tremendous challenges in assuring the younger generation of hopeful prospects for job creation and rewarding economic livelihoods. Innovative investments in diverse, green and sustainable food systems that are rooted in local citizen-led dynamics may offer interesting opportunities for youth as economic agents.

Stakeholders in the SD4All programme consistently acknowledge the need for a pro-active engagement with and support to youth. Despite positive intentions, results so far of working with youth on food-and diet-related issues are rather moderate and have not been realised at any substantial scale. It must be noted, however, that also Government policies and programmes (some of which the programme is trying to influence) equally fail to systematically and structurally address challenges that youth face in becoming economic agents in the agricultural sector or related food systems. Moreover, there are more facets to address in this respect than just job creation, e.g. on matters of attitude and mindset (e.g. the *unpopularity* of employment in agriculture or of rural life in general among youngsters), the *Westernisation* of popular food (popular fast food culture), lack of incentives that may attract youth to *food entrepreneurship*, and so on.

Finally, on a more programmatic note, programme partners still pointed at the need to develop more specific strategies and pathways of change to guide programme interventions in support of inclusiveness as well as a to continue working on adjusting the monitoring framework with the appropriate indicators that would better capture targets, developments and outcomes with respect to gender and diversity inclusion in the programme.

Learning topics

- There is a need to better specify key challenges for gender and youth inclusion in policy influencing on sustainable food systems and diets and subsequently develop contextualised L&A strategies to address these challenges.
- Exploit potential role of ASSPUK in strengthening inclusion as their track record and expertise may be instrumental to fill in gaps and support other partners (peer coaching)

5. Analysis of the relevance

Evaluation Question 2:

How relevant are the changes in the context in which the programme is operating?

5.1. Relevance of policy changes

Observations

Since 2006 the State Ministry for Women Empowerment and Child Protection has developed a Child-Friendly City/Regency policy. In 2017, Jember District declared its commitment as a Child-Friendly District - Primary. The declaration was held at the 8th Egrang Festival in Ledokombo. In 2018 for the first time Jember Regency was awarded as a Child-Friendly District. In 2019 for the second time Jember Regency received the same award. In fact, the Jember Regency Government hoped that in 2019 it would be able to obtain the status of Child-Friendly District - Middle, a level higher than Primary. Therefore, the Jember District Government is currently making efforts to accelerate so that in 2020 it can obtain the status of Child-Friendly District - Middle.

There are 5 criteria that must be met to obtain the status of Child-Friendly District:

1. Fulfilment of civil rights and freedom of children. This criterion requires children to be able to express their civil rights freely and responsibly, such as conveying the aspirations of children who will be accommodated as programs in development.
2. Family environment and alternative care. Care for migrant workers' children is a basic need that has to be met by the Jember District Government.
3. Children's basic health. One element is the availability of healthy food in the family.
4. Right to education, especially formal education. Equal alternative education or as a support for formal education must be provided so that children receive adequate educational rights.
5. Special protection for children who have problems with the law.

The consequence of the acceleration effort is the fulfilment of the five criteria mentioned above must obtain a greater outpouring of resources compared to the previous year. And Tanoker's work field with SD4All is related to criteria 1, 2, 3, and 4. Tanoker through SD4All has contributed to the achievement of criterion 1 through the involvement of the Children's Forum in musrenbang, achievement of criteria 2, 3, and 4 through Sekolah Yang Eyang, Sekolah Bok Ebok, Sekolah Pak Bapak, and various activities carried out by children in Tanoker's learning facilities.

The government under the district (sub-district and village) then works in harmony with efforts to accelerate the Child-Friendly District. Tanoker who works on issues related to children becomes a partner in achieving the development goals of Jember District.

Reflections

While SD4All's design focuses primarily on the issue of healthy food, with this provision Tanoker can also penetrate into other policy areas such as democracy, education issues, health issues, and others. Therefore, Tanoker can also work together with stakeholders from the village, sub-district, and the district level. The issue of healthy food thus seems to be positioned as a cross-cutting issue, where many interests meet.

At the grassroots level itself, the issue of healthy food is an issue that must be resolved if Jember District wants to have good human resources in the future. This means that Jember District must invest in children's welfare for a better future. Tanoker since its inception has invested in the welfare of migrant workers' children through alternative education and care. SD4All then came to supplement this investment by working to resolve the issue of healthy food for children (and also for families).

It is no coincidence when Tanoker and SD4All are in fact compatible with Child-Friendly District Policies. Tanoker has an important role in facilitating the declaration of Jember Child-Friendly District and encouraging its acceleration through the 2017 and 2018 Egrang Festival. Child-Friendly District then seemed to be a fertile playing field for SD4All work which was well executed by Tanoker in Ledokombo.

Learning topics

- How will the issues to be resolved by the project driving the achievement of regional development?
- How to utilize the alignment of project objectives with regional development goals?
- What facilitation needs to be taken so that the project can continue to be relevant to the grass root issues and the achievement of regional development goals?

5.2. Citizens agency

Observations

A lot has already been said in previous chapters that directly relate to the operationalisation of the concept of citizen agency in programme interventions, notably in the different group-based initiatives, the engagement of citizens in events, or the participation of single (children) or multiple (GBDI) stakeholders in local platforms for policy influencing.

The programme has indeed elevated agency for citizens in different kinds of groups such as Bok-Ebok, Yang-eyang and children's forum. Tanoker has given adequate guidance to citizens and their groups in pursue of their objectives. Tanoker's strength is in empowering citizens and the organisational dream is to be instrumental in creating a citizens' movement that will pro-actively advocate for sustainable diets and convince others to use local, healthy, fair, diverse, green and sustainably-sourced food ingredients.

GBDI's board and platform have diverse stakeholders (or associations) from different parts of society. Together they represent a fairly broad segment of the local food system that serves the city of Bandung. By lack of well-established organisations that represent consumer interests, rights and obligations, the voice of the consumers (the wide array of all consumer categories) is missing.

Reflections

Tanoker's reaches out strongly to children, grandparents and dedicated groups of adults. However, they indicate to face more challenges in reaching out to the adult population at large, who apparently are more difficult to mobilise around issues of healthy, fair and local food. Some adults (migrant workers) are not living at programme locations – this is where grandparents feature as their caretakers of children and thus leading actors in food and nutrition for their families. Grandparents groups and culinary SMEs have become strong advocates for healthy locally sourced foods. Evidence

is found in the fact that innovations and creations of healthy food with local natural ingredients (Food of the Month), has gained appreciation among public as well as Government officials.

By being pro-actively engaged with the local communities over many years, Tanoker has built up a lot of respect and appreciation among the local population. This allows them to take up a genuinely representative role as advocate of citizens' interests, rights and obligations in matter of policy influencing. In addition, citizen agency is reflected among specific constituencies such as Child Forum that received support through the programme to act and represent children in the Musrenbang processes (village development planning). Representation of producers and intermediate value chain actors (processors, vendors) in citizen groups or MSPs of Tanoker is less pronounced, except for a number of food SMEs and culinary groups.

Representation of intermediate actors from the food system is stronger and wider in the case of GBDI even though also in their case representation of the urban consumers at large is still lacking. Consumer engagement that is taking place is mainly through institutions or think-thanks such as the Centre for Sustainable Food Studies (CSFS) of the University of Padjajaran, that already has a similar opinion and positioning as Tanoker on sustainable diets and food system transformation.

In GBDI, value-based motivation (to promote healthy food) is an important incentive for chefs next to their business interest. After all, they are entrepreneurs who have to make a living from food business. It is this blending of social and economic values that makes GBDI a strong concept in support of sustainable food consumption and production. Blended value creation and adoption of social business model is also taken into consideration by Tanoker's leadership. In the case of Tanoker, it will be a challenging task to conceive a sustainable business model that on one hand focuses on social value creation (with little or no potential for income generation) and on the other hand has economic value creation by offering products and services to the paying consumers in the market (see further section 6.3)

GBDI shows that an MSP can be a powerful tool to link citizens / entrepreneurs with differing interests in win-win alliances, However, a critical condition for sustained operations and influence of MSP is leadership that is accepted by all members, which in this case done by the GBDI for their platform. The strength of the GBDI platform is in creating win-win situations for members while ensuring goal alignment among the members i.e. all join in to contribute to improved fair and green food systems. Challenges and risks that the GBDI MSP platform may face relate to

- creating stronger engagement and linking of different supply chain actors that are represented in the platform, by building short local supply chains that source healthy, fair and green ingredients to the chefs, caterers, vendors or canteens,
- identifying and agreeing on roles and responsibilities of each member (no free-riders),
- Establishing transparent decision-making processes,
- ensuring feeling of ownership of the platform among members,
- transparency and knowledge sharing to the extent possible in a market environment where members are sometimes also competitors or of each other.

Learning topics

- How to engage consumers and intermediate medium to large scale commercial value chain actors and strengthen their active agency in MSP (of GBDI)?
- How to strengthen and widen the concept of Citizen Agency to embed blended value creation? In other words: explore the use of social business models for Tanoker as well as for GBDI and their members' enterprises?
- How can civil society and public sector actors support the concretisation and functioning of social entrepreneurship for citizen groups (like the culinary groups) and CSOs (like Tanoker) blending social and economic value creation?
- How to engage – especially low-income - consumers and other value chain actors and strengthen their agency in functional groups or MAIs?
- Explore how GBDI can strengthen its outreach to low-income consumers either directly or indirectly (i.e. further engagement with vendors?).

5.3. L&A strategy

Reflections

Food and nutrition security has a strong linkage to realisation of SDGs which is embraced by government e.g. in Bappenas at national level as well as with district authorities. At the same time, Government and other stakeholders also consider the subject of food and nutrition security to be topical at national as well as local levels, now and in future. Hence the importance Governments attach to efforts by CSOs such as Tanoker to address food system transformation in a wider value-based perspective inspired by SDGs.

The work and achievement of Tanoker also in local-level policy influencing is recognised and appreciated by Government officials. Some officials indicated they had doubts about CSOs who – unlike Tanoker - are focusing only or very strongly on the “political games”. They (officials) indeed appreciate more the mixed functionality of Tanoker that is first focusing on prototyping models to promote consumption and production of local, healthy, fair foods and diversification of diets, and thereafter uses the evidence gathered in this programme practice to carry out advocacy and offer advice to – mainly local – governments on food system transformation. Such approach which can be characterised as an insider and evidence-based approach is more appreciated than the value-base more activist policy influencing by other (not SD4All) CSOs.

From experience in awareness raising and advocacy so far (e.g. 1000 School Canteens or with GBDI), it was observed that reference to healthy locally-sourced food is thought to be a more effective entry point in reaching out to many stakeholders than reference to sustainable diets. At the same time, working around healthy food topics as a start can pave the way towards adopting a wider scope in a later stage i.e. addressing sustainable diets. Therefore, such a strategy which is explicitly adopted by GBDI and inherently so by Tanoker, is thought to be an effective approach.

As far as the objectives of sustainable diets for all are concerned, there is still a critical lack in legal framework at national level in support of SCP and promotion of local, healthy, fair, diverse, green and sustainably-sourced foods. More recently, Hivos in Indonesia broadened its institutional scope from a strong focus on local (district or city) level to paying somewhat more attention to national level policy influencing and linking national to local levels, that is reinforcing local level impact by stronger policy backing from national policies and policy platforms. This is to some extent done

under the SD4All umbrella but rather more through the *Local Harvest Programme* which basically has emerged from and was built upon the achievements of SD4All. Both programmes are connected in terms of vision and mission whereby the Local Harvest programme spans a different (but to some extent complementary) scope touching upon broader segments of the food system from production to consumption in more locations.

The programme is supporting / influencing multi-sectoral settings to food system transition. Such settings are becoming visible at national level (e.g. in the development of Bappenas platform on sustainable food) but less so at local level where local governments – despite commitments at policy levels - apparently take fewer steps to let different departments collaborate in developing joint strategies and operations for strengthening food and nutrition security in their constituency (e.g. by linking agriculture extension to dietary needs). Nutrition may thus become an *unfunded priority* at local government levels – significant in the policy rhetoric but small in practice. At implementation level, national and local governments are still putting much more emphasis on cereal-based commercial agriculture with strong focus on the input and supply side and far less on food & nutrition security-sensitive agriculture that follows a more comprehensive food systems approach.

Tanoker has been using different communication materials for advocacy and/or to reach out to stakeholders and the public at large. Commonly used materials are the videos made by Hivos and 'My Plate Fan'. The video *Health Generations Ahead* (production organised by Hivos) contained stories of members of the different groups about healthy traditional food and from leaders such as Ledokombo sub-district head, Ibu Latifah (Bok Ebok School), Ibu Sumilah (MSME), and others. *My Plate Fan* is a plastic fan on which the surface is printed infographically about the proportion of healthy food in a plate and other information about healthy food. Ledokombo sub-district head often uses the Hivos video when in meetings with district offices or other persons. Tanoker uses the videos in various workshops, training and meetings. The Hivos video was also launched in the Mud Market event. My Plate Fan video was shared on various occasions, mainly for building and strengthening awareness on nutrition. Apart from videos, Tanoker also produces printed communication material including a newsletter for local audiences. The production of the Hivos video was a rather cumbersome and lengthy process. If use had been made an Indonesian production house (of which there are many very good ones), there would have been less communication and formalities (visa & permissions) issues to resolve and production costs (and efforts) would have been a lot lower. English-language publications (like the position and discussion papers) are less useful in Indonesia because of the language barriers, also among Government officials who generally have limited or no command of English.

Learning topics

- What L&A strategies can CSOs design and implement to influence policy makers at national level to build upon local initiatives and come up with a national guiding legal framework that supports SD4All objectives such as on indigenous food varieties and against over-emphasis on cereals in food cropping?
- What L&A strategies can be the programme adopt to promote and realise multi-sectoral approaches for policy development on food and nutrition security at national and especially district levels?

6. Analysis of the sustainability

Evaluation Question 3:

To what degree are these changes sustainable?

6.1. Sustainability of changes in policies and food systems

Tanoker has taken a stand to strengthen interventions at the grass root level in order to ensure the sustainability of project outcomes. From the observations in the field, it seems that what is considered as grassroots are sub-village, village, and district level. At this grass root level Tanoker has worked to ensure that policies at the village and sub-district levels can consistently maintain the project outcomes that have been generated.

The Subdistrict Government has even considered that the Mud Market is a sub-district monthly event. To support the Mud Market, the Subdistrict Head plans to hold a Car Free Day event along with the Mud Market schedule. The Subdistrict Head hopes that the Car Free Day will increase the number of visitors to the Mud Market. In addition, with village funds, road improvements will be made to facilitate access to the Mud Market location.

The acceleration of Jember Child-Friendly District (Madya-Middle Level) has ensured playing fields that are conducive to the sustainability of SD4All outcomes. Tanoker's presence in the Child Friendly District Task Force and SDGs Task Force enabled Tanoker to participate in setting the policy direction of the Jember District Government to support the sustainability of SD4All outcomes. The functioning of the Children's Forum from village to district level in the musrenbang within the framework of Jember Child-Friendly District is one form of the sustainability of outcomes from SD4All.

Currently, the most visible SD4All outcomes are in Ledokombo District. Even though that has not been evenly distributed in all villages in Ledokombo. Only in the villages where the Seven Peace Tourism Destinations (Tanoker Learning Village, Mud Market, Coffee Boarding School, Elisa Rainbow, Sekolah Yang Eyang, Sekolah Bok Ebok and Sekolah Pak Bapak, and Dhapoer Bhatek Kho-Kho) are located. Upscaling by the Ledokombo Subdistrict Government to other villages within the sub-district may strengthen the sustainability of the SD4All outcome. In addition to the Food of the Month, Jember University's Public Nutrition Department hopes that Tanoker can also be presented in the Jember's more urbanised area so that the issue of healthy food can get wider exposure among the public and policy makers. Tanoker has considered this and thought of a healthy-food truck as an entry point.

Amidst the political dynamics of Jember District, it seems that the consistency of Tanoker working at the grass root will actually provide direction for Jember District's policy in supporting the sustainability of SD4All outcomes. The Seven Peace Tourism Destinations and the Children's Forum might be categorized as Tanoker's work at the grass root level which can be used as an argument in policy advocacy. The existence of the Children's Forum has even become its own policy in Jember District. But once again, for the Government of Jember District all of this is within the framework of Jember Child-Friendly District. As long as Tanoker still contributes to Jember Child-Friendly District, SD4All's policy-related outcomes have also ensured their sustainability.

As observed in earlier sections, chefs play multiple roles as technical experts in advocacy, as advocate of proper food handling and preparation and in capacity development for broad audiences. They are the critical agents of change and of sustainability of the GBDI's achievements in policy influencing, in

knowledge of healthy food and capacities to prepare healthy diet of multiple groups (peer chefs, caterer, school canteen managers, food vendors, Sekolah Yang-eyang and public at large). So far they focus mainly on food preparation and food consumption. Gaps in food system coverage for sustainability are still in promoting availability and marketing of healthy foods with commercial traders in indigenous foods (fresh or processed) as well as in addressing the challenge of vertical scaling in the value chain i.e. to work on social entrepreneurship models that combine social objectives of sustainable diets with economic reality of the businesses (farmers, traders, processors, retailers, chefs, and so on).

6.2. Sustainability of partners and citizens groups

Having Tanoker and meanwhile also GBDI as two well established and strong partners is good starting point for ensuring sustainability. Likewise, the newer partners (mainly working under the Local Harvest Programme) ASSPUK and NTFP-EP are two organisations that were chosen as partner because of their expertise and proven track record built up over the years. Institutional sustainability of the partners is well ensured given the fact that they are mature organisations with a well-established organisational setting for governance and operational & financial management and control. Institutionally speaking, GBDI is the only partner that is still in an 'infant stage' but given the fact that GBDI has been able in a relatively short time to build up an extensive and apparently strong network with many private and public sector actors, is somehow an assurance that the platform organisation has good prospects in terms of sustainability.

Tanoker's ambition really is to establish a movement around healthy food and sustainable diets by focussing on strong grassroot ownership and embeddedness in local dynamics and events e.g. Pasar Lumpur, stilt festival, etc. A strong point for sustainability is compatibility of Tanoker's programme vision and approach with the formally established *Kabupaten Layak Anak* set-up (child friendly district). This linkage together with the wide appreciation that Tanoker enjoys among relevant government officials at district and sub-district level may be conducive for a continuing recognition and (hopefully) recurrent financial support from Government.

The *Food of the Month* concept is intrinsically a strong concept and approach that is now well established, inspires government actors, is widely appreciated when showcased in events and festivals and has been receiving quite some media attention. In other words, this concept can connect stakeholders and (indirectly and over time) contribute to policy development, food system transformation, changes in diets, stronger networking, and awareness raising and capacity development among stakeholders. Food of the Month could thus be a carrier for sustainability. However, in order to achieve this ambition the concept would need to be embedded more strongly in a strategic framework (which does not exist so far) and be connected to other food system actors (some of which are not yet engaged) such as commercial SMEs, cooperatives and relevant government service departments e.g. agricultural extension or nutrition.

In addition to identifying capacity building needs, the 2018 self-assessment also produced some recommendations to ensure the sustainability of the organization's capabilities over time and the importance of the long-term advocacy agenda. It was suggested that a system be developed for managing and sustaining knowledge of programme strategies and dynamics of implementation

whereby information and data remain accessible even with high staff turnover, and bridging of the gap in skills and knowledge between the leadership of partners and the staff.

Both Tanoker and GBDI are considering adopting a social business model to embed (some of their) operations and activities in an entrepreneurial framework that blends social and economic value creation. The sustainability of functional groups of economic actors like food vendors association, chefs' alliance or farmers group will require that changes in food systems that are being pursued will also contribute to (or at least not negatively affect) commercial viability of their enterprises.

Tanoker is (cautiously) considering some of the options to establish itself (or parts of the organisation) as a social enterprise. However, more reflection and consultation will be required as to what may constitute a feasible business model. As a start, leadership may consider to seek support of an external advisor in guiding them through the development of a first and tentative business model canvas⁶. It is somehow expected, however, that the profit generated from market-based products (e.g. the handicraft shop) and service delivery (e.g. hosting school camps) may not suffice to cover the cost of the wider social aspirations of the organisation. Hence external (grant-based) funding continues to be needed. Tanoker (with support of Hivos) has proven to be able to attract financial support from donor agencies and other (social) investors based (e.g. GAIN, Ashoka, EU) making use of its strong track record and expertise, and supported by the recognition and appreciation it enjoys of external stakeholders in public sector and civil society.

Working with and through citizens groups who take development in their own hands, definitely contributes to sustainability of the programme. For Tanoker, building up from citizens' groups to a citizens' movement for Sustainable Food Consumption and Production is the core ambition and key to sustainability. However, Tanoker also indicated that in case programme support would stop, they expect to face challenges in ensuring sustainable functioning of citizens groups that they presently support.

For sustainability, GBDI benefits from its well-established platform with broad representation of food system actors, a representative Board, and strong links with various government bodies in Bandung City as well as at national level, e.g. in SDG12 Task Force as well as with Environmental Dept (food waste disposal). Furthermore, GBDI is looking into options of introducing membership fees and is exploring external funding from international donors and food system alliances. Like for Tanoker (but obviously in a very different constitution), GBDI may consider adopting a social business model as an additional and potentially promising perspective for sustainability whereby it can offer some of its products or services like cooking courses or recipe books to customers at a market-based price. The social business model may not only be relevant for the GBDI as an association, but also for its individual members, i.e. the restaurants who may use social entrepreneurship in branding their restaurant as a place where one can enjoy top-class locally-sourced healthy sustainable gastronomy.

The sustainability of multi-stakeholder platforms that focus on awareness raising and policy influencing is a challenge as few donor agencies offer options for institutional funding while there

⁶ See <https://www.strategyzer.com/> for inspiration

are very few ways (or rather none at all) in which policy-oriented multi-stakeholder platforms can successfully engage in local resource mobilisation. Much will depend on the personal commitment of members of these MSPs to remain engaged and willing to contribute to the platforms. This commitment must find its roots in individual and collective acknowledgement of the relevance and importance of the platform in bringing agency and influence of citizens to the policy arena. Another factor that may contribute to sustained functioning of such MSPs is the supporting role played by Food Champions (like chefs) who are well-respected and influential personalities in the communities and constituencies.

Finally, the Local Harvest Programme will continue contributing to the realisation of SD4All objectives (food system transformation) for two more years. Hivos (and partners) have been - and should – continue exploring other channels for resource mobilisation e.g. through co-financing with donor agencies but also explore opportunities with social / angel investors. Success rates may not always be very encouraging but occasional successes make efforts worthwhile.

To conclude on the question whether functioning and impact of the programme and especially of the dynamics of Citizen Agency for policy influencing will stretch beyond the programme and not be affected by stop-and-go mechanisms, the answer is fairly positive in view of the programme's achievements in terms of increased interest in healthy food and sustainable diets among key actors especially so in the public sector, increased embedment of these values in local and national policy frameworks, the commitment of Indonesian programme stakeholders to sustain and possibly further strengthen the outcomes so far, strong networks and the organisational strength and firm positioning of partners in their respective areas of work.

6.3. Environment and climate change

Even though the Indonesia SD4All may not have formulated explicit pathways of change in its ToC to address or integrate environmental conservation or climate change, the overall objective and approach of the programme is to promote (production, marketing and consumption of) healthy, fair, diverse, green locally-sourced foods. This, obviously, has immediate and direct linkages to environmental conservation and climate change. Especially Tanoker and NTFP-EP are strongly focused on and concerned about such issues. This is clearly reflected in their vision and mission but equally so in their programme interventions. GBDI also implements activities that have an environmental dimension, e.g. in the promotion of green locally-sourced foods, the promotion of traditional food crops and food waste management in collaboration with City of Bandung's department of environment.

Environmental issues are more strongly addressed in the Local Harvest programme, notably so with the environmental focus of NTFP-EP as a key partner in this programme. It must also be noted that NTFP-EP but also other partners have other programmes that address environmental and climate issues..

In a way it is assumed that the concepts of Sustainable Food Systems and Sustainable Diets have the implicit ambition to strive for environmentally sound practices (from production to consumption of food including food waste management practices) and that approaches to bring these concepts to practice have (ideally) been informed by contextualised assessment of the likely impacts in terms of

environment and climate change (resilience). These assumptions may be true but do not yet offer an assurance of that robust evidence-based strategies have been developed and are being implemented in the programme. There is a challenge for future programming to deliver more specifically on good intentions in this respect.

7. Analysis of efficiency

Evaluation question 4:

What has the programme done to ensure proper use of available / limited resources? What was learned from this?

In the evaluation, two perspectives are adopted to look at efficiency.

The first one is organisational efficiency and looks at strategies, procedures and norms that the organisation (Hivos) and/or the CAC consortium is using to maximise returns on resources used in the programme. This dimension of efficiency is situated at the organisational level and falls beyond the scope of the country research. A second dimension is programme efficiency, whereby a link is established between programme effects and the costs incurred. The approach used for learning on programme efficiency is inspired by the Multi-Attribute Decision Making (MADM) method and basically let programme stakeholders assess the 'usefulness' of a number of interventions in realising programme outcomes (from the ToC) against the amount of resources (time, money, effort) needed to implement said outcomes.

In Indonesia we decided to carry out two MADM-like assessments, one at the level and from the perspective of the Hivos programme team and one at Tanoker. The assumption was that specific interventions that may seem effective and efficient from the point of view of Hivos (also in connection with other countries and international policy influencing) may not necessarily be as relevant, effective or efficient from the perspective of local programme implementation.

The Hivos team identified five different interventions that they wanted to assess against 10 criteria of effectiveness. The team decided not to take Food Diary Different as one of the interventions, because in their view it was too early to assess the 'usefulness' and effectiveness of this research (assumed / envisaged effectiveness indeed is not a proper standard). Next, different weights were assigned to criteria – some received less weight e.g. criteria related to outputs (such as reach out to public) and other more weight e.g. to strategic outcome-related effects such as influence on policy makers or increased inclusiveness of policies and practices. The result of the assessment is presented below:

Interventions	Cap Dev for food system actors	MSP	Food system Champions	Dialogue with local and national authority	Campaign & events	publications	
1 = low 5 = high							
how useful is the intervention for							Weight
Reach out to food system actors for awareness raising	4	5	5	5	3	2	5%
Reach out to public for awareness raising	2	2	4	1	4	1	5%
Source of evidence for L&A agenda setting	4	5	3	5	4	5	10%
Use of content in policy debate	3	5	3	5	2	4	10%
Influence policy makers (value based)	5	5	5	5	3	2	15%
Promote consumption healthy local diverse sust. foods	5	5	5	4	4	3	10%
Promote access healthy local diverse sust. Foods	5	5	5	4	4	3	10%
Follow-up policy & platform implementation	5	5	5	5	3	3	15%
Contributes to More inclusive food systems (issues & actors)	5	5	5	5	4	2	15%
Alliance with global actors	2	3	4	4	4	4	5%
Weighted Score	4.35	4.75	4.50	4.55	3.45	2.90	100%
Cost 1= low / 5 = high	4	5	2	4	3	3	
Efficiency ratio (effect per unit cost)	1.09	0.95	2.25	1.14	1.15	0.97	
			chefs MSME			incl photos videos	

A preliminary observation of the Hivos team was that assessment of effectiveness and efficiency of stand-alone interventions is relevant but often a combination / integration of different methods and interventions (for example: food champions may influence the dialogue with authorities) will create added value which is not captured in the analysis.

The highest scores in terms of effectiveness (but not yet with cost consideration) are multi-stakeholder platforms, food champions and dialogue with authorities. Food Ambassadors, in particular well-known chefs contribute to awareness raising on healthy foods but also connect to grass-roots groups of women or grandmothers e.g. in developing or launching the Food of the Month concept. Food Ambassadors are indeed considered to be influential drivers of change at many levels such as for raising public awareness or in ‘convincing’ people to prepare and consume more traditional locally sourced foods. Taking into consideration the cost factor, which is thought to be moderate, food champions have an outstanding high score in terms of efficiency. Similar outcome result (high efficiency rating for champions) were observed in other countries (like Uganda). An important observation, however, was that food ambassadors can and will be effective only after other interventions have paved the way for influential people to be willing and able to take on a role as food ambassador. So the hidden / indirect cost may be much higher and the efficiency lower than presented here.

The multi-stakeholder platforms were also highly rated in terms of effectiveness but at the same time considered to require a lot of resources. The result was the (somewhat surprisingly) lowest score in terms of efficiency. Again, one should put this conclusion in a broader setting – one aspect that is not included in this assessment is the time factor. Some interventions may indeed generate effect over a longer sustained period which is not taken into account in this analysis. Campaigning and events, capacity development and dialogue with authorities showed comparable outcomes in terms of efficiency. Capacity development is the more effective one among these three but then comes at a higher cost than events or dialogue. Finally, publications score low both in terms of effectiveness and efficiency. An important reason is that the language barrier makes publications in English less accessible and thus less effective for reaching out to in-country audiences (public, media) or for influencing Indonesian policy makers.

The efficiency analysis with Tanoker produced similar findings about also somewhat different conclusions.

Efficiency analysis at Tanoker							
Interventions	Cap Dev for food system actors	MSP	Food system Champions	Dialogue with local and national authority	Campaign & events	publications	
1 = low 5 = high							
how useful is the intervention for							Weight
Reach out to food system actors for awareness raising	5	4	5	4	5	5	20%
Reach out to public for awareness raising	5	4	5	4	5	5	15%
Source of evidence for L&A agenda setting	5	5	5	5	5	5	10%
Use of content in policy debate	5	5	5	5	5	4	10%
Influence policy makers (value based)	5	5	5	5	5	4	10%
Promote consumption healthy local diverse sust. foods	5	4	5	4	5	5	10%
Promote access healthy local diverse sust. Foods	5	4	5	4	5	5	10%
Follow-up policy & platform implementation	3	4	4	5	4	3	10%
Contributes to More inclusive food systems (issues & actors)	5	5	5	5	4	4	5%
Weighted Score	4.05	3.75	4.15	3.85	4.10	3.80	100%
Cost 1= low / 5 = high	5	3	2	3	5	4	
Efficiency ratio (effect per unit cost)	0.81	1.25	2.08	1.28	0.82	0.95	

As for the Hivos team, the ‘deployment’ of influential citizens as food champions is again considered to be effective and efficient tool to promote sustainable food and diets. Differing views relate to capacity development that is again considered to be useful and effective but, according to Tanoker team is very demanding in terms of resource use, notably the commitment, effort and time of staff that it requires ‘at the expense’ of other tasks (high opportunity cost). Hence, capacity development scores lowest in terms of efficiency. A similar argumentation applies to events and campaigns with high scores on effectiveness, but because of high cost, low efficiency rating. Other interventions, i.e. MSP and policy dialogue, receives similar ranking as in the assessment by the Hivos team.

A cautious conclusion of the assessments would therefore be that many of the common interventions applied in the SD4All programme are useful and effective in realising the overall SD4All objectives. The key to higher efficiency appears to engage in interventions that are effective in reaching out to public and policy makers and that amplify the influence and impact of policy dialogue with governments. Working through alliances and multi-actor platforms brings forward and strengthens the voice of citizens in policy debates, while having influential persons in society stand up and be advocate for your case is by all means an effective and efficient mechanism.

8. Conclusions and lessons learnt

Following is a non-narrative listing of conclusions and lessons learnt that were either extracted from the annual progress reports or from the interviews and FGDs that the evaluators had with Hivos coordinator, partners and other informants in Indonesia

The concept of food systems and programmatic approaches to promote sustainable diets

- Improved availability of local, healthy, fair, diverse, green, sustainably sourced food has partly and locally been realised by Tanoker in Jember District mainly through establishment of the culinary groups, SMEs and men’s groups.
- The collaboration with chefs in GBDI has proven to be an innovative and meaningful initiative in promoting sustainable gastronomy with locally sourced and healthy food ingredients.

- The two main programme partners (so far) had a limited geographic and institutional focus and scale. Replication in other areas is pending for the GBDI but less likely for Tanoker
- To assess option, there is need for strategic reflection on the challenges of horizontal scaling of best practices in promotion of local food for sustainable diets
- the PPP-Lab scaling scan (<https://ppplab.org/2018/11/3223/>) may inform and inspire these reflections
- In the coverage of the food system, other elements notably related to food production and established medium-sized commercial actors at supply side, received less attention.
- While this was a deliberate choice because of capacity and resource constraints, optimisation of sustained value chain operations for sustainable food may require more focus on linkages and vertical scaling in the value chain.
- It would be advisable to engage more actively with service providing departments at Kecamatan level especially so with agricultural extension to promote farm practices with less focus on cereal crops towards diversification and promotion of more diverse (traditional) crops.
- Support to and coaching of small- and medium-scale actors (including restaurants, food vendors, canteens and catering services) could be embedded in social entrepreneurship models that combine social objectives of sustainable diets with the economic reality of the small businesses.
- Some support may have to be provided to such actors to help them develop appropriate business models (e.g. develop business model canvas).
- An enabling business environment is often equally (if not more) important than social incentives for economic actors to join groups and remain engaged in the longer run in food system transformation and promotion of improved diversified diets.
- However, , there is need for contextualised feasibility studies to better understand the social and economic opportunities and constraints and to assess the costs and benefits for business models of engagement in a healthier food system that would appeal to the private sector.
- It is worth exploring opportunities to integrate GBDI-like principles and methods in CSR strategies of major food companies (e.g. exposure to what GBDI is doing).
- Keep vendors can remain relevant targets for practice-oriented training but less so in policy influencing (many barriers for time being e.g. politics, security, food safety)
- Some partners expressed a need for further research to get insights in nutritional adequacy of household diets, others pointed at need for more market research to fill in gaps in knowledge and insights on value chain dynamics as well as on consumer demand and preferences – all specifically for traditional food crops.

Citizen agency

- The programme brought the concept into practice in different contexts. Citizen Agency became a concrete and practical way of empowerment of citizens to influence policy development.
- Value-driven motivation is an important driver of citizen agency, however, it may not be sufficient to mobilise (economic) actors such as chefs, food vendors, traders or even farmers.

These actors will also need economic incentives for them to support a food system transformation.

- Established MAIs show promising features for effective and sustainable functioning, e.g. with alignment in goals, active participation of different parties, evidence of agility in the face of changing conditions, broad representation of stakeholders and stated intentions for transparency and shared decision making. The most critical conditions for sustained operations, however, will be trust, leadership and adequate management of power dynamics within the MAI.
- Citizen generated evidence has proven to be relevant and meaningful in informing advocacy strategies.
- Citizen agency needs time to emerge, mature and become effective in policy influencing
- How to broaden strategic positioning of Citizen Agency to embed blended value creation in the concept of CA?
- Explore concept social business for Tanoker as well as for GBDI and their members' enterprises.
- How to engage (especially low-income) consumers and commercial value chain actors and strengthen their active agency in MSP (of GBDI)?

Dynamics of policy influencing

- Food and nutrition security have strong link to SDGs which are embraced by government (national & district)
- Government and other stakeholders consider subject of nutrition to be topical at national as well as local level, now and in future
- Despite the above observations, there is lack of coordination and effective implementation of national policies and regulatory frameworks for production, processing, marketing and consumption of fair, green, healthy, locally sourced food crops.
- Healthy locally sourced food considered to be more effective entry point in reaching out to stakeholders than sustainable diets.
- Collaboration with the Indonesian National Development Planning Agency (BAPPENAS) on multi-stakeholder platform on sustainable food system in Indonesia appears meaningful and relevant entry point for high-level policy influencing
- Engagement in this platform by four well-established organizations / associations (KEHATI, KRKP, GAPPMI, GAIN) is powerful foundation for policy influencing at national level
- Recognition of and appreciation for Tanoker expedited its influence on policy makers. Same pertains to GBDI, notably the reputation and fame of (some) chefs.
- Government officials appreciate the mixed functionality of Tanoker who focus on relevant prototyping / models to promote healthy foods and use evidence thereof in advocacy
- Issues raised by Tanoker at Kecamatan and Kabupaten levels are relevant but touch upon partial segment(s) of a much larger food system.
- Evidence of impact in awareness raising and (direct or indirect) policy influencing via Pasar Lumpur, Food of the Month, Child Forum, Festivals (Jakarta, Surabaya, Solo, Kendari, ...) and in future - 1000 Healthy Canteens
- These stories of practice contributed to visibility and influence of Tanoker and their constituencies but also were used inform higher-level policy debate (up to global level)

- Models used are thus rich in content but impact on overall food systems is small (but direct or indirect impact in evidence-based L&A can potentially be larger).
- The challenge will be in striking the right spaces in the debate where one can trigger change, create impact and make a difference.
- In future programming, more attention should be paid to replication and up-scaling of successful prototypes and models, especially with a view to expand and strengthen relevant evidence for policy influencing purposes.
- Food of the Month could thus be a carrier for sustainability but needs to be embedded in a strong strategic framework (does not exist so far) and be connected more to other actors e.g. SMEs, cooperatives and relevant officials in government service departments (e.g. of extension or nutrition)
- *Deployment* of Food Ambassadors (or similar initiatives) is an effective (and efficient) tool in lobby and advocacy.
- Food Ambassadors have proven their relevance and effectiveness in reach out to public and other stakeholder, awareness raising, agenda setting, direct lobbying, promoting production of traditional food crops, and so on.
- Chefs are not only instrumental in promotion of locally-sourced healthy food & recipes but also influential with policy makers, peers, SMEs including vendors, public and media.
- The linkage with University of Jember and Padjajaran University Bandung offers (more) potential for policy influencing, e.g. in reach-out and influence in their network as well as (for Jember) in drafting evidence-based policy paper to inform L&A strategy and planning on food and nutrition aspects (making optimal use of extensive food diary data set).

Capacity development

- In capacity development attention was paid to L&A capacities, organisational development of the partner(s) and to compliance mechanisms for programme management such as outcome harvesting.
- A challenge with capacity development is their limited *capacity* (staff time) to attend and thus absorb. Partners are under-staffed and over-engaged in programme related activities.
- Tanoker had already built up quite some track record and expertise in L&A but there is need for further strengthening of capacities in planning and implementation of advocacy and communication tools.
- Tanoker provided capacity development support to citizens groups, often in the form of coaching and expert advice. This support was well appreciated by the groups
- The training programme of GBDI on sustainable and healthy cooking targeting 4 groups was highly appreciated by all groups. Vendors specifically were asking for more practical training.
- Key target groups like vendors, chefs, households etc. need more awareness and sensitisation on improving diets and how traditional food crops can play a role in making diets more healthy, nutritious and diverse.
- The TOC and intermittent adjustments to ToC have - to some extent - influenced assessment of CD needs and subsequently informed identification and planning of CD-related interventions by the programme team.

- Use of the 5C model helped to assess and understand capacity needs at programme level and with the different partners. Use of 5C was complemented with open-ended assessments based on joint reflections with the partners.
- in view of the wide diversity in mandates, functionality, operational modalities and organisational *maturity* of the different citizens initiatives supported by the partners, there simply is no one-size-fits-all approach towards CD planning and design that would suit all different types of groups. 5C model might be useful to manage this diversity provided it is adjusted to better reflect capacity requirements for lobby and advocacy.

Gender and youth

- There is general recognition of relevance of gender in SD issues, gender and youth inclusion were not very strongly embedded in the original design of SD4All.
- Stakeholders in the SD4All programme consistently acknowledge the need for a pro-active engagement with and support to youth. Despite such positive intentions, results so far are rather moderate and have not been realised at any substantial scale.
- Nevertheless, Tanoker has a strong gender 'bias' and expertise – emerged more as a contextual issue rather than by design
- Capacity development on gender and youth in policy influencing is needed for development and roll-out of contextualised strategies to strengthen inclusiveness in the planning and implementation of lobby and advocacy
- Capacity development could include more exploration of knowledge and best practices by others (external parties) on youth and women inclusion in policy development and practice on food systems and sustainable diets.
- There is need for more contextualised evidence and insights in gender- and youth-related dynamics in the actual food system
- Although progress was made in this matter, still more attention needs to be paid to identify and apply specific indicators on inclusiveness

Annex 1 – Itinerary and persons met

Date	Activity	Persons met	
March 4	Arrival De Greve		
March 6	Team meeting	Silvana Paath	Programme Coordinator SD4All
		Gita Meidita	PML Officer SD4All
		Nova Doloksaribu	Communication Officer SD4All
		Elly Anggraeni	Project Support Officer
March 9	NTFP Meeting in Bogor	Jusupta Tarigan	Executive Director
		Merry Tobing	Enterprise Officer
	Meeting Hivos	Biranchi Upadhyay	Hivos Regional Director
March 10	Meeting GBDI	Christine Effendy	Project Director GBDI
	Meeting Hivos	Silvana Paath	Programme Coordinator SD4All
March 11	Travel to Jember		
	Village Event		
	Meeting Tanoker Team	Dr. Suporahardjo Fnu	Founder
		Farha Ciciek	Founder
		Nurhadi	Project Officer
		Bryan Chandra	Project Finance
		Dewi Tri Lestari	Secretary
		Iwan Joyo Roni P.S.	Media
		Isnatul Mu'alifah Ninna Rohmawati	Program Companion
March 12	Bappeda Jember	Sigit Boedi	Government and Empowerment Division Head
		Bambang	Staff
	Women Empowerment and Children Protection Body of Jember	dr. Wiwik Supartiwi	Division Head
	Sekolah Yang Eyang	Juhariyah	Headmistress of Sekolah Yang Eyang
		Mardi	Sumber Lesung Village Head
	Sekolah Bok Ebok	Latifah	Headmistress of Sekolah Bok Ebok
		Sandrina	Member of Sekolah Bok Ebok
	Sekolah Pak Bapak	Ali	Headmaster of Sekolah Pak Bapak
Radar Jember	M.S. Rasyid	Editor in Chief	
March 13	Efficiency Analysis	Nurhadi Farha Ciciek	Project Officer
	Ledokombo Subdistrict	Jono Wasinudin	Head of Subdistrict of Ledokombo
	Nutrition Department of Jember University	Ninna Rohmawati	Department Head
		Dewi	Lecturer/researcher
March 14	Back to Jakarta		
March 15	Consultants prepare sense-making workshop		
March 16	Return De Greve, due to Corona situation – no sense making workshop		
March 19	Sense-making by Skype		

